

Sri Lanka Community Forestry Project

AidWorks Initiative Number
INK 103 (Agreement No. 61574)

MID-TERM REVIEW EVALUATION REPORT



Anuradhapura: Community forests established and maintained by the Forest Department's Project activities with local communities

22 October 2014

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Figure 1. Working together Polonnaruwa: Trees in the landscape; the boundary between dry-zone, natural forest managed by the Forest Department and village-owned agriculture and planted trees.

Initiative Summary

Initiative Name	Sri Lanka Community Forestry Project		
AidWorks initiative number	INK 103 (Agreement No. 61574)		
Commencement date	January 2012	Completion date	December 2015
Total Australian \$	AU\$ 4.97 million		
Total other \$	Sri Lanka Rupees 80 million (AU\$0.70 million)		
Delivery organisation(s)	United Nations Development Program		
Implementing Partner(s)	Forest Department, Ministry of Environment and Renewable Energy		
Country/Region	Sri Lanka		
Primary Sector	Forestry		

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Author's Details

The MTR Team comprised:

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development, disaster management and human rights, at national and international levels. He has designed and managed projects, monitored and evaluated different programs in both the State and non - State sectors and regularly conducts training courses on Gender, Gender and Development, Gender as Rights Based Approach, and Gender and Responsive Programming.

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The team was accompanied and guided by **Mr Dunstan Fernando**, Australian Aid, and **Mr Ramitha Wijethunga**, UNDP, and, from the Forest Department, **Mr. Lal Abeygunasekara**, Conservator of Forests (Social Forestry & Extension); **Ms. Sathima Aluwihare**, Assistant Conservator of Forests (M&E Officer); and **Ms Gayathri Hettiarachchi**, Assistant Conservator of Forest

Disclaimer

This report reflects the views of the MTR Evaluation Team, rather than those of the Government of Australia or of the Government of Sri Lanka.



Figure 2. Livelihood discussions, Valachenai, Batticaloa.

EXECUTIVE SUMMARY

Background and Context of the Sri Lanka Community Forestry Project

The Sri Lanka Community Forestry Project (CFP) is based on the lessons gained from the Sri Lanka Australia Natural Resource Management Project (SLANRMP), implemented between 2003 and 2009, and from two previous donor-funded programs. By 2008 the Forest Department (FD) had developed a community forestry strategy and requested Australian support to consolidate previous community forestry activities and to expand community forestry as an island-wide program.

The Goal of the CFP is to improve the management of natural resources to support livelihoods and contribute to poverty reduction in the dry and intermediate zones of Sri Lanka. The CFP has two components: **Field Activities (Component 1)** which aims to reduce deforestation and forest degradation by involving communities in forest management (through 5 Outputs), and; **Institutional Support (Component 2)** to build the capacity of the FD so community forestry approaches can be implemented nationally (through 5 Outputs).

Between 2012 and 2015 the CFP is expected to result in a substantial increase in the number of community forestry sites and the area of forest within these sites, and to help reduce deforestation and forest degradation in the dry and intermediate zones. It should enhance the livelihoods and reduce the incidence of poverty in the participating communities. Estimates of the number of districts and sites, areas of forest and numbers of beneficiaries are tabulated below (Table 1).

	SLANRMP 2003-9	Forest Dept 2007-9	CFP 2012-15	Cumulative Total
Number of districts	5	9	15	15
Number of sites	55	24	167	246
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

Table 1. Numbers of participating Districts and sites

The FD is the main implementing agency of the CFP. UNDP (Sri Lanka) is responsible for assisting the FD by disbursing funds, procuring goods and services, facilitating external monitoring and evaluations and undertaking quality assurance of activities implemented under the program. The Ministry of Environment and Renewable Energy (ME&RE) is the counterpart Ministry. The Australian financial contribution is A\$4.97 million and the estimated Government of Sri Lanka (GoSL) counterpart funding for the program period is Rs53 million (approx. A\$425,000).

The program is regularly reviewed through Program Supervisory Missions (PSM), meetings of the Project Steering Committee (PSC) and a Technical Advisory Group (TAG).

The Purpose and Focus of the Mid-Term Evaluation

Objectives of the Review.

A Mid-Term Review (MTR) was conducted from 27 August to 10 September 2014 to assess:

- the performance of CFP against the program objectives;
- the impacts, effectiveness and community acceptance of the CF concept;
- accountability for expenditure of Australian public funds on CFP activities;
 - the possible avenues to promote and sustain required policy changes towards community managed forests in Sri Lanka; and
- the systems and plans developed for CFP implementation and phasing out of external assistance.

Description of Evaluation Activities.

The MTR Team received briefings from Australian Aid officers in Canberra and Colombo, the UNDP, and the Conservator General of Forests and senior FD staff. The Team then travelled by bus over 1200 km in 7 days, conducted structured, detailed and frank discussions with FD staff in 6 Districts and with more than 240 members of participating communities at 7 sites in 6 Districts. The Team received facts and opinions on

community views on the CFP, plans for program implementation and the issues and constraints facing program implementation. The Team was given full access to all earlier assessments and reports conducted by CFP, and other relevant documents. FD staff and the four Specialist Team members (on Livelihoods, Sociology, Gender and Community Forestry) held detailed discussions.

Scope of the Review:

The Terms of Reference (TOR) specified that the MTR will take due account of, and be consistent with, Australian Aid's relevant quality standards and procedures. The MTR assigned Evaluation Criteria Ratings to rate the CFP against each of the criteria: **Effectiveness, Efficiency, Gender Equality, Community Acceptance, Sustainability, and Monitoring and Evaluation**. Standard Evaluation Questions were provided to guide the review in developing questions in order to get the most value from the Review. The TOR specified that the Review should focus on project performance in delivering the specified outputs and outcomes, and the overall aid effectiveness. It should identify and draw out lessons on what has and has not worked, and the implications for future programming.

A Brief Outline of the Evaluation Findings

Since the initiation of the first major community forestry project in 1983, there has been a substantial and positive cultural change within the FD. The current CFP is contributing to ongoing positive change within the FD, the capacity to service the participatory needs of community forestry has increased, attitudes within the Department towards communities have changed in a positive way, and all of these changes are reciprocated through a more positive view of the FD from the Community Based Organisations (CBO) membership and the wider community.

But the most important finding is that although the CFP, to this stage, has accomplished many good, and even some excellent, achievements, they are not being satisfactorily reported through the Monitoring and Evaluation (M&E) Framework.

As at September 2014 a total of 147 CF sites have been established in 18 districts. CBOs have been formed in all sites. Total membership of 147 CBOs is 5,621, including 469 female office bearers (37%) and male office bearers (63%).

The MTR found that all financial procedures were being followed in accordance with the regulations of the GoSL. The Auditor General's Department conducted an audit on the project expenses incurred through the FD and concluded that the highest standards of financial accountability are being met.

The issue of the appointment of a Sociologist and a Gender Specialist to strengthen FD activities and reporting was discussed frankly and at length. The need for such appointments is evident in the shortcomings identified in the existing M&E processes. The FD and UNDP are currently in the process of recruiting a Sociologist and an expert on Gender and Social Inclusion.

The FD has made a request to Australian Aid that the four-year term of the project be maintained from 2013 to 2016. A formal request has been drafted and presented to the Australian High Commission. This action has MTR support, because the CFP started later than planned.

Effectiveness. The Objectives of the CFP are on track to being achieved, but the current M&E Framework is not adequately reflecting the commendable achievements. The Objectives do not need to be changed for greater effectiveness, but only the M&E Framework. Private sector linkages in all the sites are few and an effective system should be developed to identify relevant private sector companies and to link them with extension staff and CBOs. The effectiveness of the CFP in terms of forestry interventions such as preparation of management plans, farmers' woodlots, enrichment planting, buffer zone planting, fire control, nursery programs and home garden development is quite satisfactory, as these activities help to achieve the project Goal and Objectives - reducing deforestation and forest degradation, supporting livelihoods and contributing to reducing poverty of the communities involved in the program. In terms of social impact, the implementation of CFP demonstrates a moderate level of effectiveness at program level.

Efficiency. The MTR did not observe any serious problems within the FD related to the efficiency of implementation of the CFP. Some minor, although locally important, deficiencies were noted, such as field staff vacancies, lack of Tamil-speaking field officers in northern districts, and funding for maintenance of field sites.

Gender Equality. Participation of women in CBOs is high in general [Badulla 45%, Polonnaruwa 53 %, Ampara 65%] and there are some CBOs with women alone [Sangaman Village, Akkaraipattu Range] and with men alone [Wangiyakumbura, Welimada Range]. There are 5621 members in 147 CBOs, out of which 824 [63%] males and 469 [37 %] females are office bearers. The records show that women derive a considerable

proportion of the direct benefits of the project, mainly in woodlots, livelihood activities, together with training and impressive economic growth and savings, and indirect benefits of receiving economic support for their family members. It is obvious that the CFP is changing the life of people in many ways, especially the self-esteem of men and women, as well as the roles, status and power at the family and the social spheres. The vital factor found during the MTR was the very significant opportunity for empowering women in the socio-economy and in socio-politics. To meet the objectives of the CFP, it is essential to mainstream gender into the policies, programs and practices of the FD. When communicating with the field level officers of the FD during the MTR, 16 officers were randomly selected and assessed on their knowledge, attitudes and skills relating to gender and gender responsive programs. These were found to be at a low level, indicating that more awareness and gender training is needed.

Community Acceptance. The immediate and ultimate impact and sustainability of the CFP depend on whether the communities accept the CFP and participate enthusiastically. This is closely related to the topic of Gender Equality. A considerable amount of information of sociological aspects of the CFP is available, but progress in using and augmenting this information is impeded by two serious problems: (i) the lack of the short-term (or even long-term) services of a qualified Sociologist; and (ii) the unsatisfactory structure and contents of the M&E Framework.

Monitoring and Evaluation.

Most of the indicators developed by Forest Department were prepared in line with the PPD but, those indicators do not adequately reflect the socio- economic and other impacts of the project. The reporting system includes only physical progress achieved against the Annual Action Plan of the FD. The deficiencies in the M&E Framework and the problems it engenders are so severe that they seriously “under-sell” the good, even excellent, work being done and results being achieved, especially in the fields of Sociology and Gender Equality. **The primary, high-priority, recommendation of the MTR is that immediate steps must be taken to remedy the problems with the Framework.** Most of the indicators developed by the Forest Department were prepared in line with the M & E Framework in the PPD. But, those indicators do not adequately reflect the socio- economic and other impacts of the project. FD staff members will have to be trained to gather data against the selected indicators and to report in a timely and accurate way. The problem is especially acute with respect to the Gender and Sociological aspects of the CFP. Pleasing progress has been made in the revision of the M&E Framework subsequent to the MTR and this new framework is attached an Annex G.

Impact. Although there are many signs that the CFP is having favourable impacts in many communities, it is too early to assign an Evaluation Criterion Rating. When the M&E Framework is properly revised and becomes effectively operational, information will become available to start to assess the impacts of the CFP.

Sustainability. The long-term sustainability of the activities undertaken within the CFP will depend on strengthening community organisations and diversifying income sources from forestry activities. Among the forestry activities, the agroforestry program is an ideal activity for this purpose. It is successful in almost all CFP sites. This program is very attractive to communities and they are very keen to protect and manage their woodlots. Sustainability of the program through this component is ensured due to generation of significant livelihood support to communities. Sustainability will also depend on several other factors, such as: community mobilization; formation of Self-Help Groups, linking micro finance institutes to the CBOs; proper guidance on marketing; and attending to their problem solving processes. It is very important that extension staff should maintain very close relationships with the communities to build up their confidence.

Learning. The training program comprised both local and overseas components, both designed with reference to and after analysis of previous community forestry programs. The local training for 2013 and 2014 comprised a total of 24 programs for about 500 FD officers of all ranks. The overseas training program for the two years included a total of 11 activities in Thailand and India for about 76 FD officers. There did not appear to be any training on gender-related matters. The MTR Team questions whether the knowledge and experience gained during these training activities was shared with colleagues at the District and Range levels. Many items of training and extension materials have been prepared in Sinhala and English, and some have been translated into Tamil.

A Brief Outline of the Lessons and Recommendations

The major lesson to be learned from the CFP to this date is that a working M&E Framework is vital for ensuring that the CFP functions effectively and efficiently. Without it, CFP staff members of all ranks have no real idea about whether the project is completing all its Objectives and Outputs, and ultimately producing satisfactory Outcomes.

The most important recommendations are: (i) revise the M&E Framework to capture impact information, especially for sociological and gender-related topics;(ii) appoint the Sociologist and Gender Specialist; (iii) fill vacancies for field staff, especially Tamil-speaking Extension Officers; (iv) provide training for FD officers on gender-related topics and ensure that these topics are incorporated within the M&E Framework; (v) develop criteria and guidelines for identification and analysis of livelihood opportunities and market chains, and provide relevant training to FD officers and CBOs; (vi) assist CBOs to form Self-Help Groups, especially for developing micro-finance opportunities; and (vii) allocate more resources and attention to war-affected sites.

Evaluation Criteria Ratings

The following Evaluation Criteria Ratings were assigned having regard to the current social context of rural Sri Lanka. The MTR Team was initially very critical of project progress with regard to several of the Evaluation Criteria and at first assigned relatively low Ratings to some Criteria, especially Gender Equality and Monitoring and Evaluation. However, during and immediately after the MTR all senior participants in the CFP, including the FD, UNDP and Australian Aid at the Australian High Commission, have agreed on a detailed Action Plan that satisfactorily addresses previous serious deficiencies, and this plan has been implemented. The MTR Team now confidently assigns the Ratings in the following table (Table 2).

Evaluation Criteria	Rating (1-6)	Explanation
Effectiveness	5	Forestry interventions such as establishment of agroforestry woodlots, enrichment planting, buffer zone planting, fire control, nursery programs and home garden development are effective methods to improve livelihoods of local communities. These activities are progressing well and also help to reduce deforestation and forest degradation, support livelihoods and contribute to reducing poverty of the communities involved in the program.
Efficiency	4	Some management arrangements need to be improved: field staff vacancies at District level need to be resolved; Tamil speaking officers should be posted in North and East districts; awareness and extension material should be made available in Sinhala and Tamil languages; funding needs to be provided for 2010 and 2011 sites beyond 2013; and the M&E Framework should be improved to capture impacts.
Gender Equality	4	The gender equality issues are adequately addressed by the project in some communities but not in others. In both cases, the data (however good or poor) is not sufficiently reported in relation to the forestry program. This aspect needs improvement and the Gender Specialist, to be appointed soon, will make valuable contributions in this neglected part of the CFP.
Community Acceptance	5	The Community Forestry concept has been well accepted by the local communities. The CFP is supporting household livelihoods by improving the utilization and integration of forestry and agricultural resources, as well as supporting other income-generating activities. By this approach local people are empowered to identify their socio-economic and forest protection problems and manage them to meet the objectives of livelihood development.
Sustainability	5	Among the forestry activities, the agroforestry program is one of the most successful activities in all parts of the country. Considerable income is generated through cash crops during the early stages, and finally the main tree crop provides a significant income to farmers. This program is very attractive to communities and they are very keen to protect and manage their woodlots. Sustainability of the program is ensured primarily due to generation of demonstrable livelihood support to communities. Sustainability is assisted by functioning CBOs.

Evaluation Criteria	Rating (1-6)	Explanation
Monitoring and Evaluation	3	The current Monitoring and Evaluation Framework of the CFP does not adequately capture impacts of project activities. The data on impacts of project activities are not properly recorded and reported in progress reports. This is a serious shortcoming and needs urgent attention to improve the M&E Framework. The MTR Team observed many excellent aspects of the CFP, including gender equality and social development, and the Team was frustrated by the inability of the current M&E Framework to demonstrate the considerable achievements of the CFP. The project is being seriously “undersold” at present.

Table 2. Evaluation Ratings

Rating scale

Satisfactory		Less than satisfactory	
6	Very high quality	3	Less than adequate quality
5	Good quality	2	Poor quality
4	Adequate quality	1	Very poor quality



Figure 3. CFP has supported *Anthurium* cultivation as a livelihoods option, Rathmalkanda, Anuradhapura.

List of Acronyms

ADB	Asian Development Bank
AHC	Australian High Commission
AIT	Asian Institute of Technology
AusAID	Australian Agency for International Development (now Australian Aid)
BFO	Beat Forest Officer
CBO	Community Based Organisation
CFP	Sri Lanka Community Forestry Project
CFMP	Community Forest Management Plan
CGF	Conservator General of Forests
DCF	Deputy Conservator of Forests
DER	Department of External Resources
DFAT	Department of Foreign Affairs and Trade (Australia)
DFO	District Forest Officer
FAO	Food and Agricultural Organization of the United Nations
FD	Forest Department
FEO	Forest Extension Officer
FFA	Forest Field Assistant
FRMP	Forest Resources Management Project
GN	Grama Niladhari
GoA	Government of Australia
GoSL	Government of Sri Lanka
ME&RE	Ministry of Environment and Renewable Energy
M&E	Monitoring & Evaluation
MTR	Mid Term Review
NPSC	National Program Steering Committee
PDD	Project Design Document
PRA	Participatory Rural Appraisal
PSM	Program Supervisory Mission
RDCF	Regional Deputy Conservator of Forests
RFO	Range Forest Officer
Rs.	Sri Lankan Rupees
SHG	Self Help Groups
SLANRMP	Sri Lanka-Australia Natural Resource Management Project
SLFI	Sri Lanka Forestry Institute
TAG	Technical Advisory Group
TOR	Terms of Reference
TOT	Training of Trainers
UNDP	United Nations Development Program

Currency Equivalents

As at September 2014, one Australian Dollar (A\$) was worth approximately 115 Sri Lanka Rupees (SLRs).

