DEPARTMENT OF ENVIRONMENT AND NATURAL RESOURCES
KAGAWARAN NG KAPALIGIRAN AT LIKAS NA YAMAN

OCT 09 2025

BAGONG PILIPINAS

DENR MEMORANDUM CIRCULAR
No. 2025 - 06

SUBJECT: **ADOPTION OF THE TEN – YEAR COMMUNITY-BASED FOREST MANAGEMENT (CBFM) STRATEGIC PLAN**

Pursuant to Presidential Decree No. 705, series of 1975, as amended; Section 16, Article II of the 1987 Philippine Constitution; Executive Order (EO) No. 192, series of 1987; EO No. 263, series of 1995 "Adopting the Community-Based Forest Management as the National Strategy to Ensure the Sustainable Development of the Country's Forestland Resources and Providing Mechanisms for Its Implementation"; DAO No. 2004 – 29 "Revised Implementing Rules and Regulations (IRR) of EO 263; EO No. 318, series of 2004, "Promoting Sustainable Forest Management in the Philippines"; and the Philippine Master Plan for Climate Resilient Forestry Development (PMPCRFD) for CY 2016-2028; and in support to the attainment of the Sustainable Development Goals which balances the economic, social and environmental dimensions of sustainable development, the Ten – Year Community-Based Forest Management (CBFM) Strategic Plan is hereby adopted.

The Ten – Year CBFM Strategic Plan embodies the strategies and activities that will facilitate the implementation of the CBFM as the strategy for the sustainable development of forest ecosystems and taking into consideration the challenges of climate change, and shall serve as a useful guide for CBFM People's Organizations (POs), the DENR, Other Government Agencies, the Local Government Units (LGUs), Academe, Development Partners, Civil Society Organizations and other stakeholders.

A CBFM Road Map shall be developed by the Forest Management Bureau (FMB) which shall serve as the basis of the DENR Regional Offices in the preparation of their Regional CBFM Action Plan and their target course of action, in consonance with objectives of the CBFM Strategic Plan. The roadmap shall also provide a clear vision or holistic view of the CBFM Strategic Plan throughout its ten-year course of implementation and the development of attainable timeline vis-à-vis activities and targets.

The FMB shall coordinate with and assist the Regional Offices in developing their Regional CBFM Action Plans and targets. All DENR Field Offices shall ensure that the targets of the CBFM Strategic Plan is mainstreamed into the plans and programs of the LGUs, CBFM POs and other government agencies concerned.

All other memoranda, memorandum circulars and other issuances which are inconsistent with the provisions of this Ten – Year CBFM Strategic Plan are hereby amended accordingly.

This Memorandum Circular shall take effect immediately.

RAPHAEL P.M. LOTILLA
Secretary

REPUBLIC OF THE PHILIPPINES
DEPARTMENT OF ENVIRONMENT AND NATURAL RESOURCES

SENR069743

TEN-YEAR COMMUNITY-BASED FOREST MANAGEMENT (CBFM) STRATEGIC PLAN



This publication was produced by the
FOREST MANAGEMENT BUREAU of the
DEPARTMENT OF ENVIRONMENT AND NATURAL RESOURCES

Message

Greetings of peace!

The Department of Environment and Natural Resources (DENR) and the Forest Foundation Philippines (FFP), through Yakap Kalikasan, organized a series of consultative workshops in line with the preparation of the Ten-Year CBFM Strategic Plan. As one of the participating institutions in the said workshops, we, the CBFM-People's Organizations, recognize the value of formulating the 10-Year Strategic Plan as it provides the roadmap for the DENR, the CBFM POs as partners, and the support groups for a more effective and efficient CBFM implementation. Indeed, the CBFM POs recognize that we are the owners of this Strategic Plan, being the main and direct beneficiaries of the CBFM. The content of the plan came from us, together with the other stakeholders. We appreciate that POs are always given the opportunity to articulate our ideas, which we think are suitable and appropriate in the development, protection, conservation, and management of the forest ecosystem. We would like to express our gratitude to the DENR and the support group for initiating the development of the 10-year Strategic Plan.

On behalf of the CBFM POs, I would like to thank the DENR, other concerned agencies and support groups for their efforts and continued support to the CBFM beneficiaries. As I have always been saying, *"we could not only tell stories about grasses stories growing in our ancestral lands, but instead, share success stories of the CBFM communities"*.

Mabuhay tayong lahat!

NIDA A. COLLADO
President National CBFM-PO Federation

Message

Mabuhay!

It is with great joy and hope that I present to the DENR family, partner CBFM- People's Organizations and Support Groups and institutions the Ten-Year CBFM Strategic Plan. This is a testament of our collective dreams and aspirations towards the sustainable development of our forestlands and the socio-economic upliftment of our upland communities. These are your words, and I am looking forward to seeing them translated into action.

We acknowledge the dedication and commitment given by the CBFM family from all around the country in crafting this strategic plan, not to mention the generous support of the Forest Foundation Philippines and the Comprehensive Agrarian Reform Program. We extend our deepest gratitude and appreciation. The CBFM program began 27 years ago because of people who invested in the value they saw in the forests and the communities they home. Hence, the program thrived and grew to empower, connect, and bring life. It is with the same spirit of service and dedication that we will be able to contribute and achieve our vision of empowered and resilient communities and sustainably and equitably managed forest ecosystems.

May the direction we have set through this strategic plan guide and unite us towards collaborative action and stronger partnerships for our people, for the forests and the planet, and for the generations that are to come.

Muli, maraming salamat po sa inyong lahat at pagpalain tayo nawa ng Diyos.

ARLEIGH J. ADORABLE, *CESO III*
OIC Assistant Secretary for Field Operations-Mindanao,
and Director, in Concurrent Capacity

Message

Greetings from the Department of Environment and Natural Resources!

The DENR has been putting strong emphasis on our need to strengthen partnerships given the unprecedented environmental challenges and climate crises our planet is facing today. The success or failure of our pursuit of food and water security, blue and green economy, and climate resilience will be first and foremost felt by the communities whose livelihoods are dependent on the environment and natural resources, hence, it is imperative that we partner with them in our battle against environmental degradation and climate change.

The Ten-Year CBFM Strategic Plan sets a clear direction for the DENR, partner CBFM- People's Organizations, and Support Groups and institutions towards empowering upland communities to become resilient, and ensuring a sustainable and equitable management of forest ecosystems. With the consistent dedication and commitment of our partner CBFM communities, this Strategic Plan will surely contribute not only to the achievement of the aims of the CBFM strategy, but to the realization of functional ecosystems resulting in the protection of the well-being of the Filipino citizenry.

The DENR extends its heartfelt gratitude and appreciation to the entirety of the CBFM family who put the time and effort to contribute to the crafting of the Ten-Year CBFM Strategic Plan, especially the Forest Foundation Philippines and the Comprehensive Agrarian Reform Program for their generosity and unwavering support. We continuously enjoin all of you to work with us, hand-in-hand, until we see the vision we have set come to life.

Maraming salamat po!

RAPHAEL P.M. LOTILLA
DENR Secretary

REPUBLIC OF THE PHILIPPINES
DEPARTMENT OF ENVIRONMENT AND NATURAL RESOURCES

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ACRONYMS USED

ADB	Asian Development Bank
ADSDPP	Ancestral Domains Sustainable Development and Protection Plan
AFF	Agriculture, Forestry and Fisheries
AFoCO	Asian Forest Cooperation Organization
ALCAMS	Agroforestry Land Capability Assessment and Mapping Scheme
APFW	Asia-Pacific Forestry Week
ARD	Assistant Regional Director
ARTA	Anti-Red Tape Act
ASEAN	Association of Southeast Asian Nations
ASFN	ASEAN Social Forestry Network
AWG-SF	ASEAN Working Group on Social Forestry
BARMM	Bangsamoro Autonomous Region for Muslim Mindanao
BDFE	Biodiversity-friendly Enterprises
BFAR	Bureau of Fisheries and Aquatic Resources
BIR	Bureau of Internal Revenues
BMB	Biodiversity Management Bureau
BRW	Bureau of Rural Workers
CADC	Certificate of Ancestral Domain Claim
CADT	Certificate of Ancestral Domain Title
CBFM	Community-Based Forest Management
CBFMA	Community-Based Forest Management Agreement
CBFMP	Community-Based Forest Management Program
CBFM-NWG	Community-Based Forest Management-National Working Group
CBFM-PO	Community-Based Forest Management People's Organization
CBL	Constitution and By-Laws
CCC	Climate Change Commission
CDA	Cooperative Development Authority
CDD	Conservation and Development Division
CDNA	Capacity Development Needs Assessment
CDP	Community Development Plan
CFS	Community Forestry Section
C/MENRO	City/Municipal Environment and Natural Resource Office/r
CO	Community Organizing
COVID	Corona Virus 19
CRMF	Community Resource Management Framework
DA	Department of Agriculture
DAO	Department Administrative Order
DAR	Department of Agrarian Reform
DBP	Development Bank of the Philippines
DENR	Department of Environment and Natural Resources
DOLE	Department of Labor and Employment