INTRODUCTION

Initiative Background

The Sri Lanka Community Forestry Project (CFP) follows the forestry development activities implemented by the Sri Lanka Australia Natural Resource Management Project (SLANRMP) from 2003 to 2009. SLANRMP was a successful pilot project and produced numerous benefits for communities, partner government and other stakeholders. SLANRMP was developed on the recommendations made by the Project Identification Mission in March 1999. It was formulated on the experience and lessons learned from two previous donor-funded forestry programs, namely the Community Forestry Program (CFP) and the Participatory Forestry Program (PFP). By 2008 the Forest Department (FD) had developed a community forestry strategy and requested Australian support to consolidate previous community forestry activities and to expand community forestry as an island-wide program. The Australian financial contribution is A\$4.97 million and the estimated Government of Sri Lanka (GoSL) counterpart funding for the program period is Rs53 million (approximately A\$425,000).

The Goal of the CFP is to improve the management of natural resources to support livelihoods and contribute to poverty reduction in the dry and intermediate zones of Sri Lanka. The CFP consists of two components: (1) **Field Activities (Component 1)** which aim to reduce deforestation and forest degradation by involving communities in forest management, and; (2) **Institutional Support (Component 2)** to build the capacity of the FD so community forestry approaches can be implemented nationally.

The outputs under **Component 1** are: Output 1.1: Suitable program sites identified; Output 1.2: Community groups formed and capacity enhanced; Output 1.3: Community Forest Management Plans (CFMP) prepared; Output 1.4: Community Forest Management Plans (CFMPs) implemented; and Output 1.5: Home garden development program implemented.

The outputs under **Component 2** are: Output 2.1: Regulations for amended Forest Ordinance developed and implemented; Output 2.2: Forest Department (FD) field staff trained in community forestry approaches; Output 2.3: Institutional strength to implement community forestry management improved; Output 2.4: Field level capacity of the Forest Department enhanced in technical areas that will contribute to the program goal; and Output 2.5: M&E of community forestry activities undertaken on a regular basis

The four-year program (from 2012) is expected to result in a substantial increase in the number of community forestry sites and the area of forest within these sites. It is also expected to help reduce deforestation and forest degradation in the dry and intermediate zones. The Program is also expected to enhance the livelihoods and reduce the incidence of poverty in those communities participating in the program. Estimates of the numbers of districts and sites, areas of forest and numbers of beneficiaries are provided below (Table 3):

	SLANRMP 2003-9	Forest Dept 2007-9	CFP 2012-2015	Cumulative Total
Number of districts	5	9	15	15
Number of sites	55	24	167	246
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

Table 3 . Target Districts and Sites for CFP

Field implementation of CFP commenced in September 2012. The main implementing agency of the CFP is the FD, in cooperation with other agencies. UNDP (Sri Lanka) is responsible for assisting the FD to implement the CFP through disbursing funds, procuring goods and services, facilitating external

monitoring and evaluations and undertaking quality assurance of activities implemented under the program. The Ministry of Environment and Renewable Energy (ME&RE) is the counterpart Ministry. The program is structured to receive regular oversight and review through Program Supervisory Missions (PSM), meetings of the Project Steering Committee and inputs from a Technical Advisory Group (TAG).

Objectives of the Review

As part of the review process, a Mid-Term Review (MTR) was conducted from 27 August to 10 September 2014. The objectives of the MTR were to assess:

- the performance of CFP against the program objectives;
- the impacts, effectiveness and community acceptance of the CF concept;
- accountability for expenditure of Australian public funds on CFP activities;
 - the possible avenues to promote and sustain required policy changes towards community managed forests in Sri Lanka; and
 - the systems and plans developed for CFP implementation and phasing out of external assistance.

This Report summarizes the findings and recommendations of the MTR.

Stakeholders in the MTR

Experience shows that effectively engaging stakeholders (organisations and individuals with an interest in the Review) encourages utilization of the evaluations, e.g. for program accountability, justification, refinement, or re-development. Annex B lists potential stakeholders and their interests.

The FD is the primary audience for the Review because it is responsible for community forestry in Sri Lanka. It should be actively involved in deciding the final evaluation plan. Within the FD, the Conservator of Forest (Social Forestry and Extension) and staff in the Program Coordinating Unit are the most likely users. In turn, the Community Based Organisations (CBOs) and all their members will be stakeholders in the Review, via the FD staff who liaise with them. The secondary audience is **the United Nations Development Program (UNDP) team leader and staff**. UNDP may find the review useful for determining areas of focus for building Forest Department capacity and ensuring a smooth donor exit from the program in 2015 or 2016.

The review commissioner is the Australian Government, represented by the program manager at the **Australian High Commission (AHC) in Colombo**. The High Commission is accountable for Australian funding and reports to the Department of Foreign Affairs and Trade in Canberra on program quality and results. The AHC will use the evaluation to inform a mandatory report to Canberra on how the CFP plans to improve quality and performance.

Evaluation Scope and Methods - Standard Evaluation Questions

Several Standard Evaluation Questions for Independent Progress Reports and Independent Completion Reports were provided in the MTR Terms of Reference (TOR) to guide the Team in developing questions that get the most value from the evaluation. The evaluation criteria are: relevance, effectiveness, efficiency, impact (if feasible), sustainability, gender equality, monitoring & evaluation and analysis and learning. The aid activity must be rated against these criteria, excluding impact.

The questions can be adapted to be more relevant to the aid activity, country context and the size of the evaluation. The MTR adapted the questions when developing the Evaluation Plan, and during the evaluation fieldwork. Some questions were adapted to assess compliance with the Paris Declaration on Aid Effectiveness and the Accra Agenda for Action under the criteria that are relevant to the activity.

Evaluation Methodology

The MTR team held initial discussions with Australian Aid officers in Canberra and Colombo, UNDP and the Conservator General of Forests and senior staff from the FD. The MTR team then travelled by bus over 1200 km in 7 days, conducted structured, detailed and frank interviews with FD staff in 6 Districts and had discussions with more than 240 members of participating communities at 7 sites in 6 Districts (through their CBOs). The team visited a site formerly supported by SLANRMP in addition to 6 current sites, and conducted structured community consultations at these sites to share community views on the CFP, discuss plans for program implementation and to identify the issues and constraints facing program implementation. A list of sites and communities visited and an itinerary are provided in Annexes B and C.

The MTR was given access to all earlier assessments and reports conducted by CFP and received a briefing from Australian Aid officials and UNDP describing areas of concern for project process. The Key Reference Documents listed in the TOR were consulted and utilized. These documents provided a foundation and structure for interviews with FD staff and participating communities. In 6 Districts, the team received presentations from senior FD field staff regarding progress against corporate targets. More detailed, face-to-face discussions were then held in groups between staff and four MTR team members (Livelihoods, Sociologist, Gender and Community Forestry). After presentations from CBOs in 6 districts, the MTR team again completed detailed, face-to-face structured discussions in the same 4 groups with some 240 participating community members. A list of people met and the CBO's interviewed is provided in Annex A.

Scope of the Review

The TOR for the MTR specified that the MTR will take due account of, and be consistent with, Australian Aid's relevant quality standards and procedures. The review will draw lessons from their assessments of each of the nominated evaluation criteria that may be relevant to CFP implementation.

The MTR assigned Evaluation Criteria Ratings to each of the criteria: **Effectiveness, Efficiency, Gender Equality, Community Acceptance, Sustainability, and Monitoring and Evaluation.** The TOR specified that the Review will focus on CFP's performance in delivering the outputs, achievements and outcomes specified in the design and will assess the program in terms of overall aid effectiveness. It will identify and draw out lessons on what has and what has not worked and the implications to inform future programming.



Figure 4, CFO-supported beekeeping initiative, Erigeoya, Anuradhapura.

EVALUATION FINDINGS

Key Program Achievements

Although the project was scheduled to commence in January 2012, Implementation of the field program was actually commenced in September 2012.

Component 1 - Field Activities:

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, 107 sites have been established in 17 districts up to 2013. The additional 4 sites were identified in 2013 from conflict - affected areas in Mannar and Mullaittivu districts. Community Based Organizations (CBOs) have been formed, Social Mobilization carried out, and Community Forest Management Plans (CFMPs) prepared and implemented in all 107 CFP sites. In addition, a home garden development program has been carried out in all the 107 sites. Further, 40 CFP sites have been established for the 2014 program, which includes one new district from the conflict affected areas (Kilinochchi).

Accordingly, by September 2014 a total of 147 CF sites have been established in 18 districts. CBOs have been formed in all 147 sites on one per site basis. Total membership of 147 CBOs is 5,621, including 469 female office bearers (37%) and male office bearers (63%).

Implementation of CFMPs in the 2014 CFP sites is in progress at present, with planting activities in these scheduled for November 2014. The number of CFP sites commenced from 2010 to 2014 for which funding has been provided from SLCFP is shown in Figure 1.

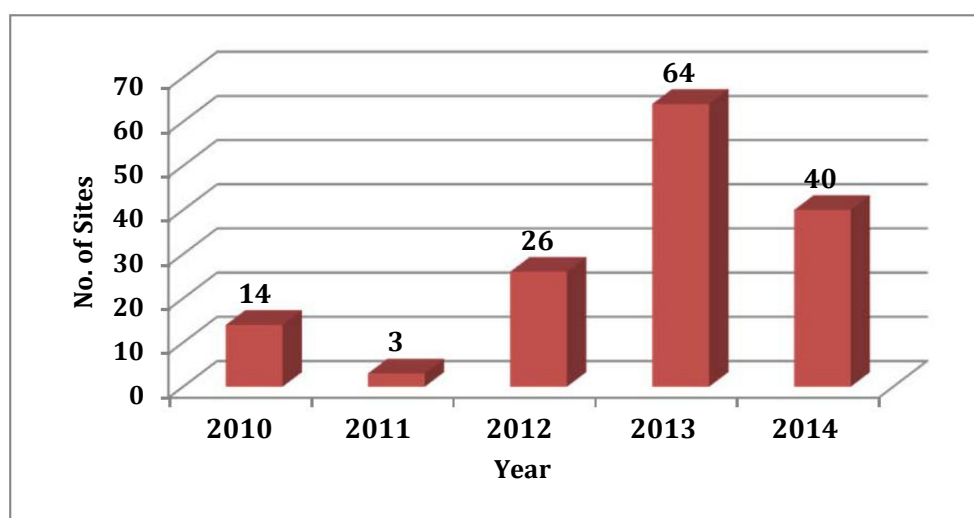


Figure 5. Summary of CFP sites funded by SLCFP 2010 – 2014

Seventeen (17) CF sites developed during 2010 and 2011 with FD funding have been included for implementation under the current program. But the funding support from the current program is provided only for one year (2013) for 2010 sites, and two years (2013 & 2014) for 2011 sites. Therefore, funding is not available beyond 2013 for 14 CF sites commenced in 2010, and funding is not available beyond 2014 for 3 sites commenced in 2011

Forestry activities in CFMPs include:

- Establishment of agro forestry woodlots;
- Enrichment planting in areas of existing forest; Planting of trees in buffer zones;
- Support to improve home gardens;

Construction of fire belts and live fences; and
Establishment of Permanent Sampling Plots.

The forestry activities carried out in 2013 and 2014 are shown in the table below. The total area planted in 2013 and planned for 2014 would be 1,397 ha in all CFP sites. The anticipated total number of beneficiaries for the 2014 program would be 6,116 families (Table 4).

	Activity	2013	2014 [®]	Total
1.	Farmers Woodlots (ha)	322	212	534
2.	Enrichment Planting (ha)	345	253	598
3.	Buffer zone Planting (ha)	159	106	265
4.	Total area Planted (ha)	826	571	1,397
5.	Fire lines (km)	30.8	4	34.8
6.	No of home gardens supported	4,616	925	5,541
7.	No of Tree Management Programs	134	40	174
8.	No of Plants distributed	184,640	In progress	184,640*
9.	Total number of beneficiaries	NA	6,116	6,116[#]
# - 2014 Only		* - 2013 Only [®] - Planned		NA – Not Available

Table 4. Summary of forestry activities carried out in 2013 and 2014

Source: Forest Department, August 2014

Component 2 - Institutional Support for the Forest Department:

Regulations for amended Forest Ordinance: The original target in the M&E Framework of the PDD is that the regulations are to be approved by the end of 2010 and publicised and disseminated by the end of 2011. This target was revised at the wrap-up meeting of the First Program Supervisory Mission in June 2013. Accordingly, the revised new target for gazetting the regulations is mid-2014, but this activity still shows slow progress. The approval of the Attorney General (AG) needs to be obtained prior to submitting the regulations to the Parliament for final approval. Although this delay is not a barrier for implementation of the CFP, the MTR recommends that the FD pursue this matter and expedite the gazetting of regulations.

Training: The training program includes two components, local training and overseas training. The planned local training component for 2013 and 2014 comprised 45 training programs for forest officers. All the planned training has been conducted in 2013, which was 11 programs for 284 participants. In 2014, 13 training programs have been completed up to August 2014 and this includes 220 participants. Participants for these training activities comprised all categories of field officers of FD (DFO, RFO, EO, BFO, and FFA).

There have been 4 and 7 overseas training programs in 2013 and 2014 respectively. These were:

Participatory project planning, monitoring and evaluation (2013) - AIT in Thailand;
Conservator of Forests and 05 DFOs participated in this training.

Three Study tours on Community Forestry Management (2013) – OUT REACH, India:
39 participants of all field staff categories (DFO, RFO, RO, BFO, EO, FA)

Two study tours on Community Forestry (2014) - OUT REACH, India: Three Conservators of Forests and five DFOs participated in these programs.

Five training courses on Community Forestry (2014) - OUT REACH, India: 25 participants of RFO, BFO, EO AND FA categories participated in these programs.

Preparation of Training and Extension Materials: Several of the Training Modules prepared by SLANRMP have been updated and reprinted in Sinhala and English languages 2013 and 2014. A total of 15,000 books in Sinhala and 3,200 books in English have been printed:

Operational Guidelines for Community Forestry Management -1000 books in Sinhala;

Guidelines for micro Enterprise Facilitation - 1000 books in Sinhala;

TOT Module –Introduction &1-6 - 4000 books in Sinhala and 1000 books in English;

Natural resources management -Participatory tools- Books 1-5: 1,000 books in Sinhala and 1,000 books in English;

Natural resources management -Participatory tools- Book 1-5: 1,000 books in English and 5,000 books in Sinhala;

Manual on production presentation & training evaluation: 200 books in

English; Training of Trainers Guidance Module Book: 1,000 books in Sinhala;

“Skill Development Collaboration” Book: - Module 1: 1,000 books in Sinhala; an

“Course Development, Planning & Methods of Training Skills” - Module 5: 1,000 books in Sinhala

Translations into the Tamil language: A retired FD officer has been contracted by UNDP for translation of extension material into Tamil. The training material identified for reprinting and translation includes CFMP guidelines, Modules of TOT and Micro- finance and Micro- enterprise development guidelines. Most of this work has been completed. No extension material has been developed by the CFP for the local communities. These extension materials (pamphlets and brochures etc) need to be developed in Sinhala and Tamil languages as an urgent requirement.

Procurement

The CFP has utilized Australian and GoSL funds to procure various items. The UNDP has received A\$3,573,794 (equivalent to US\$3,494,996) from the Government of Australia for the SLCFP. UNDP has contributed US\$30,000, while the GoSL shares the cost of project implementation through allocations of tax and staff time. These amounts have not yet been calculated. From the Australian contributions the CFP will have utilized approximately US\$1,735,000 by the end of October 2014, which is approximately 49.6% of the contributions. As agreed with the FD in the Annual Work Plan, it is expected that delivery will be approximately US\$2,770,000 by the end of 2014 after funds are spent on forestry activities during the monsoon, bringing the approximate delivery to 79.2% by the end of 2014.

The procurement completed by UNDP for the CFP during 2012/2013 and 2014 include motor bikes, scooters (for lady Forest Extension Officers attached to CFP), computers and accessories, GPS, tapes (30 m), DBH tapes (10 m), clinometers, multimedia projectors and various other small items. In addition, orders have been placed to procure 3 four-wheel drive vehicles, with delivery expected in November 2014. The table below (Table 5) shows the main procurements in 2013 and 2014 by UNDP. The total expenditure for procurements completed by UNDP in 2013 and 2014 (up to August 2014) is Rs.33.415 million (US\$ 264,469).

	Item	2012/13	2014	Total
1.	Desktop Computers	35	04	39
2.	Laptop Computers	01	01	02
3.	GPS	75	25	100
4.	Tapes (30 m)	100	-	100
5.	DBH Tapes (10 m)	100	-	100
6.	Clinometers	-	50	50

7.	Multimedia Projectors	01	-	01
8.	Motor bikes	45	95	140
9.	Scooters	-	10	10

Table 5. Main procurements completed under CFP 2012/13 and 2014

In addition to procurements done by UNDP, DFOs have procured some equipment using CFP funds under the allocations provided by the head office of the FD (Table 6).