DOT	Department of Tourism
DOST	Department of Science and Technology-Forest Products Research and Development Institute
DSWD	Department of Social Welfare and Development
DTI	Department of Trade and Industry
E-FIS	Electronic Forest Information System
ENR	Environment and Natural Resource/s
ENRA	Environment and Natural Resources Academy
EO	Executive Order
ERDB	Ecosystems Research and Development Bureau
FAO	Food and Agriculture Organization of the United Nations
FASPS	Foreign-Assisted and Special Projects Service
FDA	Food and Drugs Administration
FFP	Forest Foundation Philippines
FPE	Foundation for Philippine Environment
FPIC	Free and Prior Informed Consent
FRMD	Forest Resources Management Division
GAA	General Appropriations Act
GIS	Geographic Information System
ICC	Indigenous Cultural Communities
IMFNS	International Model Forest Network Secretariat
IP	Indigenous Peoples
IPRA	Indigenous People's Rights Act
ISF	Integrated Social Forestry
JICA	Japan International Cooperation Agency
LBP	Landbank of the Philippines
LCCAP	Local Climate Change Action Plan
LGA	Local Government Academy
LGU	Local Government Unit
LTI	Land Tenure Instrument
M/E	Monitoring and Evaluation
MOV	Means of Verification
NCCAP	National Climate Change Action Plan
NCI-SRD	National Convergence Initiative for Sustainable Rural Development
NCIP	National Commission on Indigenous Peoples
NGO	Non-Government Organization
NTFP	Non-timber forest products
NTFP-EP	Non-timber Forest Products-Exchange Programme (Asia and Philippines)
NZAID	New Zealand Aid for International Development
OVI	Objectively Verifiable Indicators
PA	Protected Area
PACBRMA	Protected Area Community-Based Resource Management Agreement
PACBRMP	Protected Area Community-Based Resource Management Plan
PAFRAC	Perimeter Area Fractal Dimension

PAMB	Protected Area Management Board
PARC	Presidential Agrarian Reform Council
PBSAP	Philippine Biodiversity Strategy and Action Plan
PCCI	Philippine Chamber of Commerce, Inc.
PCIC	Philippine Crop Insurance Company
PDP	Philippine Development Plan
PES	Payment for Ecosystems Services
PMPCRFD	Philippine Master Plan for Climate Resilient Forestry Development
PTTC	Philippine Trade Training Center
RED	Regional Executive Director
REDD+	Reducing Emissions from Deforestation and forest Degradation
RTD	Roundtable Discussion
R & D	Research and Development
SDG	Sustainable Development Goals
SEC	Securities and Exchange Commission
SET-UP	Small Enterprise Technology Upgrading Program
SFF	Society of Filipino Foresters
SFM	Sustainable Forest Management
SUC	State Universities and Colleges
SWC	Soil and Water Conservation
TESDA	Technical Skills Development Authority
TNA	Training Needs Assessment
UPLB-CFNR	University of the Philippines at Los Baños-College of Forestry and Natural Resources
UPLB-IAF	University of the Philippines at Los Baños-Institute of Agroforestry
UPLB-INREM	University of the Philippines at Los Baños - Interdisciplinary Program on Integrated Natural Resources and Environmental Management
USAID	United States Agency for International Development
WISE	Women's Initiatives for Society, Culture, and Environment

INTRODUCTION

INTRODUCTION

This document is the Ten-Year Community-Based Forest Management (CBFM) Strategic Plan. It is the second strategic plan of CBFM which succeeded the previous CY 2007-2018 plan. The CBFM Strategic Action Plan for 1997-2020 was developed in CY 1997 as an immediate action after the DENR Administrative Order No. 96-29 was approved, laying down the rules and regulations for the implementation of EO 263 (the CBFM Strategy). The COVID 19 pandemic caused the delay in the crafting of a new strategic plan immediately following the end of the first strategic plan in CY 2018.

Collectively through a series of review meetings and consultative workshops, CBFM implementers and support groups or institutions developed this Strategic Plan. The participants included representatives from the CBFM-People's Organizations (CBFM-POs), DENR Central and field offices, the Forest Management Bureau (FMB), Biodiversity Management Bureau (BMB), Ecosystems Research and Development Bureau (ERDB), National Commission for Indigenous Peoples (NCIP), Local Government Units (LGU), Other Government Agencies (OGA), academe, NGOs and Civil Society Organizations. It is noteworthy to mention that in all sessions at the regional and national levels, the CBFM-POs took part through their respective representatives.

The Forest Management Bureau, through funds from the Forest Foundation Philippines (FFP) and the Presidential Agrarian Reform Council (PARC) Secretariat, led the series of in-person roundtable discussions and consultation workshops involving key stakeholders in CBFM. The NGO Yakap Kalikasan Tungo sa Kaunlaran ng Pilipinas, Inc. facilitated the conduct of these sessions.

This plan takes off from the achievements of CBFM and lessons learned in the last 27 years. It proposes actions to face the new and persistent challenges confronting forest communities, the government, and supporters of CBFM. It envisions "empowered and resilient communities and support groups/institutions in sustainable and equitable management of forest ecosystems". It seeks to (a) advance community-based actions on forest development, restoration, rehabilitation, conservation and protection; (b) strengthen self-determination and

reliance, resilience and good governance among CBFM communities; (c) increase economic opportunities for communities; (d) strengthen capacities of support groups for effective CBFM implementation; (e) strengthen support to the National CBFM policies and standards and their harmonized implementation; and (f) intensify effective partnerships in support of CBFM.

To serve as guide to implement CBFM in the next 10 years, this plan is anchored on principles that relate to forests, life and the future. CBFM implementors and supporters value these principles, such as community-centered development and participatory governance. These principles are shared by the ASEAN Working Group on Social Forestry (AWG-SF) as stipulated in the Plan of Action for the ASEAN Cooperation for Social Forestry.

The efficient and effective implementation of this plan relies on the active involvement of the three key players in the CBFM Program. The CBFM-POs will act as partners and frontlines in sustainable management of resources in forest ecosystems by accelerating climate actions, employing Indigenous and sustainable farming practices, working in cooperation with various stakeholders, capacitating next-generation leaders, and actively advocating for the institutionalization of the CBFM Strategy. Meanwhile, the DENR shall mobilize, strengthen and collaborate with communities and other support institutions for the effective conservation, management, development and utilization of forest resources. Finally, the support groups shall ensure continuous provision of relevant, responsive, appropriate, quality, timely, accountable and coordinated delivery of services for communities and sustainable management of forest ecosystems.

ALIGNMENT WITH OTHER PLANS

The agenda of the new CBFM Strategic Plan are in line with existing plans. These include among others,

a. **Philippine Master Plan for Climate Resilient Forestry Development**[1] with programs and strategies leading to: 1) strengthen resilience of forest ecosystems and communities to

[1] From *Philippine Master Plan for Climate Resilient Forestry Development*, by DENR-FMB, January 2016.

climate change; 2) respond to demands for forest ecosystems goods and services; and 3) promote responsive governance.

b. **National Climate Change Action Plan for 2011-2028**[2] priorities particularly in the areas of: 1) Food Security, 2) Water Sufficiency, 3) Ecological and Environmental stability, 4) Climate-Friendly Industries and Services, 5) Human Security, and 5) Knowledge and Capacity Development.

c. **Philippine Development Plan (PDP) for 2023-2028**[3], principally in: 1) accelerating climate action and strengthening disaster resilience; 2) practicing good governance and improving bureaucratic efficiency, 3) increasing income-earning ability, 4) reducing vulnerability and protecting purchasing power; and 5) modernizing agriculture and agribusiness[4].

d. Philippine National REDD Plus Strategy (PNRPS) and Action Plan[5], a results-based climate change adaptation and mitigation strategy, and plan of the Philippines designed in CY 2010 and updated in CY 2017 under the United Nations Framework Convention on Climate Change (UNFCCC). It ensures that the Philippines contributes to mitigation and adaptation actions in the forestry sector by: (a) Reducing emissions from deforestation; b) Reducing emissions from forest degradation; c) Conservation of forest carbon stocks; d) Sustainable management of forests; and e) Enhancement of forest carbon stocks. The PNRP strategies are similar to the CBFM Strategic plan's key sub-strategies, such as: (a) enabling policy, (b) governance, (c) resource use, allocation, and management, (d) research and development, (e) capacity building and communication, and (f) sustainable financing.

e. **Philippine Biodiversity Strategic Action Plan (PBSAP)**[6] which recognizes the role of forest ecosystem services in promoting biodiversity-friendly enterprises for poverty reduction, and

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[2] From the *National Climate Change Action Plan (NCCAP) 2011-2028*. Climate Change Commission, 2011.

[3] Extracted from https://pdp.neda.gov.ph/wp-content/uploads/2023/01/PDP-2023-2028.

[4] The PDP combines Agriculture, Forestry and Fisheries (AFF), as their common denominator rests on their being sources of food and livelihood.

[5] From the *Update of the Philippine National REDD-plus Strategy*. Department of Environment and Natural Resources–Forest Management Bureau (DENR–FMB), Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH. June 2017. Manila, Philippines:

[6] From the *Philippine Biodiversity Strategy and Action Plan 2015-2028. Bringing Resilience to Filipino Communities*. DENR-BMB. 2016.

management of funds through payments for ecosystem services (PES).

f. **National Disaster Risk Reduction and Management Plan (NDRRMP)[7],** a plan geared towards strengthening the national government, LGUs, and partner stakeholders (including CBFM communities) in building community resilience and in institutionalizing measures to reduce disaster and climate-related risks, and enhance preparedness and response capabilities at all levels.

g. **Sustainable Development Goals[8],** such as Goal #1: No Poverty, Goal #2: Zero Hunger, Goal #5: Gender Equality, Goal #13: Climate Action, Goal #14: Life Below Water, and Goal #15: Life on Land, among them.

USERS AND USES OF THIS CBFM STRATEGIC PLAN

This Ten-Year CBFM Strategic Plan shall serve as the doctrine of communities, DENR and support groups/other stakeholders involved in promoting community development and sustainable forest management in the Philippines.

This plan will encourage communities in forest areas, ancestral domains, coastal and mangrove areas, buffer zones of protected areas and national parks, and even in agricultural areas to responsibly plan and take community development actions that will make them more self-reliant and stronger while developing and sustaining their main source of living --- the forest ecosystem. The CBFM-PO Federations at the regional and national levels can base their policy proposals and actions on this Strategic Plan.

For DENR as the government body mandated to implement environment programs, this plan will guide its Bureaus to provide sufficient institutional support system, formulate policies, and initiate programs that will help CBFM-POs, their members, and their communities become even more effective government partners in forest protection, conservation and

[7] Extracted from https://www.preventionweb.net/publication/national-disaster-risk-reduction-and-management-plan-ndrrmp.
[8] Extracted from https://www.undp.org/sustainable-development-goals.

rehabilitation. The plan's specifics can be the basis in developing metrics and indicators for monitoring and evaluating CBFM implementation in the next 10 years

For other government bodies, NGOs, LGUs, funding agencies, the academe, businesses, and credit/financing institutions supporting CBFM, this plan will help them guide/align their existing or planned support to CBFM communities. With the full-devolution of environment and natural resources (ENR) functions to the LGUs, this Strategic Plan can be the basis for actions, programs, and budget allocations of LGUs and of every City/Municipal ENR Office, thereafter for inclusion in future local plans, such as among others the Comprehensive Land Use Plans (CLUPs).

This plan contains the unified vision of these key players in the next 10 years. It specifies objectives, strategies and sub-strategies that will help the CBFM adopters and implementers reach the intended outcomes. This plan avoided recommending specific activities under each sub-strategy to allow flexibility among communities, DENR and support groups in choosing the best techniques and activities to undertake based on the uniqueness of each area.

This document contains the main elements of a strategic plan, particularly:

a. The Vision Statement
b. The Mission Statements
c. Objectives to reach within the 10-year period
d. Guiding Principles in the implementation of CBFM
e. The Strategies and suggested Sub-strategies
f. Annexes that include among others the CBFM Logical Framework, CBFM Program implementation framework, recommended objectively verifiable indicators (OVI), and lists of individuals who participated in the consultation workshops held for the formulation of this strategic plan.

SHAPERS OF THIS PLAN

This 10-year CBFM Strategic Plan is a product of participatory, collective efforts and consultative activities. The CBFM key players and stakeholders who took part in the planning process are:

a. The 1,970 CBFM People's Organizations from CAR down to R13-CARAGA and their communities represented by their CBFM-PO

Regional and National Federation Officers;

b. DENR Central and Field Offices, together with representatives from its Bureaus, namely, i.e., FMB, ERDB, and BMB, as well as FASPS. FMB was represented by FMB Director Tirso Parian, CESO IV in CY 2022 and OIC-Assistant Secretary for Field Operations-Western Mindanao and FMB Director in concurrent capacity, Arleigh J. Adorable, *CESO III* in 2023; the Forest Resources Management Division (FRMD); Forest Policies, Planning and Knowledge Management Division (FPPKMD), Forest Resources Conservation Division (FRCD); and Forest Investment Development Division (FIDD);
c. Members of the CBFM-National Working Group (NWG);
d. Regional and national representatives from the NCIP, including Officer-in-Charge Executive Director Atty. Caesar Ortega;
e. Selected Local Government Units represented by their City/Municipal Environment and Natural Resource Officers (C/MENRO);
f. NGOs working on various CBFM-related concerns, such as the Non-Timber Forest Exchange Programme – Asia and -Philippines, Women's Initiatives for Society, Culture and Environment, Inc. (WISE), and Yakap Kalikasan Tungo sa Kaunlaran ng Pilipinas, Inc.;
g. Other Government Agencies (OGA) like the Department of Trade and Industry (DTI), Department of Agrarian Reform (DAR), and Department of Science and Technology-Forest Products Research and Development Institute (DOST-FPRDI);
h. Funding agencies like the Forest Foundation Philippines (FFP), Foundation for Philippine Environment (FPE), and the USAID-Sustainable Interventions for Biodiversity, Oceans, and Landscapes (SIBOL);
i. The academe, like the University of the Philippines at Los Baños College of Forestry and Natural Resources (UPLB-CFNR), Forest Development Center (FDC), Interdisciplinary Program on Integrated Natural Resources and Environmental Management (UPLB-INREM), and Institute of Agroforestry (UPLB-IAF); and Pampanga State Agricultural University (PSAU); and
j. Credit and financing facilities, like the Development Bank of the Philippines (DBP).

The involvement of these individuals and groups makes them co-authors of this Strategic Plan. All of them are co-owners of this plan.

PLANNING PROCESSES UNDERTAKEN

Planning, like any other process in CBFM, is consultative, participatory and uses the bottom-up approach. Through funds from the Forest Foundation Philippines (FFP) and PARC Secretariat, DENR-FMB conducted the following activities as Yakap Kalikasan coordinated and facilitated them.

A. Roundtable Discussions (RTD)

Attended mostly by the CBFM-National Working Group members and invited guests like the Presidential Agrarian Reform Council (PARC) Secretariat, DENR's Climate Change Service (CCS), and the National CBFM-PO Federation, RTDs convened from September to December 2022 served as venues to prepare for the planning consultations and review the drafts of the Strategic Plan.

B. CFS and Regional CBFM Coordinators' Meeting and Orientation

The Regional CBFM Coordinators, together with their CDD Chiefs and technical staff, were virtually convened for a meeting and orientation in September and October. The meeting was an announcement of the series of consultations at the local and national levels in relation to the CBFM strategic plan. An orientation was held to demonstrate how the consultation and preparatory sessions with the Regional CBFM-PO Federations would be best handled. Besides preparing for the national consultations, commitments from DENR Regions 3, 7 and 13 were gathered as venues for the island-based workshops.

C. Regional CBFM Federations Meetings/Workshops

COVID 19 hindered the CBFM-PO Federations to meet during the last two years. With funds from FFP and the loosening of government restrictions against COVID 19 in CY 2022, in-person regional meetings and workshops in all 15 Regional CBFM Federations were allowed in October 2022. The meetings allowed a bountiful sharing of organizational statuses and collection of ideas on the focus of the next strategic plan. Outputs from these gatherings were presented in the Island-based workshops (see item D).

D. Island-Based Strategic Plan Consultation Workshops

Three Island-based Strategic Plan Consultation Workshops gathered various stakeholders from Luzon, Visayas and Mindanao to: (a) share the statuses of the CBFMA holders, (b) identify issues, challenges and potential risks in the implementation of the next

strategic plan; (c) formulate strategies and activities to be undertaken in the next 10 years; (d) identify potential partners that will be actively engaged to help achieve the 10-year CBFM Strategic Plan; and (e) review the relevance of present CBFM Logic Framework and CBFM Program Implementation Framework. Sessions were streamed via zoom allowing the participation of others joining from their workplaces and communities.

Participants were from various sectors, like the (a) DENR-FMB, FASPS and DENR Field Offices' CBFM Coordinators; Chiefs of the Conservation and Development Division (CDD), Enforcement Division, and Planning and Management Services (PMS); and Monitoring and Evaluation Officers (MEO); (b) CBFM communities (i.e., POs and PO Federation officers); (c) other government agencies or bodies (i.e., Department of Trade and Industry, NCIP, LGUs through their C/MENROs); (d) academe (i.e., University of the Philippines-Los Baños, Pampanga State Agricultural University); Civil Society Organizations and NGOs (i.e., Forest Foundation Philippines, Non-Timber Forest Products-Exchange Programme - Asia and Philippines, WISE, Yakap Kalikasan, Manglares Coastal Resources Management Foundation, Inc.). Guests talked about CBFM Financing, Carbon Trading, CBFM Clustering, REDD+ and Sustaining Partnerships.

The cluster workshops were held on October 11-17, 2022 in Butuan City (Mindanao), October 21-28, 2022 in Tagbilaran City (Visayas), and November 7-11, 2022 at Subic Bay Freeport Zone (Luzon).

E. National Consolidation Workshop

The workshop Facilitators consolidated the outputs from the island-based workshops and presented them during the National Consolidation Workshop held on December 1-2, 2022 at the Sequoia Hotel, Quezon City. Attended by nearly 90 participants representing the government, private, civil society and CBFM-POs, this activity served as a venue to jointly agree on the main elements of the Ten-Year CBFM Strategic Plan, particularly the vision, mission statements, objectives, principles, strategies, activities and outcomes; objectively verifiable indicators, and CBFM Program Implementation Framework.

The workshop had an expanded attendance with representatives from the Department of Agrarian Reform (DAR), DENR CBFM-CARP

National Office, NCIP and UPLB Interdisciplinary Program on Integrated Natural Resources and Environmental Management (UPLB INREM), Foundation for Philippine Environment (FPE), USAID, the Society of Filipino Foresters (SFF), and an officer of the Bangsamoro Autonomous Region for Muslim Mindanao's (BARMM) environment office. A special meeting of the NCIP OIC Executive Director with the CBFM-PO National and Regional Federation Officers was held during one of the workshops.

F. Presentation to FMB Executive Committee and CBFM-NWG

This plan went through presentations to the CBFM-NWG and to the FMB Executive Committee in order to obtain their comments and thumbs-up to the plan. The presentation to the FMB Executive Committee transpired in the first quarter of CY 2023 during the leadership of OIC-Assistant Secretary for Field Operations-Western Mindanao and FMB Director in concurrent capacity, Arleigh J. Adorable, *CESO III*. The CBFM-NWG members, together with some guests, did a final review of the plan in December 2022.