	Item	2013	2014	Total
1.	Desktop Computers	-	05	05
2.	Laptop Computers	03	01	04
3.	Photocopy machines	05	01	06
4.	Printers	12	04	16
5.	Multimedia Projectors	04	-	04
6.	Cameras	08	-	08
7.	Fax machines	09	04	13
8.	Scanners	02	-	02
9.	Other equipment#	631	130	761
# - Other equipment include mainly furniture and minor office items such as calculators, power cords etc.				

Table 6. Equipment purchased by DFOs using CFP funds

Source: FD

Technical Assistance:

During 2012/13 UNDP has contracted the following technical assistance for the SLCFP.

1. Programme Officer
2. Project Associate
3. Community Forestry Specialist
4. Trainer
5. Tamil Translator
6. Conducting Gender and Social Inclusion study
7. Conducting Alternative Livelihoods study

During October 2014, three other consultants, a Sociologist, a Gender Specialist and a Livelihood Development Specialist, were recruited.

General Observations

1. Since the initiation of the first major community forestry project in 1983, there has been a substantial and positive cultural change within the FD¹. The current CFP is contributing to ongoing positive change within the FD, the capacity to service the participatory needs of community forestry has increased, attitudes within the Department and officers' attitudes

¹ The Team Leader of the MTR worked as a Community Forestry Consultant Team Leader with the FD for 3 years, 1984-87, and has participated on a part-time basis with several of Sri Lanka's Community Forestry Programs since, observing these changes over 30 years.

towards communities have changed in a positive way, and all of these changes are reciprocated through a more positive view of the FD from the CBO membership and the wider community.

2. The main finding of the MTR is that the existing M&E Framework used by the FD in accordance with standard Government of Sri Lanka (GoSL) procedures – but not necessarily in accordance with the M&E Framework in the PDD - does not capture information which adequately measures impact or assesses success. Whilst listing numbers and costs against corporate targets, the current system does not capture “soft” social data addressing progress with promoting prosperity, alleviating poverty, gender and equity issues despite the many excellent impacts which the project has achieved in improving people’s lives (see for example, Case Studies presented in Annex E). There is an absence of site-specific, baseline economic, social and gender information against which progress can be assessed. This challenges effective M&E. A basic template has been provided in the PDD and in earlier reviews and this will provide standard data from all sites to fulfil the M&E Framework. This activity requires urgent implementation. A methodology, including indicators, for providing this was suggested in both the PDD and the subsequent review and is being modified by the MTR team to offer FD staff a framework for future reporting (Annex D).
3. As at September 2014 a total of 147 CF sites have been established in 18 districts. Community Based Organizations (CBOs) have been formed in all 147 sites on a one per site basis. Total membership of 147 CBOs is 5,621, including 469 female office bearers (37%) and male office bearers (63%).
4. The MTR recognized that in some communities there is an increasing “burden of CBO membership”. In some communities visited there were up to 7 CBOs and village associations, each with their own objectives. This imposes a heavy commitment upon members and is demanding of their time (over 5 days/month for meetings alone). The Team met one participant who was a member of 7 CBOs and had to pay some Rs1250 monthly in membership fees and compulsory savings. Establishment of a specific CBO to attend to the needs of the CFP may not be the best option in all communities; alignment with an existing CBO or organisation with similar objectives and activities might be an option.
5. The project has expanded its activities into Tamil speaking areas and there is a need to promptly deliver project literature in the Tamil language for CBO members and to recruit Tamil-speaking staff. Materials available in Sinhala and English languages are being translated into Tamil, for use by FD officers. A consultant has been hired by the UNDP and translation of 14 books will be completed in November 2014. Development of project awareness literature in Tamil language to suit local communities needs to be treated as an urgent requirement.
6. The Review found that all financial procedures were being followed in accordance with the regulations of the GoSL. UNDP conducted an assessment on the institutional capacity of the Ministry of Environment and Renewable Energy (the FD is under the ME&RE) before transferring the funds for project implementation in 2012. According to the assessment, which is accepted by all UN agencies in Sri Lanka, the risk of transferring funds to the Ministry was ‘low’ which is the best rating available. UNDP channels the funds through General Treasury of the Government and periodic budget revisions are approved by the External Resources Department and ME&RE in addition to the UNDP and FD management. In addition, the Auditor General’s Department conducted an audit on the project expenses incurred through the FD and concluded that the highest standards of financial accountability are being met. UNDP shares annual expenditure information with both the FD and the Ministry. After approval by the Secretary of the ME&RE as the chief accounting officer and the UNDP senior management, expenditure is considered as valid.
7. The issue of the appointment of a Sociologist and a Gender Specialist to strengthen FD activities and reporting was discussed frankly and at length. The need for such appointments is evident in the shortcomings identified in the existing M&E processes. By the middle of

October UNDP had recruited the Sociologist and Gender Specialist, and now the sociological inputs must be integrated into FD work processes and the M&E Framework, as intended by the Project Design Document. FD staff members concur with this conclusion.

8. The process of gazetting Regulations for an amended Forest Ordinance still shows slow progress. The approval of the Attorney General needs to be obtained prior to submitting the regulations to the Parliament for final approval. Whilst this delay is not a barrier for implementation of the community forestry program, the MTR recommends that the FD pursue this matter and expedite the gazetting of regulations.
9. Payment for maintenance of priority community forestry sites established in 2010 and 2011 (ref. PSM report, August, 2014) might be met through reducing the number of new sites to be opened in 2015. Project field activities are being compromised through a reduction of fuel allowances for Extension Officers. In 2014, the monthly allowance was reduced from Rs1000 per month to Rs500 per month. It is planned that this be reinstated to Rs1000 per month. UNDP and FD will work together to submit these proposed budget variations to Australian Aid by 10 October 2014.
10. The FD has made a request to Australian Aid that the four-year term of the project be maintained from 2013 to 2016. A formal request has been drafted and presented to the Australian High Commission. This action has MTR support.
11. For the past 2 years, the Australian Awards program has not received any project-related applications for post-graduate training in Australia. The Forest Department is encouraged to pursue this opportunity for staff development.

Evaluation Criteria Ratings

The Paris Declaration and the Accra Accord

The MTR consulted statements of the Paris Declaration on Aid Effectiveness (2005), to which both the Governments of Sri Lanka and Australia are signatories. In its field work and numerous discussions the MTR was conscious of, and attempted to comply fully with, the spirit and intention of the five fundamental principles of the Declaration, namely: (i) **Ownership** (by the developing country); (ii) **Alignment** (by the donor country behind objectives and local systems); (iii) **Harmonisation** (donor coordination, simplification of procedures and sharing information to avoid duplication); (iv) **Results** (all parties focus on achieving, measuring and reporting results; and (v) **Mutual Accountability** (all parties are accountable for development results. In particular, the MTR has given special emphasis to systems for Monitoring and Evaluation which effectively report project progress.

Likewise, the MTR also was fully conscious of the Accra Agenda for Action (2008), in which four main areas for improvement reflect the Paris Declaration and are specified as: (i) **Ownership**; (ii) **Inclusive Partnerships**; (iii) **Delivering Results**; and (iv) **Capacity Development**.

The following Evaluation Criteria Ratings were assigned having regard to the current social context of rural Sri Lanka. The MTR Team was initially very critical of project progress with regard to several of the Evaluation Criteria and at first assigned relatively low Ratings to some Criteria, especially Gender Equality and Monitoring and Evaluation. However, during and immediately after the MTR all senior participants in the CFP, including the FD, UNDP and Australian Aid at the Australian High Commission, have agreed on a detailed Action Plan that satisfactorily addresses previous serious deficiencies, and this plan has been implemented. The MTR Team now confidently assigns the Ratings in the following table (Table 7).

Evaluation Criteria	Rating (1-6)	Explanation
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Evaluation Criteria	Rating (1-6)	Explanation
Effectiveness	5	Forestry interventions such as establishment of agroforestry woodlots, enrichment planting, buffer zone planting, fire control, nursery programs and home garden development are effective methods to improve livelihoods of local communities. These activities are progressing well and also help to reduce deforestation and forest degradation, support livelihoods and contribute to reducing poverty of the communities involved in the program.
Efficiency	4	Some management arrangements need to be improved: field staff vacancies at District level need to be resolved; Tamil speaking FEOs need to be posted in North and East districts; awareness and extension material should be made available in Sinhala and Tamil languages; funding needs to be provided for 2010 & 2011 sites beyond 2013; and the M&E system of FD should be improved to capture impacts.
Gender Equality	4	The gender equality issues are adequately addressed by the project in some communities but not in others. In both cases, the data (however good or poor) is not sufficiently reported in relation to the forestry program. This aspect needs improvement and the Gender Specialist, to be appointed soon, will make valuable contributions in this neglected part of the CFP.
Community Acceptance	5	The Community Forestry concept has been well accepted by the local communities. The CFP is supporting household livelihoods by improving the utilization and integration of forestry and agricultural resources, as well as supporting other income-generating activities. By this approach local people are empowered to identify their socio-economic and forest protection problems and manage them to meet the objectives of livelihood development.
Sustainability	5	Among the forestry activities, the agroforestry program is one of the most successful activities in all parts of the country. Considerable income is generated through cash crops during the early stages, and finally the main tree crop provides a significant income to farmers. This program is very attractive to communities and they are very keen to protect and manage their woodlots. Sustainability of the program is ensured primarily due to generation of demonstrable livelihood support to communities. Sustainability is assisted by functioning CBOs.
Monitoring and Evaluation	3	The current Monitoring and Evaluation system of the CFP does not adequately capture impacts of project activities. The data on impacts of project activities are not properly recorded and reported in progress reports. This is a serious shortcoming and needs urgent attention to improve the M&E system. The MTR Team observed many excellent aspects of the CFP, including gender equality and social development, and the Team was frustrated by the inability of the current M&E Framework to demonstrate the considerable achievements of the CFP. The project is being seriously “undersold” at present.

Table 7. Evaluation ratings

Rating scale

Satisfactory		Less than satisfactory	
6	Very high quality	3	Less than adequate quality
5	Good quality	2	Poor quality

Satisfactory		Less than satisfactory	
4	Adequate quality	1	Very poor quality

Specific Observations

The following observations address Effectiveness, Efficiency, Gender Equality, Community Acceptance, Monitoring and Evaluation, Impact, and Sustainability. The text incorporates detailed observations made by the MTR which are fully discussed in the four Attachments to this Report.

The MTR is quite satisfied that the CFP was planned, and continues, to be fully consonant with the relevant policies and strategies of the Government of Sri Lanka, Australian Aid and the UNDP, as outlined in Sections 2.2 and 2.3 of the Program Design Document.

Effectiveness

Indicators have been developed to measure the achievements towards meeting the project objectives (Attachment 1). Most of the indicators developed by Forest Department were prepared in line with the PPD, but those indicators do not adequately reflect the socio-economic and other impacts of the project. It is expected that these will be properly evaluated after revising the M&E Framework of the program. Pleasing progress has been made in the revision of the M&E Framework subsequent to the MTR and this new framework is attached an Annex G.

The FD has made a commendable effort to identify and implement some livelihood development activities with limited resources. The process could have more influence if a set of criteria could be prepared to identify potential livelihood activities specific to given areas. Some Extension Officers as well as CBO members do not have good understanding about selection of participants for livelihood activities and resources have been distributed equally rather than being directed to where they might produce the greatest benefits. Although almost all the CBO members have mentioned that livelihood development activities were identified in CBO discussions, this was not always the case. Most of the identified livelihood activities were common to all communities. The knowledge of livelihood analysis, livelihood assets, supply chain and value chain is very limited. Villagers and CBOs should be trained on these important matters.

The formation of Self-Help Groups (SHGs) should begin as soon as possible and to do this it is essential to give Extension Officers further practical training on community mobilization.

Without forming SHGs, micro-finance activities cannot be introduced. Micro-enterprise and micro-finance should go hand in hand or development of micro-enterprises will remain a dream.

Private sector linkages in all the sites visited could be better developed and a more effective system should be developed to identify relevant private sector companies and to link them with extension staff and CBOs. In order to understand the livelihood impacts of community forestry, one needs to understand the diverse patterns of social conditions, livelihood activities and forest-use specific to each area.

The MTR observed that the effectiveness of the CFP in terms of forestry interventions such as Preparation of Management Plans, Farmers Woodlots, Enrichment Planting, Buffer Zone Planting, Fire Control, Nursery Programs and Home Garden Development is quite satisfactory. These activities are geared to move towards achieving the project goal and objectives - reducing deforestation and forest degradation, supporting livelihoods and contributing to reducing poverty of the communities involved in the program. In terms of social impact, the implementation of CFP shows a moderate level of effectiveness at a program level. Some communities have just joined and others have been participating for some years. At site level, most sites show satisfactory progress although there are environmental and drought related issues, and reportedly at some sites some institutional barriers through indifferent commitment by local officers.

Efficiency

The MTR did not observe any serious problems within the FD related to implementation. However some important concerns have been noted: (a) field staff vacancies at District level, this issue was observed in most of the Districts in the country; (b) lack of Tamil speaking field officers in North and East districts, especially shortage of Forestry Extension Officers in districts such as Batticaloa, Trincomalee, Vavuniya, Mannar, Mullaittivu and Kilinochchi; (c) non-availability of funding for maintenance of 2010 & 2011 sites beyond 2013; and (d) the need to improve the M&E Framework to capture impacts of project activities. The FD staff at each division, range and beat has demonstrated satisfactory commitment to reach the CFP objectives and targets. There are some energetic staff members and their commitment level is high. The progress of a site reflects the efficiency of the staff members.

Gender Equality

The MTR assessed the achievements in relation to Gender Equality within the context of contemporary rural Sri Lanka and its social norms.

The study on *Gender Equality and Social Inclusiveness* (Attachments, Report 3) mainly focuses on the areas of participation, contributions and enjoyment of the CF Project and its social and economic benefits, by men and women, girls and boys in the given project sites. In this process the changes of the gender roles, status and power of the community, and the resulting changes in the access for and benefits of social-economic programs of the government and non-government actors around them were examined.

Participation of women in CBOs is high in general [Badulla 45%, Polonnaruwa 53 %, Ampara 65%] and also was noted that, there are some CBOs with women alone [Sangaman Village, Akkaraipattu Range] and with men alone [Wangiyakumbura, Welimada Range]. According to the FD there are 5,621 members in 147 CBOs, out of which 824 [63%] males and 469 [37 %] females are office bearers.

Though women play a significant role in managing the CBOs records were not found to say that girls are in those societies. Appointing a male as the President of CBOs has become a popular practice, which can be seen as socio-cultural factor, though capable female members are available. Some CBOs' constitutions themselves demonstrate the existing patriarchal society.

The records show that women derive a considerable proportion of the direct benefits of the project, mainly in woodlots, livelihood activities, together with training and impressive economic growth and savings, and indirect benefits of receiving economic support for their family members. It is obvious that the CFP is changing the life of people in many ways, especially the self-esteem of men and women, as well as the roles, status and power at the family and the social spheres. Vital factors found during the MTR were the significant opportunities for empowering women in the socio-economy and in socio-politics.

The benefiting of women alone does not mean a gender responsive programming, but it is essential for the officials of the FD at policy-making, managing and operational levels – “the driving factors of the CFP” - to have a training on “Gender and Social Inclusiveness” to meet the project goals and objectives. It should be noted however that for the first time in the history of the FD, motorcycles for women have been purchased using project funds; these will be used by female Extension Officers to do their work.

It was not possible to confirm that the existing reports and reporting mechanisms, and the monitoring and evaluation system, are based on gender sensitive [and other] indicators; and they do not reflect the processes of bringing the ideas of changes in the community life.

To meet the objectives of the CFP, it is essential to mainstream gender into the policies, programs and practices of the FD. Other than brief inclusion in the syllabuses of two courses conducted at the Sri Lanka Forest Institute (SLFI), no other materials were found to signify gender and social inclusiveness in the departmental policies, regulations, programs and practices, including CFP. Lack of *familiarization of and realization of the responsibility of and benefits of*, mainstreaming gender and

social inclusiveness among the officials of FD is crystal clear. The FD must now take urgent and appropriate action to mainstream Gender and Social Inclusiveness.

The opportunity to integrate “gender and social inclusiveness”, under Outputs 2.2, 2.3 and 2.4 by changing the indicators with a vision of “equality in a broader meaning”, is very high, rather than just limiting it to equal numbers of male and female. Documentary evidence was not found to state the ratio of male to female of the staff members engaging in the FD or the project, the sex categories of the Extension Officers in-charge of the CFP sites, and the sex categories of and participants of the local and international trainings done by the project, in order to explore in what ratio male and female officers are benefited. The indicator of the Output 2.2 – “number of staff trained” should be redefined as “the officers obtained equal opportunities in capacity development”.

The field mission provided opportunities to communicate with the field level officers of the FD, and among the officers met, 4 RFOs, 3 BFOs, 5 FEOs and 4 FFAs were randomly selected and assessed on their knowledge, attitudes and skills relating to gender and gender responsive programs. The officers considered questions such as length of training undergone on CFP and Gender, what is gender, how CF impacts on lives of women, how gender impacts on CF, the role of forest officers in community change, etc. Knowledge on gender, importance of gender responsiveness in CFP, relationship between the women and forest were shown at a very low level and indicating that more awareness and gender training is needed.

High attendance of female members of CBO does not necessarily prove that they are participating actively, and it was difficult to find records and evidence that women/girls make decisions at the CBOs. But it was observed that most of the women are active and active women express their opinions at meetings. Quality participation of members at CBOs is based on their capacity to understand situations, commitment and confidence to change the situation and capacity to do so. The CFP has completed various capacity-building programs, such as leadership programs, developing communication skills, conduct meetings, and financial management etc., and 1,375 males and 1,324 females have participated at 187 capacity building programs held in 2013 and 2014. This demonstrates that equal opportunities are given for empowerment to all, irrespective of gender.

The CFP has resulted in increasing access to and benefits of socio- economic activities that take place around them. Ownership of land has been increased with forest woodlots. Access for credit also has increased due to functions of SHGs [Anuradhapura] and confidence of payment due to new income opportunities. Access for clean water at closer places is ensured [Ampara, Batticaloa], and these result in better family health and education, less violence against women, and greater family happiness.

When considering the women and forest, it is obvious that needs of and dependencies on men and women and forest vary. It was observed that all get equal opportunities – in most of the instances women more than men - in learning on forestry, including training on nursery management, seedling and planting, exposure visits at forests, etc. This has resulted in increasing the knowledge and skills of women, as well as enhancing their social reputation. The most significant change in women’s engagement in forestry management is standing for the ownership of the forest [see Annex, Case Studies 1 & 2] and their involvement in putting out forest fires without fear (Case Studies 2 & 3).

Gender and development consider the relationships between men and women – rather than maintaining a narrower consideration on women - and examine how relationships and structures at both household and community levels affect women and men differently. It is obvious that the CFP is changing the life of people in many ways, especially the self-esteem of men and women benefited through the projects, as well as the roles, status and power, at the family and the social spheres. Attitudes are changing in constructive ways – women are in the process of changing their traditional roles and accepting new roles at home and in society, by managing their time, developing their capacities and accepting and facing new challenges and exploring leadership. More men are engaging in responsible behaviour – and to a certain degree accepting the tasks of reproductive roles, recognizing, encouraging and supporting women (their wives as well as female members of the CBOs) in their economic and community activities, and sharing power held by them in the society among the growing leadership.

The definition of “gender” is something *socially constructed* and, therefore, is able to be *de-constructed* if sufficient vigilance is not exercised. Influencing the FD, its officials and the society to change attitudes and practices towards women through massive structural changes bring benefits for both men and women and for society’s institutions. The vital factor found during the MTR was the enormous opportunity in empowering women in the socio-economy and in socio-politics through the CFP.

Attachment 3 includes several recommendations which seek to enhance the impact of the CFP on gender issues. Among these are:

1. Develop an effective M & E framework, with gender-sensitive performance and impact indicators and effective formats to gather and report the performance and impact of the CFP.
2. Conduct a gender audit in the FD, especially in the CFP, very soon and make appropriate and practical recommendations for gender budgeting and mainstreaming.
3. Develop learning facilities such as self-learning (small reading packs, leaflets, handbooks etc.) and formal training (organized courses and sessions in scheduled courses such as certificate and diploma courses available at the SLFI, e-learning, webinars, etc.) for the officials of the FD at all levels on Gender and Gender Responsive Programming. This also requires improving the capacity of the SL Forestry Institute in teaching gender responsive programming.
4. Conduct a sensitizing session on Gender and Social Inclusiveness for senior officers at the policy making and monitoring levels without delay. Another short-term course is recommended for the operational level officials such as DFOs, on gender, gender analysis and gender responsive programming. A descriptive course on gender, gender analysing in PRA, and gender responsive program planning is recommended for the RFOs and FEOs of the department.
5. Develop case studies and if possible documentary evidence for the purpose of learning and training on changes of economical social status of women and men of CFP beneficiary communities.
6. Conduct gender analysis in selected sites at operational level, and to make it compulsory to have gender analysis at the PRA, in the future programs.

Social Impacts and Community Acceptance

The degree of acceptance of the CFP and its activities by the communities is closely related to the topic of Gender Equality. The MTR observed that the Community Forestry concept of ‘*contributing to livelihood development through improved forest management*’ has been well-accepted by the local communities. The CFP is supporting household livelihoods by improving the utilization and integration of forestry and agricultural resources, as well as supporting other income-generating activities. This approach aims to ensure that local people are empowered to identify their socio-economic and forest protection problems and prioritize them, prepare management plans to improve forest management, and to meet the objectives of livelihood development while sharing benefits.

Attachment 4 presented and discussed numerous valuable observations on the sociological aspects of the CFP. Topics included: gender representation in households; age distribution in households; marital status; educational backgrounds; status of cultivation of owned lands; official poverty lines by District; occupational patterns of family members; social mobilization; leadership qualities; community acceptance and expectations; effectiveness; efficiency; monitoring and evaluation. The recommendations in Attachment 4 have been reflected in this MTR Report.

A considerable amount of information of sociological aspects of the CFP is available, but progress in using and augmenting this information is impeded by two serious problems: (i) the lack of the short-term (or even long-term) services of a qualified Sociologist; and (ii) the unsatisfactory structure and contents of the current M&E Framework.

Satisfactory progress and sustainable continuation of community forestry in Sri Lanka depend strongly on the willingness of the communities to be involved and to benefit from various activities. Because of the importance of this matter, the section of Attachment 4 concerning this topic is reproduced below.

When exploring the reasons for joining the CBO, the majority of the respondents are on the opinion that they can improve their family income. The second highest reason is to secure their children's future through protecting the environment. More details are furnished in the table below (Table 8). It seems that there are several villagers expecting membership of the respective CBOs identified during the field visit. It is a good indicator of functional level of CBOs.

Main Reason	District										Total	
	Batticaloa		Ampara		Anuradhapura		Polonnaruwa		Monaragala		No.	%
	No.	%	No.	%	No.	%	No.	%	No.	%		
To develop the income sources	2	22.2	9	90.0	16	55.2	7	53.8	4	44.4	38	54.3
Accrual to cultivate a land and validity of the lands					1	3.4			2	22.2	3	4.3
In accordance with CBO	1	11.1	1	10.0	1	3.4					3	4.3
Secure of environment					4	13.8	1	7.7			5	7.1
Assist to the DF									1	11.1	1	1.4
Get a self-employment opportunity							2	15.4	1	14.3	3	4.3
Gain knowledge, training, and guidance					1	3.4	3	23.1	1	11.1	5	7.1
Secure children's future	6	66.7			5	17.2					11	15.7
Possibility to cultivate supplementary crops					1	3.4					1	1.4
Total	9	100.0	10	100.0	29	100.0	13	100.0	9	100.0	70	100.0
* Multiple responses available												

Table 8. Reasons for joining the CBO through CFP.

The community has realized that there are long-run benefits from the CFP. In the beginning the community was suspicious of FD officers and there was no or little voluntary participation. However, gradually they have developed a rapport with FD officers and become a stable CBO. The members of the CBOs have realised the family based benefits that they can get from the CFP, though they have not yet completely adhered to the conceptual background of CFP. The table (Table 9) below shows what they have been expecting for the family unit.



Figure 6. Discussions on gender, Valachenai, Batticaloa

Current Direct Benefits	District										Total	
	Batticaloa		Ampara		Anuradhapura		Polonnaruwa		Monaragala		No.	%
	No.	%	No.	%	No.	%	No.	%	No.	%		
Develop the gardening	1	12.5	8	72.7	6	24.0	5	45.5	5	71.4	25	40.3
Gain knowledge and training			3	27.3	16	64.0			3	42.9	22	35.5
Rising of ownership of the lands and the value of the lands	1	12.5	7	63.6			1	9.1			9	14.5
Getting agrarian equipment, seeds and plants	4	50.0			15	60.0	5	45.5	5	71.4	29	46.8
Getting financial assistants for cultivation and other aids, subsidies	2	25.0	1	9.1	4	16.0					7	11.3
Develop the collective opinion	1	12.5									1	1.6
Self-employment opportunities					1	4.0	2	18.2			3	4.8
Water facilities for cultivation and drinking	3	37.5			2	8.0					5	8.1
Design common programs					3	12.0					3	4.8
Proceeds income earning system	2	25.0	4	36.4	5	20.0	1	9.1			12	19.4
Total	8	100.0	11	100.0	25	100.0	11	100.0	7	100.0	62	100.0
* Multiple responses available												

Table 9. Family expectations through CFP participation.

The MTR explored the future benefits for the family from the CFP. The majority of the respondents believe that they will get a stable source of income through the activities implemented to now. Especially, forest woodlots are the main source of income. Respondents are of the opinion that they can gain knowledge, training, equipment and materials from the program. For details see the table below (Table 10).



Figure 7. CFP-supported irrigation diversion, Erigeoya, Polonnaruwa

Expected Future Direct Benefits towards the Family	District										Total	
	Batticaloa		Ampara		Anuradhapura		Polonnaruwa		Monaragala		No.	%
	No.	%	No.	%	No.	%	No.	%	No.	%		
Stable source of income	4	50.0	10	90.9	18	78.3	7	53.8	6	85.7	45	72.6
Getting labour training, knowledge, equipment and raw materials	4	50.0	1	9.1	4	17.4	4	30.8			13	21.0
Generating new employments			2	18.2	2	8.7	2	15.4			6	9.7
Productivity of the lands in the area			1	9.1			1	7.7			2	3.2
Creating the development of the area	2	25.0	1	9.1	1	4.3	1	7.7	1	14.3	6	9.7
Getting water facilities for cultivation							3	23.1	2	28.6	5	8.1
Development of infrastructure facilities	3	37.5							1	14.3	4	6.5
Redress for congenital break downs					1	4.3					1	1.6
Create a benevolent environment to live			1	9.1	1	4.3	1	7.7	1	14.3	4	6.5
Future improvement	1	12.5			7	30.4	2	15.4	2	28.6	12	19.4
Total	8	100.0	11	100.0	23	100.0	13	100.0	7	100.0	62	100.0

* Multiple responses available

Table 10. Future benefits expected by families

Future benefits expected for the community were also measured in this MTR and findings are illustrated in Table 11 below. The first priority is given to improve a stable economy within the community. The second priority also focused on economic gains through new employment facilities and increases the income that can avoid the poverty level of the community.



Figure 8. Valachenai, Batticaloa: fuelwood collection and marketing (L) and school warning for mines and the legacy of war (R)

Expected Future Direct Benefits towards the Community	District										Total	
	Batticaloa		Ampara		Anuradhapura		Polonnaruwa		Monaragala		No.	%
	No.	%	No.	%	No.	%	No.	%	No.	%		
Development of gardening					2	5.9					2	2.2
New employment opportunities	4	33.3	2	11.8	7	20.6	1	6.7			14	15.1
Improve common facilities	2	16.7	1	5.9	5	14.7	4	26.7	1	6.7	13	14.0
To increase the income to avoid the poverty-stricken	2	16.7	1	5.9	7	20.6			4	26.7	14	15.1
Develop the children's future	2	16.7	3	17.6	1	2.9	3	20.0	3	20.0	12	12.9
Get timber for future constructions	1	8.3									1	1.1
Improve stable economy			6	35.3	6	17.6	4	26.7	1	6.7	17	18.3
Create preferable environment			4	23.5	3	8.8	1	6.7	4	26.7	12	12.9
Motivating the people in the area active	1	8.3			2	5.9			2	13.3	5	5.4
Organic production without using chemical fertilizer					1	2.9					1	1.1
Promote tourism							2	13.3			2	2.2
Total	12	100.0	17	100.0	34	100.0	15	100.00	15	100.0	93	100.0

* Multiple responses available

Table 11. Expected future community benefits through participation.

Overall, community acceptance is at a good stage, judged by respondents' answers in both quantitative and qualitative data analysis. They perceived that there is community ownership of the program as a result of land agreements made for forest woodlots. In addition, they understood that the importance of forest for their life, especially for sustainable water resources

Monitoring and Evaluation

The topic of Monitoring and Evaluation, and its deficiencies in the CFP, has been mentioned many times in various parts of this MTR Report. The deficiencies, and the problems these engender, have been so severe that they seriously "under-sell" the good, even excellent, work being done and results being achieved, in the fields of Sociology and Gender Equality. Two of the Attachments detail many of these achievements, but unfortunately these are not being reported and reflected within the current poor M&E System. **The primary, high-priority recommendation of the MTR is that immediate steps must be taken to remedy the problems.**

In fact, the FD already has guidelines for improvement of the M&E Framework – in the PDD - and it should not take a great deal of work to improve the Framework. But FD staff members will have to be trained to gather data against the selected Indicators and to report in a timely and accurate way. The problem is especially acute with respect to the Gender and Sociological aspects of the CFP.

The current M&E Framework does not effectively capture and report the impacts of the project activities. The reporting system includes only physical progress achieved against the Annual Action Plan of the FD. The data on impacts of the project activities are not properly recorded and reported by RFO, DFO levels, thus these aspects are not appearing in the progress reports prepared by the Head Office of the FD. This is a serious shortcoming in the present M&E system of the project and needs urgent remedial action.

Impact

Community members in the CBOs are not used to initiating livelihood development activities even though they come to know the benefits they can get from it. There are number of reasons for this apparent reluctance. Extension officers' regular follow-up actions will build confidence among beneficiaries and this will lead to positive thinking, and subsequently they will embark on livelihood development activities. Extension officers of the FD should be trained on these aspects also. Case Study 1 in Annex E is a typical example to prove that if best practices are introduced with correct guidance, community members are prepared to accept them. Thus, the impacts of the CFP will in time be recognized, dispersed and multiplied.

Although there are many signs that the CFP is having favourable impacts in many communities, it is too early to assign an Evaluation Criterion Rating. When the M&E Framework is properly revised and becomes effectively operational, information will become available to start to assess the impacts of the CFP.

Sustainability

The long-term sustainability of the activities undertaken within the CFP will depend on strengthening community organisations and diversifying income sources from forestry activities. Among the forestry activities, the agroforestry program is an ideal activity for this purpose. It is successful in almost all CFP sites. The land is provided to farmers on a long-term lease basis for a period of 30 years. Considerable income from cash crops cultivated by farmers is generated during the first 4-5 years. The medium term income is received through pre-commercial and commercial thinning operations. The final income is received after harvesting the main tree crop at the age of 30 years, and 80% of this income goes to the farmer. This program is very attractive to communities and they are very keen in protection and management of their woodlots. Sustainability of the program through this component is ensured due to generation of significant livelihood support to communities.

Sustainability will also depend on several other factors. Community mobilization, formation of Self-Help Groups, linking of micro-finance institutes to the CBOs, proper guidance on marketing, and attending to their problem solving processes, are some of the key points. It is very important that extension staff should maintain close relationships with the Community to build up their confidence.

Once a particular member is doing well in his or her livelihood development activity others will tend to think about his success and will try to replicate it. This will generate a beneficial diffusion effect of that particular activity. Extension officers have an enormous task to do and their dedication will bring success to the communities. In other words follow-up activities and regular monitoring are two key areas that extension officers should focus in future. Livelihood activities are the pillars of the sustainability in the rural economy and thus have very important role to play.

Analysis and Learning

Some information about the Training Programs, preparation of training and extension materials, and translation of extension materials into the Tamil language has been presented above.

The MTR questions whether all the knowledge and experience gained during these training activities has been shared with FD colleagues at the District and Range levels. It is a common experience in many projects – not just the CFP – that training activities could well be very useful for the participants but that the benefits remain restricted to a small group of trainees rather than being disseminated widely elsewhere in the organization. The MTR feels that this aspect of training should be better implemented within the FD and the CFP. Table 12 lists the local training programs conducted under the auspices of CFP in 2013 and 2014 and Table 13 lists courses in livelihood development and participation .