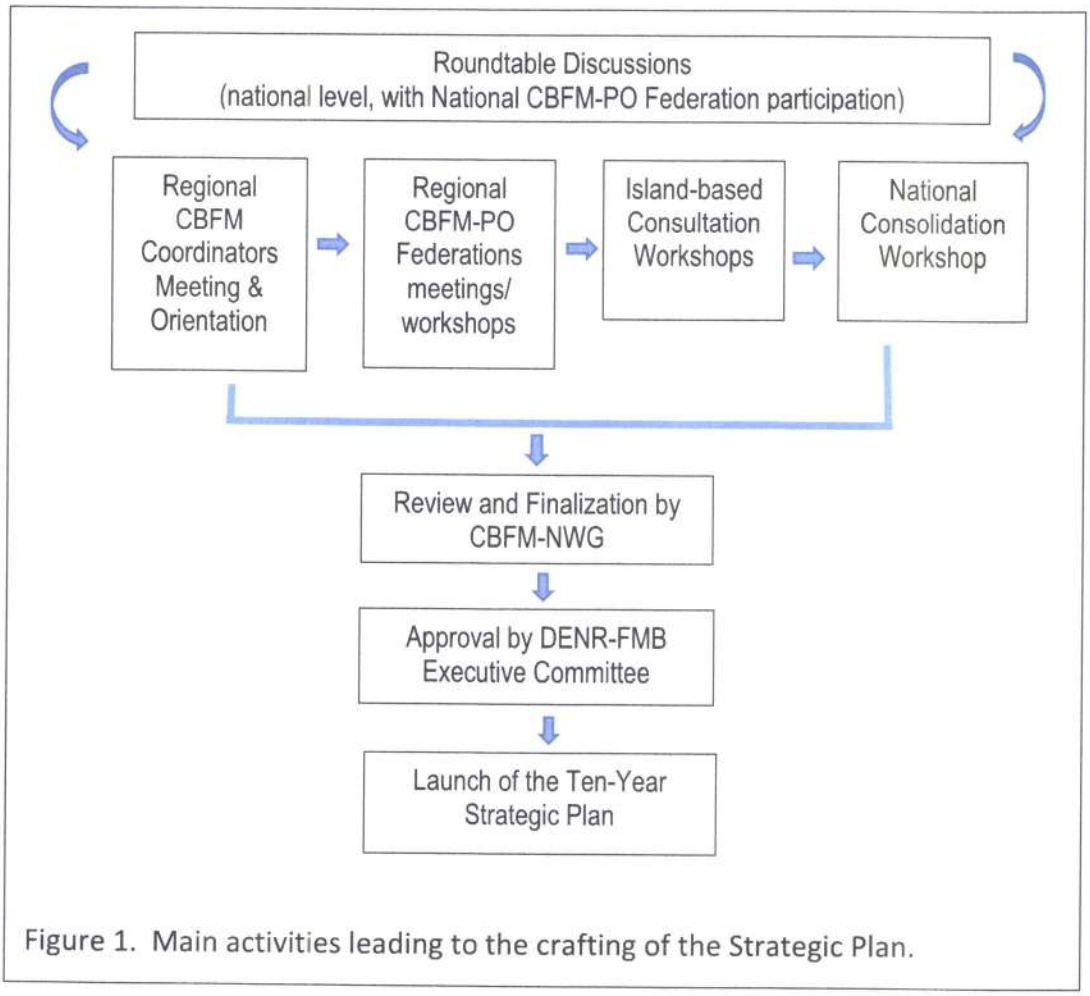


Figure 1. Main activities leading to the crafting of the Strategic Plan.

BACKGROUND: THE COMMUNITY-BASED FOREST MANAGEMENT (CBFM)

The Policies

Community-Based Forest Management (CBFM) begun in 1995 by virtue of Executive Order No. 263[9] duly signed by former President Fidel V. Ramos. EO 263 recognizes CBFM as the national strategy to promote and achieve sustainable forests and social justice. EO 263's implementation rules were issued through DAO 96-29[10] and revised in 2004 through DAO 2004-29[11].

Alongside EO 263, the government issued EO 318[12] in CY 2004 affirming CBFM as the "primary strategy in all forest conservation and development and related activities, including joint ventures, production sharing and co-production; it shall be encouraged in all private sector forestry enterprises and ventures".

CBFM banners the phrase "*people first and sustainable forests shall follow*". While the core attention of CBFM is on people, actions are geared towards making the environment healthy and beneficial to the present and future generations. It is anchored on the premise that if local communities are given access to and control over forest resources and are allowed to benefit from them, they become more responsible stewards and partners in promoting sustainable forest management. CBFMA and other tenure instruments like PACBRMA intend to provide holders with that bundle of rights over forest resources (within multiple-use and buffer zones for PACBRMA holders).

The Objectives

EO 263 clearly indicated that CBFM aims to:

a. Protect and advance the rights of the Filipino people to a healthy environment;

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[9] See EO 263, S. 1995: Adopting Community-Based Forest Management as the National Strategy to Ensure the Sustainable Development of the Country's Forestlands Resources and Providing Mechanisms for its Implementation.

[10] See DAO 96-29: Rules and Regulations for the Implementation of Executive Order 263, Otherwise Known as the Community-Based Forest Management Strategy (CBFMS)

[11] See DAO 2004-29: Revised Rules and Regulations for the Implementation of EO 263, otherwise known as the Community-Based Forest Management Strategy

[12] See EO 318, S. 2004: Promoting Sustainable Forest Management in the Philippines.

b. Improve the socio-economic condition of participating communities through the promotion of social justice and equitable access to and sustainable development of forestland resources; and
c. Respect the rights of IPs to their ancestral domains by taking into account their customs, traditions and beliefs in the formulation of laws and policies.

The Land Tenure Instruments

Through CBFM, organized communities, also called "Forest Managers", are granted access to forest resources under long-term tenure provided they use environment-friendly, ecologically-sustainable and labor-intensive management and harvesting methods. These are in the form of land tenure instruments (LTI) like Community-Based Forest Management Agreement (CBFMA) for forestland communities; Certificate of Ancestral Domain Title (CADT) for indigenous peoples; and Protected Area Community-based Resource Management Agreement (PACBRMA) for communities in legislated and executive-proclaimed Protected Areas (PA).

While CADTs entitle IPs ownership of their ancestral domains, CBFMAs and PACBRMAs grant rights to communities to manage, develop and utilize forest areas for livelihood for a period of 25 years. CBFMAs and PACBRMAs are renewable for another 25 years, while CADTs grant eternal ownerships. All tenure instruments bear the holders' responsibilities to rehabilitate, conserve, and protect the areas awarded to them, and the resources within.

The Community Resource Management Framework (CRMF)

DENR Administrative Order (DAO) No. 96-29[13] signed in October 1996 and revised through DAO No. 2004-29, mandated CBFMA holders to prepare their respective 25-year Community Resource Management Frameworks (CRMF) which must reflect their vision, objectives and strategies in accessing, developing, using and protecting resources in areas covered by their CBFMAs. Every CRMF shall be "consistent with the overall strategy for the conservation of areas encompassing watersheds".

Like the CBFMA holders, organized communities awarded with PACBRMA must also compose their Community-Based Resource Management Plan (CBRMP) as required by DAO No. 2004-32: Revised guidelines on the

[13] See DAO 96-29: Rules and Regulations for the Implementation of Executive Order 263, Otherwise Known as the Community-Based Forest Management Strategy (CBFMS)

establishment and management of Community-Based Program in Protected Areas. CADT holders are required to make their Ancestral Domains Sustainable Development and Protection Plan (ADSDPP) as directed by the NIPAS Act.

The Previous CBFM Plans

In the last 27 years, CBFM used as its guide a Strategic Action Plan and a Strategic Plan. The former covering the period CY 1997-2020 was composed right after EO 263 was approved. Gathering from the experiences and lessons during the first 10 years, a consultative review of the Strategic Action Plan took place in CY 2006, thus, the first strategic plan covering the period of 2008-2017[14]. See table below for some key elements indicated in both plans.

Table 1. CBFM Components of the 1997-2020 Strategic Action Plan and the 2007-2018 Strategic Plan

1997-2020 Strategic Action Plan	2007-2018 Strategic Plan
Vision Statement	
-	Empowered forestland managers and support groups in sustainable and equitable management of forestlands and ancestral domains to benefit from CBFM through effective partnerships.
Mission statements	
-	DENR, LGUs, NGOs and other agencies and their instrumentalities to collaborate in providing quality, timely and coordinated delivery of services to forestland managers towards SFM. POs and IPs involved in CBFM Programs projects and activities to assume responsibility in the management of their CBFM areas in accordance with their agreements. CBFM stakeholders to: ➢ Contribute to the improvement of socio-economic conditions of communities in CBFM areas ➢ Enhance ecological and environmental integrity ➢ Recognize indigenous knowledge, systems and practices ➢ Recognize customary laws

[14] See Community-Based Forest Management Strategic Plan (2008-2017) produced by Philippine Federation for Environmental Concern (PFEC), in collaboration with DENR, NGO Consortium, POs and LGUs.

Cont. of Table 1. CBFM Components of the 1997-2020 Strategic Action Plan and the 2007-2018 Strategic Plan

1997-2020 Strategic Action Plan	2007-2018 Strategic Plan
Objectives	
1. Protect and advance the rights of the Filipino people to a healthy environment; 2. Improve the socio-economic condition of participating communities through the promotion of social justice and sustainable development of forestland resources; and 3. Respect the rights of IPs to their ancestral domains by taking into account their customs, traditions and beliefs in the formulation of laws and policies.	1. Ensure sustainable forest and biodiversity management, conservation and protection 2. Provide security of tenure to POs representing communities/individuals in forestlands & recognize IP ownership of ADs 3. Contribute to poverty reduction 4. Empower CBFM tenure holders to effectively manage their areas/ADs 5. Facilitate and advocate the enactment of law that will stabilize tenure rights in CBFM 6. Promote and strengthen effective partnerships among CBFM stakeholders 7. Accelerate CBFM implementation
Strategies	
1. Creation of CBFM Implementing Structures within DENR. 2. Integration of different people-oriented forestry program under CBFM. 3. Development and utilization of networks of CBFM model sites. 4. Creation of effective program management mechanisms. 5. Identification and institutionalization of effective CBFM strategies and field methodologies. 6. Provision of adequate financing for CBFM. implementation and support. 7. Intensification of policy reform efforts. 8. Support and promotion of relevant researches. 9. Enlisting the active support of resource institutions, NGOs and general public. 10. Creation of CBFM Implementing Structures within DENR. 11. Integration of different people-oriented forestry program under CBFM. 12. Development and utilization of networks of CBFM model sites.	1. Securing tenure. 2. Empowering POs towards self-governance. 3. Realizing forest development, conservation and protection, and sustainable use of forestlands. 4. Developing livelihood and enterprises to reduce poverty in forestland communities. 5. Securing tenure. 6. Empowering POs towards self-governance. 7. Realizing forest development, conservation and protection, and sustainable use of forestlands. 8. Developing livelihood and enterprises to reduce poverty in forestland communities.

Cont. of Table 1. CBFM Components of the 1997-2020 Strategic Action Plan and the 2007-2018 Strategic Plan

1997-2020 Strategic Action Plan	2007-2018 Strategic Plan
Strategies	
13. Creation of effective program management mechanisms. 14. Identification and institutionalization of effective CBFM strategies and field methodologies. 15. Provision of adequate financing for CBFM. implementation and support. 16. Intensification of policy reform efforts. 17. Support and promotion of relevant researches. 18. Enlisting the active support of resource institutions, NGOs and general public.	
Principles	
a) Social equity, recognition of IPs and gender parity b) Livelihood and local management of natural resources c) Community participation, sustainable forest management and biodiversity conservation d) Creation of enabling environment by the government to empower forest occupants and communities and institute sustainable forest management systems e) Partnerships with local government units, other local groups and the private sector In pursuing sustainable livelihoods and ecosystems	a) Vision-oriented b) Participatory governance c) Sensitivity to local context d) Results and process-oriented e) Equitable access to forest resources and opportunities towards social justice f) Devolution g) Transparent and accountable forest management h) Dynamic and iterative planning process

CBFM ACHIEVEMENTS, CONTRIBUTIONS AND CHALLENGES

CBFM, as DENR's banner approach in people-oriented forest management, has proven that it truly has contributed in sustaining forest ecosystems, creating better economic opportunities, and developing local leaders and the culture of good governance. Third-party assessments of CBFM, DENR-led annual assessment workshops and documentations,

field monitoring reports, and researches show that there had been positive changes in the last 27 years. But while progress is manifested, CBFM also faced various challenges that restricted a more efficient advancement.

Achievements and Contributions

1. **Obvious biophysical improvement in many CBFM areas**. The CBFM-POs' projects with National Greening Program (NGP), CBFM-Comprehensive Agrarian Reform Project (CBFM-CARP) that centered on agroforestry development, plantation establishment, mangrove/forest rehabilitation, and livelihood management, and special projects and contracts largely contributed to this development. Some CBFM-POs and their members have maintained and/or reaped from their plantations that were established through the reforestation programs under the ADB Loan in the 1980s.

2. **CBFM contributes to mitigating forest fragmentation and degradation.** People's dependence on the land and other resources in the forests has largely contributed to the value and discipline that farming families or households put on the piece of land each of them till. Because of this, most forest areas under CBFM have become more productive than regressive. Forest fragmentation is manifested lesser in CBFM areas (UPLB-INREM, 2020). CBFM areas have been found to bear an average annual rate of change of forest's number of patches (4.73%), area mean (-4.55%), and Perimeter-area Fractal Dimension or PAFRAC (0.397%).

3. **CBFM has the highest number of Agreements issued and area coverage** from among the 12 existing tenure instruments in the Philippines, occupying approximately 65% of the total tenured areas (Pulhin, et.al.). The total size covered by CBFMA alone has reached 1,664,420 hectares in December 2022. With tenure and management arrangements, certain bundle of rights is given to the tenure holders, as forest ecosystems become less exposed to illegal, subjective and abusive utilization intentions and strategies.

Table 2. CBFM Agreements and their coverages by region (2022)[15]

Region	CBFMAs issued	Total area (ha)	CBFMAs awarded before 2007	CBFMA awarded from 2007-2022
CAR	84	61,949.06	82	1
Region I	139	40,816.59	138	1
Region II	105	269,860.80	97	8
Region III	123	66,463	116	4
Region IV-A CALABARZON	46	18,170.11	44	2
Region IV-B MIMAROPA	76	83,148.00	76	0
Region V	118	49,266.71	118	1
Region VI	123	38,591.68	100	24
Region VII	244	76,487.89	208	35
Region VIII	160	121,247.87	155	19
Region IX	173	100,234.33	171	6
Region X	294	211,918.90	291	2
Region XI	101	206,138.42	92	9
Region XII	52	93,175.87	51	1
Region XIII	132	227,924.23	124	8
Total	**1,970**	**1,664,420**	**1,863**	**121**

Source: *Community Forestry Section Database. Issuance/Renewal/Cancellation/etc. of CBFMAs" in CBFMA Universe.*

Of these, 121 or 6% of the total CBFMAs were released from 2007-2022, as majority (94%) were awarded before 2007. Before CY 2022 ended, some CBFM-POs with expiring CBFMAs already underwent performance appraisal as a requirement before the second 25-year CBFMA is awarded.

4. **CBFM areas are carbon storage.** CBFM areas have stored a total of 196.31 million tons (mt) of carbon accounting to at least 12% of the total carbon stored in classified forestlands nationwide as of CY 2015 (with slight increase from 2003 to 2015). Half of these is stored in open forests, followed by closed forests. While only 0.21M ha of closed forests are present in CBFM areas, the carbon density is found biggest in closed forests among all land uses (Pulhin, et.al).

[15] From the records of FMB FRMD-CFS, December 2022.

Mangrove-based CBFM-PO projects are also showing good cover after DENR and special projects poured resources into mangrove rehabilitation activities. Improvements have been observed by communities such as an increase in marine catch, thus, more protein for the community members; less soil erosion along sea shores; and more birds, fireflies and reptiles abounding again in the area (Yakap Kalikasan, 2021)[16].

5. **Verbalized increase in income by CBFM-PO members** due to enterprises established by the POs that are mostly non-timber forest products. Income increases were also associated with projects accessed and implemented, like the NGP and CBFM-CARP, where income was gained from monetized plantation activities and seedlings produced. Others had special projects and contracts entered into with funding agencies, government agencies, or private business entities. For instance, DPWH chose CBFM POs to produce seedling and plant trees in exchange of the trees along highways that were cut to allow road expansions.

   CBFM-POs located in mangrove areas earned more from establishing and maintaining mangrove plantations and aqua-culture livelihood projects from CBFM-CARP. The consolidated Assessments of CBFM-CARP projects which were approved and implemented in the years CY 2008 up to 2012, and evaluated in CY 2016 to 2019 for their impact, showed that the project beneficiaries' income increased from PhP 61,951 to PhP 75,165, as others claimed income increase by over 50% at household level. In CARAGA Region, a number of POs have claimed significant income increase from forest products, with the highest income-contribution from timber harvested from their plantations. Many more CBFM-POs, however, have yet to experience this economic improvement.

6. **Almost 2,000 legitimate CBFM-POs as partners of the government** were organized, revived, and/or strengthened as associations, cooperatives or federations. These organizations have a total membership of 166,589 (110,870 men and 55,719 women). The formation and/or development of these organizations were done with close attention from the CBFM Focal Persons, CBFM

[16] Yakap Kalikasan's CBFM-CARP evaluation in selected CBFM communities with mangrove areas in Regions 4a and 5.

Coordinators and staff from the DENR National Office down to the Field Offices. Some POs were formed and strengthened through special projects with international partners. The total number of CBFM-POs (i.e., 1,970) is the same number of CBFMA holders.

This total number excludes local organizations which are not yet covered by the CBFM Program and had not yet been awarded with any tenure instrument. Usually, they are village organizations in forest areas covered by the NGP or special programs, such as the new 37 POs and applicants for CBFMA in the five River basins covered by the INREM Project of DENR. The CBFMA compels every holder to develop and protect the forest ecosystems within its jurisdiction. This ensures the government with manpower support from ordinary citizens for the supposed-forest ecosystems protection and development roles of the government.

7. **Instinctive communal responsibility and on-site protection and enforcement** as CBFM areas are primary sources of livelihood of forest-dependent communities. Protection of forest ecosystems and enforcement of laws are obligations of CBFM communities per tenure agreement. The CBFM-POs most often conduct these obligations through their PO officers and Bantay *Gubat/Dagat* with members doing volunteer work in patrolling or roving, forest fire fighting, and guarding against poachers and encroachers. IP and non-IP communities make use of their indigenous protection structures and systems, such as the *Muyong* system and regarding forest trees to harbor spirits of their ancestors, thus, indiscriminate cutting of trees is avoided. Through CBFM-POs, the government, with its limited manpower and capacity to protect all forest areas, is able to get additional on-site and immediate responders to forest/coastal concerns in a cost-efficient manner.

   Majority of the 1,970 CBFM-POs have maintained their teams of Bantay *Gubat/Dagat.* However, many of them face the risks to life brought about by harassing poachers and weak institutional and legal support.

8. **Automatic recipients of government-funded projects and priority in special projects for SFM.** CBFM-POs are priority recipients of government funds allocated for the protection, conservation and development of forestlands. For instance, since

CY 2007, CBFM is being supported by the Presidential Agrarian Reform Council (PARC) through the Comprehensive Agrarian Reform Program (CARP) under its Program Beneficiaries Development.