10.	Gender Aspectson CF (RFO EO)	-	-	-	-	-	-
11.	Sociological Aspects of CF (RFO EO)	-	-	-	-	-	-
12.	Field Level Training	-	-	06	80	06	80
13.	Workshop for FD officers	-	-	-	-	-	-
14.	Management Plan Preparation (EO RFO)	-	-	02	80	02	80

Table 12. Local training programs conducted by CFP 2013 and 2014

2. Awareness workshop for field staff

Source: FD, August 2014

12	Vavuniya																		
13	Hambantota																		
14	NuwaraEliya								2	20	35								
15	Kandy			4	40	60								5	4	22			
16	Mannar	2	29	44															
17	Mullaittivu																		
	Total	45	487	537	29	337	468	10	240	398	8	79	221	15	161	234	12	93	196
	%	47.6	52	58.1		41.8	58.1		37.6	62.3		26.3	76.3		40.7	59.2		32.1	67.8

Table 13. Training courses in livelihood development and participation

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

1. Satisfactory physical progress has been achieved on the Outputs 1.1 (Identification of CF sites), 1.2 (Community groups formed and mobilized), 1.3 (Community Forest Management Plans (CFMPs) prepared), 1.4 CFMPs implemented, and 1.5 (Home garden development program implemented). The forestry activities related to Outputs 1.3, 1.4 and 1.5 have been satisfactorily carried out and the program has been implemented according to the FD action plans for 2013 and 2014. However, in spite of this satisfactory physical progress of field activities, one of the key shortcomings was lack of a system for reporting impacts of project activities.
2. The MTR noted that Teak planting is not permitted under the Farmers Woodlot program in some Divisional Secretary areas in Badulla district (i.e. Redimaliyadda DS division). Also, despite their obvious value as poles, sawn wood and fuel, planting of eucalypts was not permitted at any of the CFP sites because of perceptions surrounding water use. Within the short period of this review, the MTR was unable to locate scientific evidence to support this controversial decision which has been imposed by non-technical decision-makers. Sri Lankan policy makers might draw upon a publication currently nearing completion by the Australian Centre for International Agricultural Research (ACIAR)² which addresses water use of eucalypt plantations in Lao PDR, Thailand, Vietnam, Indonesia and China.
3. Livelihood development activities have started in all the sites visited and this is an encouraging sign for the future, especially for women, but progress is slow and patchy. Concepts are still being discussed, the confidence and empowerment of communities are still being developed and some CBOs do not fully understand the Community Forestry concept. Feedback from FD staff and CBOs indicated that identification of livelihood development opportunities was completed in the CBO meetings while preparing their CFMP. In general it was revealed that the knowledge of FD officials on livelihood and micro-finance activities to guide community members is very limited. Some of the basic questions that should be considered while deciding livelihood activity have not been considered; examples include supply of raw materials and markets. It was felt that CBOs do not have proper criteria to identify individuals for livelihood activities. Instead they just consider persons who indicate their willingness to initiate a livelihood activity. This may affect the sustainability in the long run and thus a set of criteria is needed to select individuals for these activities.
4. At all sites, a similar, limited number of options for expanded livelihoods activity were identified; mushroom cultivation, bee keeping and sewing were consistently among the main livelihood activities identified by the community members. This may reflect the limited options suggested during the preparation of the CFMP and the lack of entrepreneurial experience and market knowledge of FD staff assisting the process. When considering these activities few have considered the broader components of livelihood analysis such as natural capital, physical capital, financial availability and market analysis. Linkages with the private sector have not been considered. Due to these limitations most of the community members in the CBOs still require support and guidance when considering new livelihood activities. At a few sites, some activities such as cultivation of mustard seed, commencement of a common farm and ecotourism are very promising. Despite this slow start, there are examples of successful and sustainable enterprise development as a result of the FD's community forestry interventions (see, for example, Annex E, Case Study 1).
5. There is a need to strengthen the capacity of the FD to support livelihood development, enterprise development and micro-finance, all of which are specialist areas. Although they are well trained in technical forestry, the topics of livelihoods, enterprise development and micro-finance are completely new subjects for most staff. The FD does not have resource persons to

² White, D. *et al* (2014). Water use and water productivity of *Eucalyptus* plantations in SE Asia (in press)

provide training and guidance and the current M&E system is unable to pick up shortcomings in progress with livelihoods development.

6. Of the 6 sites where structured discussions and detailed social data were collected, three sites show high performance and community engagement, one site shows moderate performance and two other sites show least performance in terms of community mobilization, developing CFMP, implementing activities, and benefits-sharing among the members of CBOs.
7. Of the 6 sites where structured interviews were held, 5 sites show substantial evidence of youth involvement in CFP activities. Especially, school children are also participating in some home gardening activities. However, youth involvement needs further strengthening.
8. At several sites, FD officers have successfully gained institutional support from the Divisional Secretary (Government Agent of the division), Grama Niladhari (Government Officer of the village administrative division), and traditional leadership such as religious leaders.
9. Each of the sites visited had their own unique character and challenges. The CFP has selected sites using broad and transparent selection criteria and it has the flexibility to make necessary changes within the main components (community forest and institutional development) and activities to match the socioeconomic and environmental situation in the locality.
10. There is a positive attitude (especially in high performing sites) towards understanding the relationships between the forests, water availability, agriculture and livelihoods, and managing forest resources.
11. Leadership skills show signs of improvement among both male and female members of CBO, especially among the executive committee members. Although some have previous experience of working in CBOs, they also have gained some new experience through the project in keeping records of CBO activities (a training priority for the CFP).
12. Poverty levels of visited sites varied from location to location. The worst case identified in Batticaloa district where the entire area was affected by 25 years of ethnic conflict and suffered distressing levels of poverty. It is assumed that war-affected sites may need more time and resources allocated to meet the CFP objectives. In other locations, there is progress with income generation activities, but these need time to produce benefits. However, it seems that most of CBO members are from deprived clusters of the villages.
13. There is no sign of disintegration within the communities though there are some members not belonging to the CBO and not having direct involvement in the activities implemented. However, there are some instances that extension of cooperation by the non-members by providing equipment for CBO activities implemented in the village.

Lessons, Recommendations and a Follow-Up Schedule

Lessons

The major lesson to be learned from the CFP to this date is that a working M&E Framework is vital for ensuring that the CFP functions effectively and efficiently. Without it, CFP staff members of all ranks have no real idea about whether the project is completing all its Objectives and Outputs, and ultimately producing satisfactory Outcomes.

Recommendations

1. The actions recommended to resolve several of the above issues include: revise the M&E Framework to capture impact information;
fill vacancies of the field staff of the FD;
recruit Tamil speaking Forestry Extension Officers for North and East districts (Vavuniya, Mannar, Trincomalee, Batticaloa, Mullaitivu and Kilinochchi) through UNDP recruitment procedures;

provide training to FD officers on gender aspects and incorporate the information in the M&E system; and

provide funding for maintenance of 2010 and 2011 sites beyond 2013 on a priority basis.

2. Consider broader use of analytical tools such as livelihood and market chain analyses in identifying and assessing potential livelihood activities and offer relevant training to CBO members and FD staff.
3. Provide training to selected senior officials within the FD to act as resource persons for livelihood and micro-finance activities.
4. The equal distribution of income generating resources such as bee boxes, chickens and cows to each member of the CBO should be discouraged. Instead, beneficiaries for these activities should be selected after a screening process and those with a clear interest and capacity should be supported adequately to develop an economically viable unit.
5. The CBOs engaging and promoting livelihood activities should form self-help groups (SHGs) to strengthen the implementation of micro-finance activities and networking to foster market links.
6. As a matter of high priority, the FD should commence to collect baseline economic, social and gender data for all sites where project operations are being implemented. This will be a priority activity for the newly-appointed Sociologist and Gender experts.
7. Allocate more resources and attention for sites located in war-affected areas. A notional premium of not more than 20% of normal site allocation is recommended by the MTR.
8. Continue to strengthen the capacity of senior FD staff on issues relating to social and community forestry and related gender matters. Use another name instead of CBO, which is a very common term used in many community development programs in Sri Lanka. It is suggested to coin 'Community Forest Management Group' – CFMG. This may help to brand the program among all stakeholders of Sri Lankan forestry.
9. Conduct gender analysis in selected sites at operational level, and make it compulsory to have gender analysis at the PRA, in the future programmes.
10. Develop case studies and if possible documentary materials for the purpose of learning and training on changes of economical social status of women and men of CFP beneficiary communities.
11. Conduct a gender audit in the FD, especially in the CFP, in the near future and make appropriate and practical recommendations for gender budgeting and mainstreaming.
12. Facilitate the FD/CFP at least to develop their selected existing management plan and sites in response to gender [and other] aspects of social justice and equitable community development.
13. Develop a guidebook on Gender Responsive Community Forest Programming and a set of performance and impact indicators.
14. Development of learning facilities, self-learning (small reading packs, leaflets, handbooks etc.) and formal training (organized courses and sessions in scheduled courses, e-learning, webinars, etc.) for the officials of the FD at all levels on Gender and Gender Responsive Programming.

A Follow-Up Schedule

An excellent Follow-Up Schedule (**the Sri Lanka Community Forestry Project – Action Plan**) has now been prepared by all senior CFP participants, and is presented in Annex F.

ANNEXES

Annex A: Terms of Reference

SRI LANKA COMMUNITY FORESTRY PROJECT (CFP)

MID-TERM REVIEW - (MTR)

TERMS OF REFERENCE (DRAFT)

August 2014

1. PURPOSE

These Terms of Reference have been developed for the purpose of undertaking an independent mid-term review of the Sri Lanka Community Forestry Project. A background briefing of the project is given in section 2.

DFAT attaches great importance to effectiveness and quality of all its aid activities and a Mid-Term Review (MTR) is a quality requirement of Australian Aid activities. It will assess program achievements and outcomes against a set of evaluation criteria, identify and analyse lessons learned, note implications for future programming and make recommendations for DFAT Australian Aid consideration.

These Terms of Reference have been developed for the purpose of undertaking an independent Mid-Term Review (MTR) of the Sri Lanka Community Forestry Project (CFP). However, MTR will work together with local supervisory mission members during the in-country mission to visit project sites, participate in meetings and lead at the wrap-up meeting with Government of Sri Lanka (GoSL).

2. BACKGROUND

Sri Lanka Community Forestry Project (CFP) commenced on the appeal from GoSL to consolidate the forestry development activities implemented by the Sri Lanka Australia Natural Resource Management Project (SLANRMP) from 2003 to 2009. SLANRMP was a successful pilot project and there were a number of benefits to communities, partner government and other stakeholders. SLANRMP was also developed on the recommendations made by the Project Identification Mission in March 1999. It was formulated on the experience and lessons learned by two donor-funded forestry programs, namely the Community Forestry Program (CFP) and the Participatory Forestry Program (PFP). In 2008 Forest Department (FD) has developed a community forestry strategy and requested Australian support to consolidate previous community forestry activities and to expand community forestry as an island-wide program. This request was accepted by Australian Aid and A\$ 4.9 million four year project was launched in 2012 to implement community forestry program as an island-wide program including North and East.

The goal of CFP is to improve the management of natural resources to support livelihoods and contribute to poverty reduction in the dry and intermediate zones. The community forestry management approach has a very clear focus on improving livelihoods, as this is an important part of the strategy to reduce deforestation and forest degradation.

The four year program (from 2012) is expected to result in a substantial increase in the number of community forestry sites and the area of forest within these sites. It is also expected to help reduce deforestation and forest degradation in the dry and intermediate zones. Program is also expected to enhance the livelihoods and reduce the incidence of poverty in those communities participating in the program. An estimate of the number of sites, area of forest and number of beneficiaries is presented in Table A.

Table A: Targets for Community Forestry Program

	SLANRMP 2003-9	Forest Dept 2007-9	Expansion 2012-15	Cumulative Total
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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

3. OBJECTIVES OF THE REVIEW

The objectives of this Review are to:

Assess the performance of CFP against the program objectives in accordance with the evaluation criteria and questions specified in this TOR.

Assess the impacts, effectiveness and community acceptance of the CF concept,

Assess accountability for expenditure of Australian public funds on CFP activities.

Assess the possible avenues to promote and sustain required policy changes towards community managed forests in Sri Lanka, and

Assess the systems and plans developed for CFP implementation and phasing out of external assistance.

4. SCOPE OF THE REVIEW

The review will take due account of, and be consistent with, Australian Aid's relevant quality standards and procedures. The review will draw out lessons from their assessment of each of the following evaluation criterion that may be relevant to CFP implementation. The consultant will also rate CFP against each of the evaluation criterion. Standard Evaluation Questions are provided in Attachment A to guide the review in developing questions in order to get the most value from the review. The expected contents of the Aide Memoire are at Attachment B. The review report template is at Attachment C.

The Mission will work with the local supervisory mission members but will lead the entire mid-term review. Development and finalisation of MTR is the responsibility of the consultant.

The review will focus on CFP's performance in delivering the outputs, achievements and outcomes specified in the design and will assess the program in terms of overall aid effectiveness. It will identify and draw out lessons on what has and what has not worked and the implications to inform future programming.

The Mission will be guided by, but not be limited to, the criteria and considerations outlined below. **Effectiveness:** whether the program achieved its stated objectives.

Considering:

- the appropriateness of the objectives and strategies proposed under the program, assessing the extent to which these were achieved during this period.
- the effectiveness of the Program in terms of initiatives such as sustainable livelihood development, community mobilisation, group formation, village level PRA and planning, training, forest enrichments, fire control, forest management plans and CF approach.
- any associated issues or problems that impact the program implementation schedules and time frames, achievement of the objectives and cost-effective strategies.
- program alignment with policies and strategies of Australian Aid, GoSL, UNDP and how it has been responsive to changes in the objectives to maintain its relevance over the Program life.

Efficiency: whether the Program was efficiently managed to obtain value for money from Australian Aid inputs (e.g. funds, staff and other resources) and to continually manage risks.

Considering:

- the efficiency of management, implementation, institutional and governance, and financial arrangements for the Program.
- the efficiency of UNDP in managing the Program, including its role as a delivery partner.
- the efficiency of the FD and regional / district authorities as the implementation agencies of the Program, including its capability and commitment to undertake and continue with program initiated activities at the conclusion of Australian assistance.
- the appropriateness and efficiency of overall deployment of resources (staff and finances including procurements) in delivering a high quality community forestry program.
- key issues and critical factors that have influenced effective management of the program, assessing the efficiency of management processes, procedures, strategies and structures and the roles and responsibilities of key program staff and their expected inputs, including in the management of risks.
- engagement and communication mechanisms between key stakeholders, assessing the level and quality of stakeholder engagement.
- Appropriateness of addressing sustainability issues to continue project benefits after funding has ceased, with due account of partner government systems, stakeholder ownership and the phase-out strategy.

Gender Equality: whether the Program adequately identified and is effectively addressing, monitoring and reporting on gender equality issues.

Considering:

- the four dimensions of gender equality, namely access, decision-making, women's rights and capacity building.
- the extent to which gender equality objectives have been achieved under the Program, including activities that focus on girls/women.
- the extent to which the program contributed to the fulfilment of Australian Aid policies on cross-cutting issues of equity, conflict sensitivity, poverty reduction, disability and inclusiveness.

Monitoring and Evaluation (M&E): whether the program's monitoring and evaluation framework effectively measured progress towards meeting objectives.

Considering:

- the appropriateness and effectiveness of the monitoring, review, evaluation and reporting frameworks and procedures of UNDP, FD and Australian Aid under the program, in terms of quantitative and qualitative baseline data collection, analysis and reporting in line with Australian Aid reporting requirements.
- whether the M&E framework was adjusted over the life of project to take account of changes.
- to what extent the program was successful in building capacity of the FD's M&E system and UNDP's M&E system.

Conclusions and Recommendations: Following the assessment of the Program based on the above criteria and points for consideration, in the final chapter of the review report will:

- provide a brief summary of the major findings and an overall assessment of the quality and success of CFP and the contribution of the program to the two components.
- summarise the accountability for expenditure of Australian public funds on CFP activities.
- discuss any issues or problems which adversely affected program outcomes as well as any particular strengths of the program.

Annex B: Forest Department officers and community members consulted.