Several projects proposed by the CBFM-POs were established in various CBFM areas. Most of these were on plantation establishment, agroforestry, mangrove rehabilitation, and livelihood and enterprise development in the recent years. Farmers have started to reap from the agroforestry plantations established a decade and more years ago, such as Falcata, Rubber, Acacia mangium, Coffee, Cacao, Rambutan, and other fruits trees, to name a few. Good performing CBFM-POs had repeatedly received project assistance.

Table 3. CBFM-CARP projects awarded to CBFM-POs *(FRMD, 2022)*

Year	Approved Budget (PhP Million) *	No. of Approved Projects	Area Devt. (hectare)	No. of FBs/HH Benefitted
2007	30	35	1,327.60	8,393
2008	80	30	1,627.00	5,454
2009	154	130	6,486.00	13,399
2010	150	122	6,253.00	11,274
2011	150	139	5,578.75	21,843
2012	150	134	5,443.00	15,538
2013	150	129	5,234.00	14,069
2014	151.7	144	5,898.00	10,268
2015	150	183	6,322.80	12,437
2016	150	140	5,534.50	8,753
2017	150	143	4,995.00	11,227
2018	168.96	141	5,024.00	6,680
2019	144.77	115	3,517.00	4,989
2020	144.543	103	3,341.00	4,421
2021	135.265	96	2,672.00	4,042
2022	122.688	83	2612.90	3,619
TOTAL	**2,169.78**	**1,867**	**71,867**	**155, 642**

CBFM-POs were prioritized in the implementation of the National Greening Program. With EO 26[17], POs participated in seedling production and plantation establishment, and were given the "primary responsibility to maintain and protect established plantations".

[17] Extracted from https://www.denr.gov.ph/images/transparency_seal/ DENR_Program_NGP as_of_December2018.pdf

Special projects were also granted to selected forest communities. From CY 2007-2022, DENR and CBFM support groups coursed through development projects to selected CBFM-POs or forest communities. Among them are the: (a) Forestland Management Program (FMP) supported by JICA (b) Integrated Natural Resources and Environmental Management Project (INREMP) implemented with assistance from the Asian Development Bank (ADB), Global Environment Facility (GEF) and International Fund for Agricultural Development (IFAD) to improve watershed management in the country's upper river basins, particularly, the Chico River Basin in northern Luzon, Wahig-Inabanga in central Visayas, and Lake Lanao Basin and Upper Bukidnon River Basin, both in Mindanao region. (c) AFoCO with projects related to GIS-based community planning and to vertical integration of enterprises in selected CBFM-POs in Luzon, Visayas and Mindanao, and (d) GIZ and KFW for the promotion of REDD+ activities in selected CBFM areas.

9. **Partners' trust gained.** Some CBFM-POs had started to partner with other stakeholders such as the LGU, DTI, DA, TESDA, DOST and some business groups. The first partnerships were mostly initiated by the DENR field office staff, and by the CBFM-POs themselves, in rare occasion. However, this partnership was continued by the CBFM-POs themselves. Partnerships were initially limited to free seeds, farm implements, farm animals, and training, and these advanced to infrastructure support, soft loan, plantation contracts, and projects.

   Local and foreign donors, like the Forest Foundation Philippines (FFP), also called the Philippine Tropical Forest Conservation Foundation (PTFCF); Foundation for Philippine Environment (FPE); Japan International Cooperation Agency (JICA), Asian Forest Cooperation Organization (AFOCO) of the Republic of Korea, US Agency for International Development (USAID), Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), and the Food and Agriculture Organization (FAO), sponsored and/or implemented projects involving forest communities. Some of these were mentioned in the previous item (#8). NGOs, like the NTFP-EP, also directed assistance on enterprise development to selected CBFM-POs.

10. **International recognition of CBFM Strategy and CBFM leaders.** CBFM in the Philippines became an interesting and valued strategy recognized in international platforms, such as the then ASEAN Social Forestry Network (ASFN), now the ASEAN Working Group on Social Forestry (AWG-SF); and Asia-Pacific Forestry Week (APFW), among others. Good practices in CBFM are presented in international events by DENR, civil society organizations, and by CBFM-PO leaders. A number of CBFM-PO leaders had been exposed to training, workshops and discussions at the international level. Ms. Nelly Alzula, a woman CBFM-PO leader from Atimonan, Quezon Province, Region 4A was awarded by the Food and Agriculture Organization of the United Nations (FAO) as the first ever "Outstanding Champion of Asia Pacific Forests" during the APFW in 2011.

11. **National policies, technical bulletins, linkages and institutional structures backing CBFM** were issued (see table 4) resulting from discussions in workshops, assessments and researches conducted, and lessons generated from CBFM implementation. Technical bulletins are how-to-guides that helped the CBFM Coordinators and technical staff in dealing with concerns in the field.

Table 4. Policies issued by the DENR to facilitate CBFM implementation[18]

Policy/ Guidelines	Description
DENR Administrative Orders	
DAO 2022-10	Revised DENR Manual of Authorities on Technical Matters
DAO 2021-42	Maximum area for CBFMA is 5000 hectares or five ha per PO member
DAO-2021-17	Guidelines for the Affirmation of Community Resource Management Framework (CRMF) and Approval of Five -Year Work Plan (FYWP) of the Holders of Community-Based Forest Management Agreement (CBFMA)
DAO 2021-27	Prescribing the Guidelines on the Issuance of Provisional Agreement for All Tenure Instruments Issued Under the Forestry Sector
DAO 2020-18	Tree plantation development and liberalization of harvesting and transport of planted trees and tree derivatives for inclusive growth and

[18] Source: Forest Management Bureau. *FMB Technical Bulletin.* https://forestry.denr.gov.ph/index.php/publications/fmb-technical-bulletins

	sustainable development
FMB Technical Bulletins	
Technical Bulletin No. 20-1	Approval/Affirmation of Community Resource Management Framework (CRMF) and Five-Year Work Plan (FYWP) for the CBFMA
Technical Bulletin No. 21	Guidelines in the Conduct of Area Rectification Survey of Overlapping Tenurial Instruments
Technical Bulletin 21-A	Guidelines in the assessment, survey/resurvey, and mapping of areas covered by CBFMA and other tenure agreements; Conduct of GIS Analysis for areas being applied to CBFMA to ensure that said areas are within forestlands and do not overlap with other LTIs
Technical Bulletin No. 31	"Guide In Establishing Benefit-Sharing Mechanisms Among Community-Based Forest Management – People's Organizations"
Technical Bulletin No. 36	Procedural guide on the conduct of participatory CBFMA holder performance evaluation as a requirement for CBFMA renewal
Technical Bulletin No. 38	Procedural guide in the renewal of CBFMA

DENR linked with government financing institutions, particularly Land Bank of the Philippines (LBP) and Development Bank of the Philippines (DBP) to serve as windows for CBFM-POs needing capitalization for activities and enterprises they wish to pursue. Further, DENR worked for an insurance system with the Philippine Crop Insurance Company (PCIC) for insurance premiums for selected crops or species that CBFM-POs register with DA-Registry of Basic Sector in Agriculture.

DENR is continuously linking forest communities within convergence areas under the National Convergence Initiative for Sustainable Rural Development (NCI-SRD). Convergence initiatives prioritized CBFM-POs within the convergence areas and indicated in the Convergence Area Development Plan for projects and other forms of support from DA, DAR, DILG and DENR.

Besides all these, DENR formed the CBFM National Working Group (NWG). Headed by the FMB Director, the CBFM-NWG multisectoral members regularly met to discuss matters about CBFM. It has served as a body that generates lessons from CBFM implementation, proposes policy and program recommendations,

and acts on some concerns within the capacity of the working group and its members, such as projects, researches and training programs.

12. **CBFM-POs and DENR field staff capacitated** in the areas of CBFM-related policies, technologies for area development, leadership development, organization development, facilitation of planning (ex. CRMF formulation), and sustainable livelihoods and enterprises, in the last decade. Capacity development programs were led by DENR and support groups, as well.

Challenges Met

The CBFM-POs, their members, and their communities faced numerous challenges which had been persistent in the past years, including those stated in table 5:

Table 5. Issues, problems and concerns in the past and anticipated to persist in the next years

Category of Issue	Some details/examples (not in any particular order)
Natural calamities, hazards and pandemic affecting lives, properties and livelihoods	• Destructive effects of climate change damaging farms, plantations, and houses: ➢ strong Typhoons {ex. Yolanda (Haiyan) in 2013 affecting a large part of Region 8; Rolly (Goni) in 2020 and Paeng (Nalgae) in 2022 both extremely strong which landed on Catanduanes of Region 5; Agaton (Bolaven) in 2018 and Odette (Rai) in 2021 affecting a large part of Mindanao} ➢ landslides, forest fires, pests and diseases ➢ earthquakes in Bohol in 2013; Abra in 2022, and Davao del Sur in 2023) • COVID 19 pandemic which hit the Philippines beginning 2020
Ecological imbalance	• Communities' production of more NTFPs and agricultural crops than timber because of less-strict harvesting and transporting rules for NTFPs • Lucrative production contracts that are ecologically unbeneficial and economically less-gaining than agroforestry products and tree plantations (i.e., pineapple and corn plantations) • Wildlife extinction, habitat loss
Socially-constructed concerns	• Rapid upland population increase • Selling of lots within the CBFM areas

Category of Issue	Some details/examples (not in any particular order)
	• Encroachment of CBFM areas by outsiders • Conflicts, illegal activities within CBFM areas; timber poaching; unstable peace and order • Land-use conversion of forests to agricultural and residential areas
Uncertainty of livelihoods and enterprises	• Lack of capital (finances, machines, technologies, skills) • Lack of service providers for technical assistance on enterprise development • Livelihood shocks (ex. calamities)
Market uncertainties	• Unstable market price • Market monopoly • Increasing prices of farm inputs • Inaccessible market and market information • Unmatched CBFM products with the demand/preference of the wider market • Uncompetitive quality and volume of CBFM products with regular commercial products • General public's poor knowledge and low appreciation of forest products
Land tenure and area development concerns	• Overlap of land tenure instruments within CBFM areas • CBFM areas inequitably distributed to forest communities • Land claimants within the CBFM areas • Conflicts in boundary claims • Long and expensive FPIC process as prerequisite to CBFMA renewal • Delays in the affirmation of CRMF • NGP plantations of CBFM-POs outside (their) CBFM areas • Absence of reliable database on the biophysical, economic, and sociocultural conditions of CBFM areas
Institutional arrangements for CBFM implementation	• Minimal funding support for CBFM • LGUs' lack of support to CBFM • FMB's limited direct supervisory and overall management roles to field offices and CBFM tenure holders being a staff bureau[19] • Unidentified office or unit at the national level assigned to consolidate all CBFM-related data, documentations of challenges, good practices and lessons • Unstable policies and varying interpretations at different levels of authority affecting the smooth implementation of the 2007-2018 CBFM strategic plan, such as: ○ EO 23: Declaring a Moratorium on the Cutting and Harvesting of Timber in the Natural and Residual Forests and Creating the Anti-illegal logging Task

[19] A Staff Bureau performs policy, program development and advisory functions, while a Line Bureau directly implements programs pursuant to Department policies. (https://www.dbm.gov.ph/wp-content/uploads/OPCCB/resolution1.pdf)

Category of Issue	Some details/examples (not in any particular order)
	Force (interpreted by many that plantations in CBFM areas are included in the ban); ○ EO 366, S. 2004: "Directing a Strategic Review of the Operations and Organizations of the Executive Branch and Providing Options and Incentives for Government Employees who may be Affected by the Rationalization of the Functions and Agencies of the Executive Branch or more known as the "Rationalization Plan", implemented in CY 2015, that resulted in the shifting of the CBFM Division to merely a Section at the national level (FMB), and the dropping of the CBFM unit at the Field Office level. This further resulted in a leaner CBFM staffing. • insecurity of CBFM-PO leaders from performing forest ecosystem protection roles
Organizational challenges	• Diminishing active involvement of some CBFM-PO officers and members resulting from absence of organization projects • "Senior CBFM-POs", CBFM-POs are composed mostly, if not all, by aged members • Weak capacity of POs and lack of commitment in project implementation • People's limited knowledge and appreciation of CRMF's relation to sustaining forest and strengthening organizations • Dismay and worry of some CBFM-POs over FMB's Memorandum for CBFM-POs to be registered with SEC or CDA and discouraging registration with DOLE where majority of CBFM-POs are presently registered with • Dependence of CBFM-POs on DENR • Untapped potentials of CBFM PO Federations and LGUs
Geographical challenges	• Inaccessibility and distance of CBFM areas; poor farm-to-market road; unavailability of water

THE CBFM-POs

There are 1,970 IP and non-IP CBFM-POs formed and/or sustained by DENR under the CBFM Program. Region 10 has the highest number of CBFM-POs (i.e., 284) as of December 2022, followed by Region 7 with 244.

Recognizing the legal personality of an entity (in this case, the CBFM-PO) through registration is important for the CBFM-POs and their members.

Organizational registration allows every legitimate PO to access projects and resources. From the total number of 1,970CFM-POs, 44% or 867 of them are registered with the Department of Labor and Employment's Bureau of Rural Workers (DOLE-BRW); while 40% or 778 are registered with the Securities and Exchange Commission (SEC) of the Philippines. About 15% or 286 of them are affiliated with the CDA. But while the only registering agencies in the country are SEC, CDA and DOLE-BRW, a small number of POs claim to have 'registration' (or recognition of affiliation) with the NCIP, thus, doubling their legal recognitions. This is the same with some CBFM-POs which are registered with the DOLE-BRW and yet have pending or present registrations with SEC or CDA.

While this is not being discouraged, FMB released an instruction encouraging CBFM-POs to register with either CDA or SEC as CBFM-POs are not groups of laborers or workers which the DOLE-BRW welcomes for affiliation.

Table 6. CBFM-POs built and sustained through the CBFM Program

Region	Registering Office			
	SEC	CDA	DOLE	Others (*ONCC/NCIP, None)
CAR	35	6	42	1
Region I	87	23	28	1
Region II	34	19	50	2*
Region III	72	14	32	2
Region IV-A CALABARZON	36	9	1	0
Region IV-B MIMAROPA	31	27	31	0
Region V	55	7	54	2
Region VI	57	6	60	1
Region VII	50	21	173	0
Region VIII	23	8	127	4
Region IX	37	32	99	7
Region X	175	42	43	24
Region XI	10	27	64	0
Region XII	18	11	23	0
Region XIII	58	34	40	0
TOTAL	**778**	**286**	**867**	**42**

All CBFM-POs are collective holders of CBFM Agreements. A CBFMAs is named under the CBFM-PO's officially registered name. CBFMAs cover a

total of 1,664,420 hectares of forestlands. Some 1,488 POs with an aggregate area of 1,298,715 ha have CBFMAs expiring within CY 2023-2028.

Table 7. Total CBFM areas in each region

Region	No. of CBFMAs Issued	Area (Ha)
CAR	84	61,949.06
Region I	139	40,816.59
Region II	105	269,860.80
Region III	123	66,463
Region IV-A CALABARZON	46	18,170.11
Region IV-B MIMAROPA	76	83,148.00
Region V	118	49,266.71
Region VI	123	38,591.68
Region VII	244	76,487.89
Region VIII	160	121,247.87
Region IX	173	100,234.33
Region X	294	211,918.90
Region XI	101	206,138.42
Region XII	52	93,175.87
Region XIII	132	227,924.23
TOTAL	**1,970**	**1,664,420**

The CBFM strategy developed the confidence of some CBFM-PO leaders in politics and representation in policy making bodies. Some went into serving the government through local political offices in the barangay and municipal levels. Some have been actively representing the CBFM communities in PAMBs. Others have been conducting personal advocacy for the environment such as CBFM-PO leader Ms. Nida Collado in Palawan who was awarded as "Best in Forest Protection" in the island of Palawan, and organized at least seven new local women's organizations to perform forest management and sustainable utilization of resources of green livelihoods and enterprises.

The CBFM-POs are automatic members of their respective Regional and/or Provincial CBFM-PO Federations, and such federations are members of the National CBFM-PO Federation. The Federations are expected to propose policies that respond to pressing concerns of CBFM-POs, their members, and their communities. While structurally, the 1,970 primary POs are independent of the federations, the regional and national federations get their mandates from them.

THE 10-YEAR CBFM STRATEGIC PLAN

Our Vision

"Empowered and resilient communities and support groups/institutions in sustainable and equitable management of forest ecosystems."



Mission Statements

1. For the **communities** to act as partners and frontliners in sustainable management of forest ecosystems by accelerating climate actions, employing indigenous and sustainable farming practices, working in harmony with various stakeholders, capacitating next-generation leaders, and actively advocating for the institutionalization of the CBFM Strategy.

2. For **DENR** to mobilize, strengthen and collaborate with communities and other support institutions for the effective conservation, management, development, and utilization of forest ecosystems resources.

3. For the **support groups/institutions** to ensure continuous provision of relevant, responsive, appropriate, quality, timely, accountable and coordinated delivery of services for communities and sustainable management of forest ecosystems.

Objectives

1. Advance community-based actions on the development, restoration, rehabilitation, conservation and protection of forest ecosystems.
2. Strengthen self-determination and reliance, resilience, and good governance among CBFM communities.
3. Increase economic opportunities for communities.
4. Strengthen capacities of support groups for effective CBFM implementation.
5. Enhance support to the National CBFM policies and standards, and their harmonized implementation.
6. Intensify effective partnerships in support of CBFM.

Principles

The New CBFM Strategic Plan is guided by the following principles which are aligned with the principles on Social Forestry as espoused by the ASEAN for Effective Social Forestry Legal Frameworks.

1. **Harmony with sustainable development frameworks.** All efforts and resources to be used in the development and implementation of this Plan shall be directed toward the achievement of the CBFM vision in harmony with local, national and global sustainable development frameworks.
2. **Community-centered development and participatory governance.** This plan recognizes communities as key players in CBFM. They shall collectively design and implement community-determined development plans that are sustainable, resilient, inclusive and sensitive to local contexts. Such plans shall be recognized and respected.
3. **Equitable opportunities in CBFM areas.** Policies and processes both at the national level and PO or community level shall ensure that all sectors – women, men, indigenous peoples, migrants, youth, senior citizens, differently-able, and children, will not be marginalized and their rights shall be observed.
4. **Multi-sectoral collaboration**. Active engagement of CBFM stakeholders in all stages of implementation shall be encouraged by this strategic plan.
5. **Iterative monitoring and evaluation.** The DENR, support groups and the CBFM-POs (together with their members and their communities) shall spearhead and/or conduct documentation, self-monitoring and evaluation of activities, and distillation of lessons and experiences to enrich CBFM implementation and adoption, and knowledge management.
6. **Enabling and responsive policies**. Policies shall be formulated through consultative processes, and be enacted to facilitate the implementation of CBFM resulting in community empowerment and resiliency.

Major CBFM Strategies

The Ten-Year CBFM Strategic Plan shall employ the following strategies:

1. Community development planning;
2. Capacity development;
3. Livelihoods and enterprise development;
4. Climate resilient forest ecosystem management, rehabilitation, regeneration, protection, conservation, restoration, production and utilization; and
5. Mechanisms towards sustainable and institutionalized CBFM Program.