Anuradhapura District

No	Name	Designation	Service Station
1.	H.W.K. Jayathilaka	RDCF	Anuradhapura
2.	Ajith Padmakumara	ADFO	Anuradhapura
3.	L.G.Siriwardana	ADFO	Anuradhapura
4.	K.H.U.Priyadarsha	ADFO	Anuradhapura
5.	H.M.J.U.Herath	RFO	Kabithigollawa
6.	A.P.B.Kiridigoda	RFO	Anuradhapura
7.	G.H.N.Rajasiri	RFO	Kekirawa
8.	Namalee Ranathunga	FEO	Anuradhapura
9.	R.G.S.Pushpalal	FEO	Kekirawa
10.	B.S.P.Balasoorya	FEO	Kekirawa
11.	P.M.K.U.K.Herath	FEO	Thambuttegama

CBO members participated at Mahakirindegama CF site - 32

CBO members participated at Rathmalkanda CF site - 41

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Polonnaruwa District			
No	Name	Designation	Service Station
1.	H G Wasantha	DFO	Polonnaruwa
2.	A J Mahendra Bandara	Ass.DFO	Polonnaruwa
3.	D M S P Disanayaka	RFO	Dimbulagala
4.	R M K R Ilukkumbura	RFO	Habarana
5.	A A S C Ranaweera	RFO	Polonnaruwa
6.	R A C D Ranasingha	ARFO	Polonnaruwa
7.	S M Wijesekara	BFO	Minneriya
8.	K M J Susil Kantha	BFO	Manampitiya
9.	K G S Danapala	BFO	Lankapura
10.	R S Liyanage	BFO	Elahera
11.	H M T Damayanthi	FEO	Dimbulagala
12.	W M H G Wikramasingha	FEO	Dimbulagala
13.	W S Amarajeewa	FEO	Habarana
14.	L M U S Jayathunga	FEO	Habarana
15.	G G M S Pushpa Kumara	FEO	Polonnaruwa
16.	D M A K Disanayaka	FEO	Polonnaruwa
17.	K M Renuka Priyadarshanee	FEO	Dimbulagala
18.	H R P Jayarathna	FFA	Manampitiya
19.	W M Nalaka Karunarathna	FFA	Dimbulagala

20.	R M S K Rathnayaka	FFA	Lankapura
21.	A P Ariyawansha	FFA	Medirigiriya
CBO members participated at Erigeoya CF site - 38			

Batticaloa District

No	Name	Designation	Service Station
1.	D.P.Prasad	DFO	Batticaloa
2.	M.A.L.Hakeem	RFO	Pullumalai
3.	W.Ramgith	BFO	Pulukunawa
4.	A.P.Harinder	BFO	Vahanery
5.	K.Ganeshemoorthy	RFO	Batticaloa
6.	T.Thevasadan	FFA	Thoppigala
7.	S.A.S.Karunarathne	FEO	Batticaloa
8.	G.Ramachandren	BFO	Thoppigala
9.	R.A.S.S.Ranasinghe	BFO	Batticaloa
10.	N.Nadeshon	RFO	Valachchenai
11.	S.Sathasivam	FEO	Pullumalai
12.	Y.L.M.Faiz	FFA	Pulukunawa
13.	M.K.Leenanda	BFO	Pullumali
14.	N.Selvanayagam	ARFO	Valachchenai

CBO members participated at Koolavedy CF site - 35

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Ampara District			
No	Name	Designation	Service Station
1.	A.R.N. Munasingha	DFO	Ampara
2.	Roshanth de Alwis	ADFO	Ampara
3.	P.G.S. Thissera	ARFO	Mahaoya
4.	M.B. Sarath Weerasena	RFO	Mahaoya
5.	A.G. Sanath Priyantha	Forester	Ampara
6.	R. Raviraj	RFO	Akkarapattu
7.	S.M. Safeek	FEO	Akkarapattu
8.	A.L.A.D.R. Abeyvikrama	FEO	Ampara
9.	R.S.W. Disanayaka	ARFO	Ampara
10.	M.W.C.P. Suranga	BFO	Mahaoya
11.	D.M. Wijedasa	FEO	Mahaoya
12.	R.G. Gunathilaka	BFO	Mahaoya
13.	D.M. Anurasiri	FEO	Lahugala
14.	K.N.S.G. Liyanage	FFA	Padiyathalawa

15.	S.L. Jayathilaka	BFO	Serankada
16.	H.A.K.K. Rohana	BFO	Padiyathalawa
17.	R.M.S. Pathmakumara	BFO	Dehiatthakandiya
18.	H.A.S. Duminda Perera	FFA	Serankada
19.	H.M. Jayawardana	FFA	Dehiatthakandiya
20.	M.K. Kulasekara	RFO	Ampara
21.	Rohana Jayathunga	FFA	Mahaoya
22.	H.A.D.R. Prashantha	BFO	Panama
CBO members participated at Kokagala CF site - 51			

Monaragala District			
No	Name	Designation	Service Station
1.	Mr. R.P.M. Weerasinghe	DFO	Monaragala
2.	Mr.W.M. Sirisena	ADFO	Monaragala
3.	Mr. V.P. Wanigasingha	RFO	Bibila
4.	Mr.K.J.C.K. Sirisena	RFO	Monaragala
5.	Mr.W.D.M. Samarasingha	RFO	Thanamalwila
6.	Mr.W.H.M.WijithasiriBandara	RFO	Wellawaya
7.	Mr.M.P. Chinthaka	RFO	Siyabalanduwa
8.	Mr.K.V.A.P. Chandrasena	ARFO	Monaragala
9.	Mr.R.A.K.Jayawardhana	FEO	Thanamalwila
10.	Mr.J.M. Ajith Kumara	FEO	Bibila
11.	Mr.A.M.WasanthaBandhara	FEO	Monaragala
12.	Mr.C.B.R.U.B. Gunarathna	FEO	Monaragala
13.	Mr.J.M.NahalSamanweera	FEO	Siyabalanduwa
14.	Mr.J.M.D.C.Bandara	FEO	Wellawaya
15.	Mr.K.M.Gnanasena	FEO	Wellawaya
16.	Mr.W.S. JagathPiyasiri	FEO	Bibila
17.	Mr.G.L. Gunasiri	BFO	Siyabalanduwa
18.	Mr.H.H.C. Jayanatha	BFO	Bibila
19.	Mr.J.M. Upul Kumara	BFO	Siyabalanduwa
20.	Mr. R.N. Sandaruwan	BFO	Monaragala
21.	Mr.E.J.A.P. Najith	FFA	Bibila
22.	Mr.N.S. Warnabarana	FFA	Bibila
23.	Mr.SR.K. Dayawansa	FFA	Monaragala
CBO members participated at Dummalahela CF site - 43			

Badulla District

No	Name	Designation	Service Station
1.	Mr. M.A.A.M.Jayarathne	RDCF	Nuwaraeliya
2.	Mr. G.R.P.B. Senarathne	DFO	Badulla
3.	Mr.NimalRathnaweera	ADFO	Badulla
3.	Mr. A.M. Pathmasiri	DA	Badulla
4.	Mr.RanjithKariyawasam	RFO	Haputale
5.	Mr. D.D.C.Liyanaarachchi	RFO	Badulla
6.	Mr. B.M. VipulaBandara	RFO	Welimada
7.	Mr.RoshanWeerasundara	RFO	Mahiyanganaya
8.	Mr. N.T.P. Karunarathne	Ad.RFO	Mahiyanganaya
9.	Mr. A.H. CharithDarshana	Ad.RFO	Haputale
10.	Mr. L.A.S.Yapa	Ad.RFO	Badulla
11.	Mr. H.W.T. Pushpakumara	BFO	Kandaketiya
12.	Mr. N.T.P.G. Dharmapriya	BFO	Passara
13.	Mr. W.M.Dhanapala	BFO	Rideemaliyadda
14.	Mr. H.A.A.P.Jayalal	BFO	Ekiriyankumbura
15.	Mr. K.M.S. Karunarathne	BFO	Welimada
16.	Mr. R.M. Udayakumara	BFO	Uvaparanagama
17.	Mr. T.M. RoshanPerera	BFO	Bandarawela
18.	Mr. N.M.S.K. Nawarathne	BFO	Kosgama
19.	Mr .A.W.A. Hewamanne	BFO	Mahiyanganaya
20.	Mr .N.T.P.G.A.Darmapriya	BFO	Passara
21.	Mrs.DeepaniWikramaarachchi	EO	Mahiyanganaya
22.	Mr. P. AberathnePathirana	EO	Uvaparanagama
23.	Mr. L.H. Premalal	EO	Badulla
24.	Mr. E.S.V.K. Edirisinghe	EO	Haputale
25.	Mr. H.M.A.S.B. Herath	EO	Mahiyanganaya
26.	Mr. T. PrabhathAnura	EO	Welimada
	No field visit was conducted		

Annex C: Review Program and Field Itinerary

Date	Time	Activity	Remarks
27 th August 2014 (Wednesday)	10.30	Discussions with Australian Aid and telephone hook-up with Canberra	
	13.30	Discussions at UNDP	
28 th August 2014 (Thursday)	09.00	Discussions with CGF, Mr Anura Sathurusinghe and senior staff at the Forestry Department.	Night at Anuradhapura
	12.00 noon	Leave for Anuradhapura, Via Kurunegala, IhalaThimbiriyawa, SLANRMP site	
29 th August 2014 (Friday)	8.30 am	Visit RDCF office at Anuradhapura & meet RDCF, DFO and other FD staff. Presentation of progress of CFP activities by DFO. Discussion with RDCF, DFO & FD staff.	Anuradhapura District
	11.00 am	To Anuradhapura Range- Visit Mahakirindegama (2012) CF site. Structured discussions with the CBO and inspection of activities.	
	1.30 pm	Lunch	
	2.30 pm	Leave for Kekirawa	
	3.30 pm	Kekirawa Range- Visit Rathmalkanda (2013) CF site. Structured discussions with the CBO and inspection of activities.	
	5.30 pm	Leave for Habarana	Night at Habarana
30 th August 2014 (Saturday)	9.30 am	Habarana Range and visit Erigeoya (2013) CF site. Meet DFO and FD staff. Structured discussions with the CBO and inspection of activities.	Polonnaruwa District
	11.30 am	Proceed to Polonnaruwa & Lunch	
	2.00 pm	To Polonnaruwa DFO office/Patapilikanda Forestry Extension Centre. Progress review meeting with RDCF, DFO & FD staff and structured discussions.	Night at Polonnaruwa
31 st August 2014 (Sunday)	8.30 am	Proceed to Valachenai in Batticaloa district	Batticaloa District
	10.30 am	To Valachenai Range and visit Koolavadi (2013) CF site. Structured discussions with the CBO and inspection of activities	
	1.00 pm	Lunch	
	2.30 pm	Visit Batticaloa DFO office meet RDCF, DFO & FD staff. Presentation of progress by DFO. Structured discussions with RDCF, DFO & FD staff.	Night at Batticaloa
1 st September 2014 (Monday)	8.00 am	Leave for Maha Oya Range in Ampara district.	Ampara District
	10.00 am	Visit Mahaoya Range Forest office and meet, DFO & FD staff. Presentation of progress of CFP activities of Ampara district by DFO and structured discussions.	

	12.00 pm	Visit Kokagala (2010) CF site in Mahaoya Range. Structured discussions with the CBO and inspection of activities.	
	2.30 pm	Lunch	
	3.30 pm	Leave for Bibile Range in Monaragala district and visit Dummalahela (2013) CF site. Structured discussions with the CBO and inspection of activities.	Monaragala District
	6.00 pm	Proceed to Monaragala.	Night at Monaragala
2nd September 2014 (Tuesday)	8.30 am	Visit Monaragala DFO office; meet RDCF, DFO & FD staff. Presentation of progress by DFO. Structured discussions with RDCF, DFO & FD staff.	Monaragala District
	10.30 am	Leave for Bandarawella	
	12.30 pm	Lunch - Ella	Badulla District
	2.00 pm	Discussions with RDCF, Badulla DFO and FD staff at Bandarawella. Presentation of progress by DFO. Structured discussions with RDCF, DFO & FD staff.	Night at Bandarawella
3rd September 2014 (Wednesday)	8.30 am	Team Discussions, Bandarawella.	Badulla District
	11.30 am	Leave for Colombo via Welimada, Perideniya	
	9.00 pm	Arrive Colombo	Colombo
4th September 2014 (Thursday)	8.30 – 15.00 - Preparation of Aide Memoire (AM) by the team		
5th September 2014 (Friday)	09.00 pm	Submit Draft Aide Memoire to DFAT.	
	2.00 pm	Draft AM to UNDP and FD	
6th to 8th 2014	All team members meet in Colombo and draft the mission report		
9th Sept. 2014	10.00 – FD and UNDP to provide comments on draft AM to Team Leader		
	15.00 – Team Leader to provide revised AM to DFAT, FD and UNDP incorporating all comments		
10th Sept. 2014	10.00 – 13.00 – Aid Memoire presentation by the team At the Ministry of Natural Resource – Secretary of the ministry will chair the meeting		
Summary: Total number of districts – 06; Total number of CF sites - 07			

Annex D: Sample Sketch to Improve the Monitoring and Evaluation Framework

Type	Indicator	Examples of Variables
Process Indicator	Staffing	Number of DF officers involved (for social mobilization, coordinators, administration, training, etc.) Number of other line agency officials available for tasks
	Consultation and Mobilisation	Number of CBOs established at project locations and meetings held PRA conducted and identification of resources, strengthen, issues and solutions Number of field visits by project staff (sociologist, social mobilizers, coordinators, etc.)
	Procedures in Operation	Socioeconomic surveys (baseline), census and progress reports, and other procedures in place Number of community forestry management plans have completed
Input Indicators; data disaggregated by sex of owner/ head of HH	Establishing Protective Woodlots	Number of plants nursery Types of plants Number of plants distributed Number of acres covered Number of CBO members involved
	Establishing Agro Forestry woodlots	Number of plants nursery Type of plants Number of plants distributed Number of acres covered Number of CBO members involved
	Establishing Home Garden Management	Type of plants Number of plants distributed Number of home gardens covered Number of CBO members involved
	Training for the Staff	Number and durations of training events Numbers of trainees, disaggregated by gender Numbers of trainers, disaggregated by gender
	Training for the CBOs	Number of villages providing trainees Number of trainers, disaggregated by gender
	Training for the community members	Number of training activities Number of trainees, disaggregated by gender and age groups Types of training activities
	Output Indicators; data disaggregated by sex of owner/ head of HH	Permission for land management
Monitoring		

	progress	
Impact Indicator – data disaggregated by sex of owner/ head of HH	HH Earning Capacity	Employment status of economically active members Changes to income-earning activities (agriculture) Amount and balance of income and expenditure Amount of savings Range of increase land value Number of students benefited Number of cottage or small scale industries commenced after the project Number of agri-business commenced after the project
	Capacity development	Number of CBO members participated in capacity development programs Number of DF staff under gone in capacity development program
	Program implementation	Number of Sites planned Number of sites implemented and completed and successful

Annex E: Case Studies and Untold Stories

Case Study 1. Sunil's Dairy farm, Ihala Thimbiriyawa, Kurunagale District.

This case was initiated under the Sri Lanka Australia Natural Resources Management Project (SLANRMP) in 2004.

Under SLANRMP, the Ihala Thimbiriyawa community based organization (CBO) established an income generation sub-group. While discussing income generation opportunities with them, it was found that, although people had cattle, they were not interested in milking them. After further consultation with Project members, one farmer, Sunil Piyarathna, started to milk his animals in latter part of 2004. Initially he had five local animals managed under the *andaya* (barter) system and his total milk collection was about 1.5 litres/day. He started to deliver his milk to a collecting centre about 8 km away from his home by a bicycle. While doing this he was able to collect some more milk from the farmers who lived along his route.

SLANRMP arranged some livestock training programs and, after attending to these training sessions, Sunil wanted to:

1. Plant improved grass varieties in his field to feed the animals.
2. Sell his low yielding animals and purchase improved animals.
3. Get released from the *andaya* system to have his own herd. He had taken his five animals under this system.

Gradually he bought some new improved animals through loans and selling of his low yielding animals. The Project was able to convince the Milco Company to come to the village to collect milk and at that time the village was able to give about 60 litres to the company. Sunil planted new grass varieties on 0.6 ha of his farm and bought some new improved animals.

Sunil improved his farm very methodically and today he is a proud owner of about 38 cows. The Department of Animal Production and Health has provided a chilling machine of 300 kg capacity. Village farmers have started to milk their animals in the evenings also. According to Sunil, 33 farmers bring milk to this chilling machine and their daily collection is about 600 to 700 litres.

Now Sunil gets about 80 litres of milk/day and his income last month was Rs110,000. He spends about Rs18,000 to 20,000 monthly for purchasing concentrated feed for his animals and pays Rs15,000 per month for a labourer. The family now sells milk to the Rich Life company which pays Rs1.50/litre for his daughter who does the accounting and record keeping. Last month, the company paid Rs 26,000 as her salary.

Sunil has developed a link with Lanka Puthra Bank and Bank of Ceylon to get loans for his fellow farmers. At present they have taken Rs5.0 million and Rs2.7 million loans from these banks respectively. Today Sunil is the main facilitator /trainer for other farmers and he inspects and purchases animals for other farmers.

Sunil wants to sell his low yielding current animals and purchase animals who can give about 15 litres milk per day; at present he has some animals giving only 7-8 litres /day. His next ambition is to get a milking machine for his farm.

Some 10 years after initial contact and support from the SLANRMP, this village enterprise is thriving and has made a positive difference to Sunil's family and to the community.

Case Study 2. Changing Attitudes.

The forests are valuable resources for villagers and contribute to many aspects of their livelihoods. However, villagers perceive that the forest is controlled by the government ('*State Forest*') and, as a result of law enforcement by the FD, they did not enjoy free access to the forest to collect timber, herbal medicine, fruits and meat, honey, and other resources. The conflict between the traditional social life and the law (which is a part of modernity) has influenced the villagers towards a market-oriented, livelihood pattern. This modernity has gradually diffused through the village communities over the past few decades, but the buying power of some in the community is less and this has marginalized them as a segment of poor compared with economically better-off members of the village who may enjoy formal employment, commercial oriented cultivation and secure land management.

However, some villagers at the forest boundary infiltrate the forest from time to time to extract resources illegally. This has an impact on their self-esteem and perceptions regarding ownership of the forest as a result of the continuous struggle with the law enforcement. When they face difficulties and challenges in their livelihoods, they are inclined make a lot of destructive activities in the forest because they have no sense of ownership. Poverty is the critical factor for this high dependency on the forest and villagers' perceptions surrounding management.

The Community Forestry Management Plans (CFMP) prepared and implemented with the strong participation of the wider community have offered an avenue for the villagers in selected sites to rethink the nexus between the government, FD, other stakeholders, and villagers' needs. The PRAs conducted in these sites have become a turning point of learning and understanding of new dimensions for responsibility for forest management. After two years of this rethinking process, perceptions have changed from '*State Forest*' to '*Our Forest*' (Babiyaweva in Polonnaruwa, Dummalahela in Monaragala, Kokagala in Ampara, and Wangiyakumbura in Badulla District). They further revealed that "*if we protect the forest from fire and felling/cutting trees, the village tank/stream reserves water for their cultivation*". Forest Officers confirm that there is a regular reduction of forest fires, illicit cutting of trees, and other violation of forest law where this rethinking has taken place. In some locations (Maadigala and Wangiyakumbura in Badulla, and Babiyaweva in Polonnaruwa Districts), the villagers have started reforestation independently in cleared areas for *Chena* (slash-burned) cultivation.

As the CFMP becomes an integral part of the sociological tool kit for implementing community forestry, levels of community 'self-esteem' and 'ownership' will be enhanced; important pre-conditions for program sustainability.

Case Study 3: The Impact of the Farmers' Woodlots Program

District : Ampara. **Range :** Mahaoya **Site :** Kokagala Site

Date Interviewed: 1st September 2014; 12:45 hrs.

Name: Mrs Rathnakaye Mudiyanseelaga Sunandha Ratnayake

Age: 43 years

Civil Status: Married (with two sons: one aged 24 years in the SL Army and the other, aged 18 years at home)

Address: 190E, Welikumbura, Padiyathalawa

“Today my family is able to run a smooth life with our economic stability, because of the Community Forest Programme”, says Rathnakaye Mudiyanseelaga Sunandha Ratnayake from Padiyathalawa.

Sunandha, a mother of two sons, one who had joined the Military, and the second who had stepped out of school after the Ordinary Level, is a cultivator as well as a community forester whose family now owns 1.6 ha of land [0.8 ha with deed and 0.8 ha without deed, where they reside] and 3 hectares of forest land which was provided to them as Farmers' Woodlots through the CFP [1 ha to Sunandha, 1 ha to her husband and 1 ha to her son]

Sunandha's family had gone through many difficulties for many years, when they had no electricity to their home, when she had to walk more than ¼ kilometre within her land premises to collect water, when they had to face hardships due to transportation especially during sick times, and bad weather, when the sons had to walk for miles to get to school, when they had to toil hard for their daily bread, and when the family didn't have any savings for emergencies.

Though Sunandha and her family cultivated maize in their 0.8 ha of land, and later began doing Chena cultivation in 1 hectare of government-owned forest land, the income was not sufficient for them for a healthy survival, leave alone the extras. Her husband had to buy a tractor on lease, which increased the burden on their finances.

Later the Forest Department provided 1 hectare of forest land as farmers' woodlots to each of Sunandha, her husband and her son, as Farmers' Woodlots. The land was given on a 30 year contract [Agreement No. AM/MO/PD/07]. Sunandha received this land on the agreement made in October 2013.

Sunandha and her family received training from the Rubber Corporation and they were also given free rubber plants and 25 pineapple plants to be planted on the 3 Farmers' Woodlots. The Rubber Corporation gave a sum of Rupees 33,000/- to Sunandha, for the planting of the rubber plants and another Rupees 2500/- afterwards for maintenance.

Sunandha and her family began with rubber plantation in the upper areas of their Farmers' Woodlots and intercropped with pineapple, and in the small wet land that was found within the woodlots, Sunandha planted paddy from which she earned nearly Rupees 12,500/- during a very short period of time.

In January 2014, Sunandha planted cowpea on the highland together with the other plantation and earned around Rupees 10,000/- from that. Through the cultivation carried out on her farmers woodlot under the CFP, Sunandha has not only been able to make ends meet but also save a sum of Rupees 18,000/-.

Sunandha also has dug a well adjoining her house - to which a water pump is fixed to have easy access to water for their home needs as well for their cultivation purpose.

Sunandha feels that she is now economically stable and is in a position to hire a three-wheeler, instead of walking lengthy distances; and also help other villagers when they need some assistance.

Case Study 4. Community Welfare and Respected Village Women

District: Monaragala **Range:** Bibile **Site:** Dummalahela Site, Keenagala CBO

Date Interviewed: 1st September 2014; 17.30 hrs.

Name: Jayarathne Menike

Civil Status: Married [with one son and two daughters]

Address: Keenagoda, Medagama, Moneragala

Project Site: DummalaHela

Village Description:

This village is regularly visited by midwives, but the service of the Women Development Officer [WDO] is occasional and her visits are seldom. The villagers were not aware of the Child Rights Promotion Officer and the Probation Officer. There is a remarkable amount of school dropouts – mainly after Ordinary Level, and mostly among boys due to reasons such as poverty, seeking job opportunities and others. In general girls and boys from school dropouts have few vocational training institutions within 10 km where they are able to obtain vocational training. Girls mostly begin work in garment factories. In the labour field, there is a *gender pay gap* of Rs. 200/- [average amount] where a male worker is usually paid Rs. 800/- and female's daily wage being only Rs. 600/-.

Jayarathne Menike from Keenagoda, Medagama, is an example for how women can play an essential role in foresting and shows how women are able to receive acknowledgment and social power in rural villages when being able to contribute to the economy.

Menike is a villager with three children, whose husband is a farmer as well as a seasonal labourer. In this village, 30 CBO members [20 males and 10 females] received farmers' wood lots and support from the CFP, to plant rubber; and the rubber plants were provided to the above villagers by the Rubber Corporation, and support given through the CFP.

In addition to these 30 CBO members, another 12 males and 8 females received ½ acre of woodlots within the forest buffer zones to plant pepper in the year 2013 and Menike is one of these 8 females. She obtained a ½ acre woodlot from the DF under the CFP, and a crowbar to use for her cultivation. Besides this, for her home cultivation she received 4 types of plants, and training on their cultivation by the CFP.

Menike explained about her experience visiting the forest for the first time. "When I visited the forest with 3 other village women and the BFO [Forest Officer from the Area] we saw the forest on fire. Though it was our first time, without hesitation we called the police and the other villagers at once, and got ourselves involved continuously till then, for three hours – even after dusk had fallen, to beat out the fire by ourselves by using different methods until we got external help. I felt no fear at that time. This experience brought a feeling within us, that the forest was ours and we have to protect the forest."

Menike went on to say that the women in the village have gained recognition after this incident, and after having obtained land and support through the CFP. Even today, the Grama Niladhari comes to seek the help of these women to obtain information about the village, and even when the women visit other Government Offices they feel that they are being respected and accepted. These women, including Menike, together with the Police have been sufficiently confident to engage in putting an end to the selling of illicit liquor in the village.

Menike says that they all feel that they are not dependent anymore, and not a burden on their husbands and households; and that they feel a sense of self-esteem, through the income they earn from their cultivation and their contribution to their family economy via the farmers' woodlots and cultivation within forest buffer zones. The CFP, through its support, has given them a great deal of respect.

Case Study 5: Experimenting Agroforestry with Rubber and Rehabilitation of Buffer Zones

Dummalahela Community Forestry site in Bibila Range, Monaragala district

Agroforestry program (Farmers Woodlots): In this CF site rubber has been selected as the tree crop for the agroforestry Farmer's Woodlot program. This program is implemented by Forest Department (FD) in collaboration with the ongoing rubber cultivation project (Small Enterprises Development Program (SEDP)) in Monaragala district. The FD has provided the land on a long-term lease basis for a period of 30 years. This program was started in 2013 under the Community Forestry Program. The total extent of land under agroforestry program in this site is 15 ha. Total number of farmers involved in the program is 30 (About 0.5 ha per person). The subsidy for rubber planting is provided by the SEDP (Rs. 80,000/= per person in three instalments), in addition to providing rubber plants free of charge (260 plants per farmer). Since the rubber subsidy is paid by the SEDP program, FD has not paid any incentive payment to farmers. The rubber has been planted at the spacing of 25 feet x 8 feet and cash crops such as *Kurakkan*, Ground nuts, Maize etc. have been planted in between. The income received from cash crops had been around Rs. 25,000/= to Rs. 30,000/= per year/person. The Tapping of rubber starts at the age of 5 years. Expected average monthly income from tapping rubber latex at the age of 5 years would be around Rs. 30,000/= per month /person, (Rs. 300,000/= per year) and the income after 10 years would be around Rs. 45,000/= per month / person. The annual income after 10 years would be around Rs. 400,000 – 450,000. The income will be reduced after 25 years. The rubber trees should be removed and re planted at the age of 30 years (at which time there is a revenue from the timber).

The labour cost for maintenance and tapping of rubber trees during the period will be around Rs. 20,000 per month per person (for 0.5 ha). The cost of fertilizer is covered by the subsidy paid by the SEDP, with no additional cost to the farmer.

The income distribution per person from this program would be Rs. 25,000 – Rs. 30,000/year from 2nd year to 5th year. Rs. 300,000 per year from 5th year to 10th year. Rs. 400,000 – Rs. 450,000 per year from 11th year to 29th year. In addition to these incomes from cash crops and rubber latex, the farmer gets 80% of the income from sale of rubber timber after harvesting the rubber crop at the age of 30 years.

Buffer zone planting: The extent of buffer zone planting program is 04 ha. The CBO members have been authorized to cultivate *Gliricidia* and Pepper in the buffer zone planting area. This *Gliricidia* and Pepper planting had been done as a fire belt for prevention of fire damage to the adjoining forest area. The land (04 ha) has been distributed among 20 farmers (0.2 ha per person). *Gliricidia* has been planted in 2013 as a shade tree to provide required shade for Pepper. Pepper planting was also done in 2013, but was not very successful due to drought. Replanting of Pepper will be done in November 2014. FD is providing Rs. 15,650 per farmer for first three years as the labour cost for maintenance. The expected income from Pepper would be around Rs. 500,000 – Rs. 600,000 per farmer/year after 3 years.

Annex F: Sri Lanka Community Forestry Project - Action Plan

This Action Plan was Prepared during October 2014 in response to comments made during the MTR, by senior staff of the SLCFP and with the complete agreement of the FD, UNDP and Australian Aid at the Australian High Commission, Sri Lanka.

Issue	Actions	Target	Status as at 3 October 2014	Responsibility
Communication plan	Draft a communication plan which outlines how the partners to the CFP will communicate and engage with each other for the remainder of the project	15 October 2014	Draft developed	Program Officer - UNDP
Sociologist and Gender Expert	Finalize recruitment of Sociologist and Gender Expert Project Associate	15 October 01 November	Sociologist- MTR related contract completed. Waiting for reference checks Gender and Social Inclusion expert- one referee responded. Difficult to contact the consultant to get other preliminaries completed Project Associate- Position advertised in the newspapers and website Microfinance and Microenterprises specialist- Medical check report pending Content developer- Short listed applications shared with FD Database developer- Shortlisted applications shared with FD	
M&E Framework	Finalize M&E framework (with inputs from 3 project experts) to ensure 'soft' elements (sociological and gender impacts) are incorporated	15 October 2014	Experts requested time till end of this week to provide their comments. UNDP to share the draft with GoA by 10 th October Finalize the framework with FD comments by 30 October (With support from UNDP M&E Analyst)	

Forestry documents in Tamil language	Translate key CFP documents – including leaflets into Tamil language	30 November 2014	14 documents identified for translation 10 documents translation completed and 3 printing completed Printing of 4 documents will be completed by 7 th October. Printing of another 3 will be completed by 15 th October Translation of balance 4 documents will be completed by 30 October Printing of all documents to be completed by 15 November	
Training and exposure visits	<ol style="list-style-type: none"> 1. Prepare policies for training and exposure visits 2. Prepare templates to receive Back to Office reports from the trainees 3. Develop system to share experience gained during exposure visits (such as feedback reports and workshops each time and after each visit) 	15 th October 2014	Draft to be shared with FD by 10 th October when UNDP meet FD (date for meeting not confirmed yet/ otherwise will share with FD by 7 th) Finalize the guidelines, templates and sharing methodologies by 15 th October	
Tamil officers for North and East	Recruit / hire Tamil officers for North and East possibly through UNDP	01 November 2014	Second draft of the ToR which has addressed the GoA comments shared with FD FD to share CVs of potential candidates who have worked with the FD in the past and capable to deliver the ToR	

Reporting	<ol style="list-style-type: none"> 1. Prepare minutes for all key meetings with partners 2. Use improved template for annual reporting to capture all information of project outputs and outcomes 3. Develop formats for Steering Committee meeting (SCM) reports and minutes 	<p>From Oct onwards</p> <p>Use for next Annual Report in Dec 2014</p> <p>Use for next SCM in December</p>	<p>UNDP Program Officer to take the lead till Project Associate is recruited</p>	
Concept note for exit strategy	Draft a two page note which outlines the steps and timeframes to develop the exit strategy for the CFP. This may include data and relevant information	10 November 2014	<p>To be developed and shared with all stakeholders by 10th October</p> <p>Second draft by 30th October</p> <p>Finalize the draft 10th November</p>	
Exit strategy	A completed draft of the exit strategy	15 February 2015	<p>Based on the concept note to be developed, Community Forestry specialist, Sociologist, Micro enterprises and Microfinance Expert, Gender and Social Inclusion Expert and the Programme Officer to develop the draft strategy by 30 December 2014</p> <p>Second draft by 20 January 2015</p> <p>Third draft by 05th February 2015</p> <p>Final draft by 15th February</p>	
UNDP involvement	Regular and ongoing senior level engagement by UNDP	From 20 September 2014 onwards		

Annex G: Annex G: revised M&E Framework

Expected Results	Indicators	Baseline	Performance Targets	Time or Schedule and Frequency	M&E Event with Data Collection Methods	Means of Verification :Data Source and Type	Responsibility	Progress Towards the Performance Target			Risks / Comments
								2013	2014	2015	
Goal: To improve the management of natural resources to support livelihoods and contribute to poverty reduction in the dry and intermediate zones	1. Changes in av. family income (per site) of the targeted households through CFP	Family income Rs 6650	Cumulative target Rs 8645 per month (30% increase in family income)	In end 2014 and end 2015	Household Survey	Back to Office reports of UNDP staff and Field Visit Reports FD officers, CBO records	Field level-EOs / BFOs; Middle level-DFOs; Higher level -CF (SF&E)				
	2.Changes in number of Female Headed Households (FHH) supported	15Female Headed families	50 % increase in FHH	In end 2014 and end 2015	Household Survey	Back to Office reports of UNDP staff and Field Visit Reports FD officers, CBO records	Field level-EOs / BFOs; Middle level-DFOs; Higher level -CF (SF&E)				
	3. Changes in savings of targted households	to be detaremined	50% increase in average household savings by 2016	In end 2014 and 2016	Household Survey	Back to Office reports of UNDP staff and Field	Field level-EOs / BFOs; Middle level-				

Expected Results	Indicators	Baseline	Performance Targets	Time or Schedule and	M&E Event with Data Collection Methods	Means of Verification :Data Source and	Responsibility	Progress Towards the Performance Target			Risks / Comments

Visit Reports DFOs;
FD officers, Higher

5. Changes in the forest resources (species composition and growth)in the targeted area	to be determined	to be determined	In end 2014 and end 2015 (growth data will be collected in 2020)	Review reports produced by FD Research Division on Permanent Sample Plots	Annual Progress Reports of the Forest Department	CBO records level -CF (SF&E) Field level-EOs / BFOs; Middle level-DFOs; Higher level -CF (SF&E)
6. Change in frequency of Forest fires	454 ha/yr	40 ha/yr	In mid 2014 and end 2015	Review of Forest Offence record and Fire Damage Register	Annual Progress Reports of the Forest Department	Field level-EOs / BFOs; Middle level-DFOs; Higher level -CF (SF&E)
7. Percentage Change in additional agricultural	livestock stock Rs 0/month/personcash	livestock stock Rs 500/month/personcash	In end 2014 and end 2015		Annual Progress Reports of the Forest	Field level-EOs / BFOs; Middle

Expected Results	Indicators	Baseline	Performance Targets	Time or Schedule and	M&E Event with Data Collection Methods	Means of Verification :Data Source and Department	Responsibility	Progress Towards the Performance Target	Risks / Comments
	production in terms of monetary value	cropRs.0 /ha/season	crop Rs.5000/ha/season				level-DFOs; Higher level -CF (SF&E)		
	8. The reduction in the area of chena cultivated	29.3 ha chena lands	3 ha chena lands	In end 2014 and end 2015	review of Forest Offence Records	Annual Progress Reports of the Forest	Field level-EOs / BFOs; Middle		
						Department, CBO records	level-DFOs; Higher level -CF (SF&E)		
Component 1: Field Activities Objective : To Reduce deforestation and forest degradation by	1. Extent of forests planted (ha).	0 ha	1400ha	Annually	Review of FD Progress Reports	Annual Progress Reports of the Forest Department	Field level-EOs / BFOs; Middle level-DFOs; Higher level -CF (SF&E)		
	2. Reduce incidents of forest offences	300 /yr	60 /yr	Annually	Review Forest Offences Registry (FOR) and	Annual Progress Reports of the Forest Department,	Field level-EOs / BFOs; Middle level-		

Expected Results	Indicators	Baseline	Performance Targets	Time or Schedule and	M&E Event with Data Collection Methods	Means of Verification :Data Source and	Responsibility	Progress Towards the Performance Target			Risks / Comments
involving communities in forest management					community consultations		DFOs; Higher level -CF (SF&E)				
	3.Changes in access (number of loans disbursed) to credit through Financial Institutions and Self Help Groups in the targeted areas	0 Number of loan disbursed by FI and SHGs	750 loans disbursed by FI and SHGs	Annually	Review of loan disbursement records of the Financial Institutions and SHGs	Annual Progress Reports of the Forest Department CBO records	Field level-EOs / BFOs; Middle level-DFOs; Higher level -CF (SF&E)				
Output 1.1: Suitable program sites identified	1.1.1. Total no. of CF sites and districts where the project is operational	0 CFP sites	Cumulative target:167 sites Annualize targets: 26(2012),64 (2013),40 (2014),37 (2015)	Quarterly	Review of DFO Progress Reports, FD Progress Reports	Quarterly and Annual Progress Reports of FD	Field level-EOs / BFOs; Middle level-DFOs; Higher level -CF (SF&E)				
	1.1.2. Total extent of forests in all CF sites	23,000 ha	24,422ha (Woodlot, Buffer zones, Enrichment)	Annually (December)	Review of DFO Progress Reports, FD Progress Reports	Quarterly and Annual Progress Reports of FD, CBO records	Field level-EOs / BFOs; Middle level-DFOs;				

Expected Results	Indicators	Baseline	Performance Targets	Time or Schedule and	M&E Event with Data Collection Methods	Means of Verification :Data Source and	Responsibility	Progress Towards the Performance Target			Risks / Comments
							Higher level -CF (SF&E)				
Output 1.2 Community groups formed and their capacity enhanced	1.2.1. Number of CBOs formed	0 CBOs	Cumulative CBOs:167 Annualize targets of CBOs: 26 (2012),64 (2013),40 (2014),37 (2015)	Quarterly	Review of DFO Progress Reports, FD Progress Reports	Quarterly and Annual Progress Reports of FD, AGAs records	Field level-EOs / BFOs; Middle level-DFOs; Higher level -CF (SF&E)				
	1.2.2.Number of Participatory Rural Appraisals conducted	0 PRAs	Cumulative PRAs:167 Annualize targets of PRAs: 26 (2012),64 (2013),40 (2014),37 (2015)	Quarterly	Review of DFO Progress Reports, FD Progress Reports	Quarterly and Annual Progress Reports of FD, CBO records	Field level-EOs / BFOs; Middle level-DFOs; Higher level -CF (SF&E)				
	1.2.3. Percentage of male:female office bearers of CBOs	0	male:female 1:1 as office bearers	Quarterly	Review of DFO Progress Reports, FD Progress Reports	Quarterly and Annual Progress Reports of FD, CBO records	Field level-EOs / BFOs; Middle level-DFOs; Higher				

Expected Results	Indicators	Baseline	Performance Targets	Time or Schedule and	M&E Event with Data Collection Methods	Means of Verification :Data Source and	Responsibility	Progress Towards the Performance Target	Risks / Comments
							level -CF (SF&E)		
	1.2.4. Changes in capacities of CBO officials on leadership and book keeping skills and Financial management	to be determined	500 CBO officials will change their capacities on leadership , book keeping skills	Six monthly	review evaluation reports of trainings, Individual discussions and professional observations	Quartely Reports , Annual Progress Reports of FD, CBO records	Field level-EOs / BFOs; Middle level-DFOs; Higher level -CF (SF&E)		
Output 1.3 Community Forest Management Plans (CFMPs) prepared to address the leading causes of deforestation	1.3.1. Resource Assessments (Baseline Data) completed and documented.	0 sites	167 sites	Quarterly	Procurement records	Quarterly and Annual Progress Reports of FD and Community Forestry Management Plans	Field level-EOs / BFOs; Middle level-DFOs; Higher level -CF (SF&E)		
	1.3.2. Number of Community Forest Management Plans (CFMPs) prepared	0 CFMPs	Cumulative number of management plans :167 Annualize targets of management plans: 26	Quarterly	Review of DFO Progress Reports, FD Progress Reports	Quarterly and Annual Progress Reports of FD and Community Forestry Management	Field level-EOs / BFOs; Middle level-DFOs; Higher level -CF		

Expected Results	Indicators	Baseline	Performance Targets	Time or Schedule and	M&E Event with Data Collection Methods	Means of Verification :Data Source and	Responsibility	Progress Towards the Performance Target			Risks / Comments
ation and forest degradation at each site			(2012),64 (2013),40 (2014),37 (2015)			t Plans	(SF&E)				
	1.3.3. Number of Self Help Groups (SHGs) formed	0 SHGs	450 SHGs	Quarterly	Review of DFO Progress Reports, FD Progress Reports	Quarterly and Annual Progress Reports of FD and Community Forestry Management Plans	Field level-EOs / BFOs; Middle level-DFOs; Higher level -CF (SF&E)				
	1.3.4. Number of Forest Management Agreements signed	0 Agreements	Cumulative Agreements : 167 Annualize targetsof agreements : 26 (2012), 64 (2013),40 (2014),37 (2015)	Quarterly	Review of DFO Progress Reports, FD Progress Reports	Quarterly and Annual Progress Reports of FD and Community Forestry Management Plans	Field level-EOs / BFOs; Middle level-DFOs; Higher level -CF (SF&E)				
Output 1.4 Community	1.4.1. Private, public and NGO partnerships developed (Number of	0 partnerships	100 partnerships	Quarterly	Review of DFO Progress Reports, FD Progress Reports	Quarterly and Annual Progress Reports of FD, CBO	Field level-EOs / BFOs; Middle level-				

Expected Results	Indicators	Baseline	Performance Targets	Time or Schedule and	M&E Event with Data Collection Methods	Means of Verification :Data Source and	Responsibility	Progress Towards the Performance Target			Risks / Comments

Forestry Manage partnerships, monetary value

records

DFOs; Higher

ment Plans impleme nted in partners hip with	addition, beneficiaries, sustainability) for implementation of Community forestry plans						level -CF (SF&E)
other governm ent and potential ly non- governm ent organizat ions	1.4.2.Number of direct and indirect beneficiaries	0 ha	90,000	Annualy	Review of DFO Progress Reports, FD Progress Reports	Quarterly and Annual Progress Reports of FD	Field level- EOs / BFOs; Middle level- DFOs; Higher level -CF (SF&E)
	1.4.3.Livelihood training programs conducted	0 programs	400 programs	Quarter ly	Review of DFO Progress Reports, FD Progress Reports	Quarterly and Annual Progress Reports of FD	Field level- EOs / BFOs; Middle level- DFOs; Higher level -CF (SF&E)
	1.4.4. % of women who own	0 women holdeing	least 15% of what by 2016	Quarter ly	Review of DFO Progress	Quarterly and Annual	Field level- EOs /

Expected Results	Indicators	Baseline	Performance Targets	Time or Schedule and	M&E Event with Data Collection Methods	Means of Verification :Data Source and	Responsibility	Progress Towards the Performance Target			Risks / Comments

farmers' woodlots

agreements

Reports, FD
Progress Reports

Progress Reports of FD

BFOs; Middle level-

1.4.5. No of community nurseries established	0 Nurseries	350 plant nurseries	Quarterly	Review of DFO Progress Reports, FD Progress Reports	Quarterly and Annual Progress Reports of FD, CBO records	DFOs; Higher level -CF (SF&E) Field level-EOs / BFOs; Middle level-DFOs; Higher level -CF (SF&E)
1.4.6. No of persons (male and female)involved in the forestry program (farmers woodlots, enrichment planting, home gardens, buffer zone planting,	0	5000 persons (Male:Female1:1)	Quarterly	Review of DFO Progress Reports, FD Progress Reports	Quarterly and Annual Progress Reports of FD, CBO records	Field level-EOs / BFOs; Middle level-DFOs; Higher level -CF (SF&E)

Expected Results	Indicators	Baseline	Performance Targets	Time or Schedule and	M&E Event with Data Collection Methods	Means of Verification :Data Source and	Responsibility	Progress Towards the Performance Target			Risks / Comments
	1.4.7. Total number of new enterprises established (initiated)	0	1000 enterprises	Quarterly	Reports of the Microfinance and Microenterprises Specialist	Progress Reports of FD & Back to Office reports of UNDP staff and consultants, CBO records	Field level-EOs / BFOs; Middle level-DFOs; Higher level -CF (SF&E)				
	1.4.8. Community infrastructure facilities renovated or constructed.	0 village infrastructure programs	170 village infrastructure programs	Quarterly	Review of DFO Progress Reports, FD Progress Reports	Progress Reports of FD & Back to Office reports of UNDP staff and consultants, CBO records	Field level-EOs / BFOs; Middle level-DFOs; Higher level -CF (SF&E)				
	1.4.10. Number of men and women with access to agricultural technology	(To be determined Household survey)	Men:women 1,500 : 2,000	Quarterly	Review of DFO Progress Reports, FD Progress Reports	Progress Reports of FD & Back to Office reports of UNDP staff and consultants, CBO records	Field level-EOs / BFOs; Middle level-DFOs; Higher level -CF (SF&E)				

Expected Results	Indicators	Baseline	Performance Targets	Time or Schedule and	M&E Event with Data Collection Methods	Means of Verification :Data Source and	Responsibility	Progress Towards the Performance Target			Risks / Comments
Output 1.5 :Home garden development program implemented	1.5.1. Number of home gardens and number of plants planted	0 Home Gardens	5700HG 200,000 plants	Quarterly		Annual Work Plan & Progress Reports of FD, CBO records	Field level-EOs / BFOs; Middle level-DFOs; Higher level -CF (SF&E)				
	1.5.2. Total number of familieswith improvedtree management skills	0 families	600 families	Quarterly	Review of DFO Progress Reports, FD Progress Reports	Progress Reports of FD & Back to Office reports of UNDP staff and consultants, CBO records	Field level-EOs / BFOs; Middle level-DFOs; Higher level -CF (SF&E)				
Component 2: Institutional Support Objective : To Enhance the	1 number of capacity development program and officers trained	0	40 capacity development and 500 officers trained	Quarterly	Reports of the Sociologist and DFO reports	Progress Reports of FD & Back to Office reports of UNDP staff and consultants	Field level-EOs / BFOs; Middle level-DFOs; Higher level -CF (SF&E)				

Expected Results	Indicators	Baseline	Performance Targets	Time or Schedule and	M&E Event with Data Collection Methods	Means of Verification :Data Source and	Responsibility	Progress Towards the Performance Target			Risks / Comments
Community Forestry Management capacity of the Forest Department											
	2. Effective monitoring (timely progress review meetings, sharing of meeting minutes, implementation of follow up actions) of the program at national, regional and district levels	0	Quarterly reports, NPSC Meetings	Quarterly /Annually	Case studies & Back to Office Report of the UNDP staff	Quarterly and Annual Progress Reports of FD	Field level-EOs / BFOs; Middle level-DFOs; Higher level -CF (SF&E)				
	3. Changes in Community Forestry practices (sharing of forest protection and	0	No. of collective programs with CBOs. No of social	Annually	Reports of the Sociologist and DFO reports						

Expected Results	Indicators	Baseline	Performance Targets	Time or Schedule and	M&E Event with Data Collection Methods	Means of Verification :Data Source and	Responsibility	Progress Towards the Performance Target			Risks / Comments
	management responsibilities; collaborative actions to develop livelihoods) of Forest Department officers		assessments, No of social research papers								
	4. Number of direct and indirect beneficiaries of farmers wood lots, livelihood training programs and community development programs(Ex. Number of collective activities - edu - farming -training- visits etc.)	0	Minimum of 1 session per each oversease exposure visit / training programme	Quarterly	Meeting minutes / presentations of the experience sharing sessions	Quarterly and Annual Progress Reports of FD	Field level-EOs / BFOs; Middle level-DFOs; Higher level -CF (SF&E)				
Output 2.1 Regulations for amended	2.1.1. Regulations approved by Attorney General	0	Regulations approved by AG end2014	Annually	Approvals received from the AG dept	Approved regulations	Field level-EOs / BFOs; Middle level-DFOs;				

Expected Results	Indicators	Baseline	Performance Targets	Time or Schedule and	M&E Event with Data Collection Methods	Means of Verification :Data Source and	Responsibility	Progress Towards the Performance Target			Risks / Comments
Forest Ordinance Developed and implemented							Higher level -CF (SF&E)				
	2.1.2. Regulations gazetted	0	Regulations gazetted mid 2015	Annually	Gazette notification of the regulations	Quarterly and Annual Progress Reports of FD	Field level-EOs / BFOs; Middle level-DFOs; Higher level -CF (SF&E)				
output 2.2 Training plan prepared and staff trained in community forestry approach	2.2.1. Training Plan included in FD Annual Work Plans	0	Every year	Quarterly	Review of DFO Progress Reports, FD Progress Reports	Quarterly and Annual Progress Reports of FD	CF (SF&E)				
	2.2.2 Number of experience sharing sessions conducted related to overseas training programmes	0	One session per each overseas training	Quarterly	Review of DFO Progress Reports, FD Progress Reports	Quarterly and Annual Progress Reports of FD	CF (SF&E)				
	2.2.3. Number of officers trained in Gender and Social Inclusiveness	0	To be determined	Quarterly	Review of DFO Progress Reports, FD Progress	Quarterly and Annual Progress Reports of	Gender Consultant ,DFOs; - CF (SF&E)				

Expected Results	Indicators	Baseline	Performance Targets	Time or Schedule and	M&E Event with Data Collection Methods Reports	Means of Verification :Data Source and FD	Responsibility	Progress Towards the Performance Target	Risks / Comments
	2.2.4 Capacity developed for identified officers in community mobilisation	0	To be determined	Quarterly	Review of DFO Progress Reports, FD Progress Reports	Quarterly and Annual Progress Reports of FD	Sociologist, DFOs; -CF (SF&E)		
	2.2.5. Number of public awareness and extension material in Sinhala and Tamil languages.	0	No of leaflets 5 and extension materials 3	Quarterly	Review of DFO Progress Reports, FD Progress Reports	Quarterly and Annual Progress Reports of FD	UNDP, CF (SF&E)		
	2.2.6. Change occur in the awareness levels of the participants of training programmes	0	Over 80% increase in awareness levels	Quarterly	Review of extension materials developed	Quarterly and Annual Progress Reports of FD	Field level-EOs / BFOs; Middle level-DFOs; Higher level -CF (SF&E)		
Output	2.3.1 Number	0	1500 items						
Capacity to	offices provide with basic resources								

2.3 of forest range

Expected Results	Indicators	Baseline	Performance Targets	Time or Schedule and	M&E Event with Data Collection Methods	Means of Verification :Data Source and	Responsibility	Progress Towards the Performance Target			Risks / Comments
implement community forestry approaches strengthen	2.3.2. Change in the mobility (number of visits to CFP sites) CFP field staff	(To be determined)	mobility increased at least 30%	Quarterly	Review of reports provided by EOs/ BFOs on Number of visits and time spent in the field	Quarterly and Annual Progress Reports of FD	Field level-EOs / BFOs; Middle level-DFOs; Higher level -CF (SF&E)				
	2.3.3. Procurements completed on time	0	All procurements completed based on annual action plan	Quarterly	Procurement records	Quarterly and Annual Progress Reports of FD	Field level-EOs / BFOs; Middle level-DFOs; Higher level -CF (SF&E)				
Output 2.4: Capacity of the Forest Department enhanced in	2.4.1. Develop guidebooks on Gender and Social mobilisation for FD officers and CBOs	0	final product by mid or end of 2015	Annually	Reports of the consultants hired by the programme	Printed guidebook on gender inclusion in Community Forestry activities	Field level-EOs / BFOs; Middle level-DFOs; Higher level -CF (SF&E)				

Expected Results	Indicators	Baseline	Performance Targets	Time or Schedule and	M&E Event with Data Collection Methods	Means of Verification :Data Source and	Responsibility	Progress Towards the Performance Target			Risks / Comments
technical areas that will contribute to the program goal											
Output 2.5:M&E of community forestry activities undertaken on a regular basis	2.5.1. Program Supervisory Missions (PSMs) & Program Steering Committee (PSC) meetings conducted regularly .	0	At least three (03) PSMs & Two (02) PSCs meetings a year.	Annually	Reports of the Programme Supervisory Missions	Quarterly and Annual Progress Reports of FD	Field level-EOs / BFOs; Middle level-DFOs; Higher level -CF (SF&E)				
	2.5.2. Progress reviews/meetings conducted at National (CGF) & Regional (RDCF) levels regularly .	0	Progress Reviews/meetings conducted once a quarter.	Quarterly	Minutes of the meetings	Quarterly and Annual Progress Reports of FD	Field level-EOs / BFOs; Middle level-DFOs; Higher level -CF (SF&E)				
	2.5.4. Number of Permanent Sample Plots	0	Established plots & monitored	Quarterly	Reports produced by the Research	Quarterly and Annual Progress	Field level-EOs / BFOs;				

Expected Results	Indicators	Baseline	Performance Targets	Time or Schedule and	M&E Event with Data Collection Methods	Means of Verification :Data Source and	Responsibility	Progress Towards the Performance Target			Risks / Comments
	established and monitored		quarterly		Division of thr FD on Permanent Sample Plots	Reports of FD	Middle level-DFOs; Higher level -CF (SF&E)				
	2.5.5. Number of Case Studies conducted and reported.	0	40 Case Study reports /twice a year	Quarterly	Review of case studies available	Quarterly and Annual Progress Reports of FD	Field level-EOs / BFOs; Middle level-DFOs; Higher level -CF (SF&E)				

ATTACHMENTS: SPECIALIST REPORTS BY FOUR TEAM MEMBERS

REPORT 1: Community Forestry and Institutional Component

REPORT 2: Livelihood, Micro-Finance and Micro-Enterprise Development in Community Forestry Program in the Forest Department

REPORT 3: Gender and Social Inclusiveness

REPORT 4: Sociological Aspects of the Community Forestry Project