These strategies are designed such that one (strategy) may contribute to the achievement of one or more objectives of this Strategic Plan. The activities lined-up in each strategy shall generate tangible outputs and bring about outcomes that will lead towards the attainment of the vision. The outputs and outcomes shall be measured using a set of objectively verifiable indicators (OVIs) as presented in the attached LogFrame in the Annex.

OBJECTIVES	STRATEGIES	SOME INTENDED RESULTS
Advance community-based actions on forest development, restoration, rehabilitation, conservation and protection	COMMUNITY DEVELOPMENT PLANNING	• Affirmed and operational CDP supportive of environmental and socioeconomic conditions of CBFM areas • Community-initiated and funded projects
Strengthen self-determination, self-reliance, resilience and good governance among CBFM communities	CAPACITY DEVELOPMENT	• Systematically operational CBFM Academy with learners adopting good practices • Sustained functional and resilient community organizations and PO Federations • Enhanced capacity of POs and stakeholders on organizational socioeconomic, and ecological matters, including resilience to effects of climate change and disaster • Men and women leaders representing CBFM in policy making bodies
Increase economic opportunities for communities	LIVELIHOODS AND ENTERPRISE DEVELOPMENT	• Improved standard of living • POs with functional financing mechanisms • Highly-competitive products from green, climate-proof biodiversity-friendly enterprises • Sustainable market linkages • Enhanced food security and self-sufficiency
Strengthen capacities of support groups for effective CBFM implementation	CLIMATE RESILIENT FOREST ECOSYSTEM MANAGEMENT, REHABILITATION, REGENERATION, PROTECTION, CONSERVATION, RESTORATION, PRODUCTION AND UTILIZATION	• Better yield, forest cover and healthier biodiversity due to climate-smart production, rehabilitation and restoration technologies used • Increased capacity of CBFM areas for carbon sequestration. • Decreased areas converted to other land uses
Enhance support to the National CBFM policies and standards and their harmonized implementation	MECHANISMS FOR SUSTAINING AND INSTITUTIONALIZING CBFM	• Policies supportive of CBFM • Adopted CBFM as the strategy for SFM • Enhanced & expanded partnerships • Developed sense of ownership, shared responsibility and accountability among all CBFM stakeholders • Convergence of institutions collaborating for CBFM
Intensify effective partnerships in support of CBFM		

Figure 2. CBFM objectives, strategies and some intended outcomes.

1. Community Development Planning

Every Community Development Plan (CDP) must be designed by its key players (community) with active participation of the DENR or any mandated agency/ies, and Support Groups. CDP is a generic term that refers to the CRMF in CBFM areas, the Community-Based Resource Management Plan (CBRMP) in Protected Areas, and the Ancestral Domain Sustainable Development and Protection Plan (ADSDPP) in CADT areas.

Crafting a CDP brings the community at the forefront of the whole planning process. While the planning process takes some time and may have some complicated steps, yet it brings together community members and technical experts from DENR, mandated agency and Support Groups to talk about and agree on what the future must be.

Experience indicates that successful CDPs have generally gone through the graceful and culturally-acceptable planning process by the community or PO. This usually involved: (a) analyzing the community situation and opportunities, (b) building consensus on what best to do in response to concerns, needs and opportunities, (c) having the majority agree and ratify the plan, (d) getting the affirmation of DENR or approval by authorized bodies to the plan, and (e) negotiating with other stakeholders for support to implement the plan. Ultimately, the process develops a sense of ownership of the CDP among those involved in the process and those who committed for the plan.

The process should not be rushed from the very beginning as it brings about a deeper understanding and value for the natural resources and mutual trust among the different stakeholders. Efficiency and timeliness shall be observed by those directly involved, such as the planning team members, the PO Board Members, IP leaders, as well as the government officials authorized to signify affirmation and/or approval of the CDP. A well-timed process follows the Republic Act No. 11032: Ease of Doing Business which sets a maximum standard number of days for the processing of transactions in government, such as the application for CBFMA.

A community development plan should be (a) useful with clearly defined objectives, (b) simple and easy to understand, (c) realistic, as it

matches with the existing community condition, technical capacity and resources, (d) independent and not decided for the community or imposed by others, (e) flexible, that it could accommodate necessary adjustments/improvements resulting from monitoring/evaluation and lessons learned, and (f) participatory, so that while the process is primarily initiated and developed by the PO/community officers and key leaders, there must always be an opportunity for other members of the community to react and pose adjustments through small group meetings, discussions or larger assemblies.

CDPs must be able to contribute to the achievement of the Philippine Master Plan for Climate Resilient Forestry Development (PMPCRFD) in harmony with relevant LGU-mandated plans and programs (ex. CLUP, FLUP, LCCAP), and NCIP ADSDPP for CADT holders and non-IP CBFM-POs in CADT areas, and PAMP for PACBRMA holders. It must also adhere to other related plans such as, among others, the PNRPS, NDRRMP, and PBSAP. Overall, it must be supportive to the lives and general well-being of every family in the community while the forest ecosystem is developed and sustained.

The planning process may require some costs for meals during planning, supplies and materials. Besides the usual assistance from DENR or mandated agency for community planning activities, POs/communities are being encouraged by this strategic plan to mobilize internal funds or source out from support groups.

Objectives being addressed:

CDP formulation and its implementation will mainly address the strategic plan objectives of (a) advancing community-based actions on forest development, restoration, rehabilitation, conservation and protection; (b) strengthening self-determination, self-reliance, resilience and good governance among CBFM communities; and, (c) increasing economic opportunities for communities.

Sub-strategies:

1.1 **Formation of community planning teams.** Local planning teams shall be created and mobilized to design the 'future' of the community. A planning team shall be comprised of men, women, young and old community leaders (not necessarily officers). It is good to combine community members with knowledge of the

past conditions in the community, a CBFM-PO officer/community leader handling the organization's finances, one with experience in developing plans and programs, a PO member with knowledge on the boundaries of and resources within the CBFM area, or members representing the different villages/sitios or barangays of the community. For DENR field staff, the Technical Bulletin on CRMF Formulation stipulates some tips in developing PO Planning Teams.

Representatives from DENR, LGU, OGAs, CSO, NGOs, academe, NCIP, IPOs, and recognized indigenous people's leaders may be invited in one or more steps of the whole planning process. They may help facilitate the process but must never influence the community's decisions towards their interest. They too can be sources of data, research information, and maps necessary in the planning activities. At the most, the other stakeholders may be expected to commit support to the CDP.

1.2 Participatory resource and community profiling. Plans must be based on updated information about the resources available in the community, areas needing or with potentials for rehabilitation and development, community's culture, people's needs and present skills, list of PO members, the organization's needs and capacity, and challenges besetting the community. Geographic Information System (GIS)-generated maps shall be the community's basis when allocating areas for appropriate development and land-uses. DENR is expected to produce these maps from data collected collaboratively with the community on the ground.

1.3 Participatory planning for socio-economic and environmental development. This strategic plan follows the bottom-up approach in planning. At the community or PO level, planning steps are expected to engage not just the Planning Team but as many community members and significant stakeholders as possible. Plans come from sufficient information known and understood especially by the community members so they agree and decide based on present conditions. Plans will include not only the activities to conduct and how they must be initiated, but also how benefits can be justly distributed to deserving community members.

POs with CBFMAs must be reminded that their CRMFs and their Five-Year Work Plans (FYWP) must be reviewed and updated every 5th year. With DAO 2021-17, affirmation of CRMFs and approval of FYWPs had been decentralized to the DENR Regional and Provincial Offices.

2. Capacity development

This CBFM Strategic Plan treats Capacity Development holistically. It shall cater to the CBFM-POs, their members, and their communities, and all other players, including DENR and support groups. Resources for capacity development, however, must be directed more to the CBFM-POs, their members and their communities.

Capacity development is not only for the enrichment of people's capabilities (abilities, skills), but also the establishment or enhancement of practical and appropriate organizational systems, structures, leadership, governance, project and financial management mechanisms, and a lot more. Capacity development intends to create improvement in skills, understanding and values leading to good performance and sustainability of gains. In the long run, CBFM-POs and their communities become self-reliant, sufficient and resilient.

Capacity development shall be provided through various means, such as through training, exposures, technical advise, direct coaching, internship, distribution of guidebooks, technology transfer, community extension, provision of machines, and other modalities. It shall be a continuous and holistic process that will center not only on building people's technical knowledge and social skills, but also on becoming more responsible forest managers (the forest communities/CBFM-POs) and allies (the support groups).

This Strategic Plan motivates all CBFM stakeholders to support the development of knowledge, skills, and attitude of the CBFM players. DENR, OGAs, NGOs, academe, and other Support Groups are good sources of training programs based on their expertise. It is highly encouraged that training courses for CBFM-POs, their members and their communities be conducted on-site to ensure match with real site conditions.

Objectives being addressed:

Capacity development shall be carried-out to respond to five (5) of the CBFM strategic plan objectives: (a) strengthening self-determination, self-reliance, resilience and good governance among CBFM communities; (b) increasing economic opportunities for communities, (c) strengthen capacities of support groups for effective CBFM implementation; (d) enhance support to the National CBFM policies and standards and their harmonized implementation; and (e) intensify effective partnerships in support of CBFM.

Sub-strategies:

2.1 Community organizing. This Strategic Plan places the POs, their members and their communities at the core of CBFM implementation. In CBFM, the process of Community Organizing (CO) is used as an empowering tool that helps develop people's confidence and capabilities to collectively and systematically perform the role of "forest managers" or "partners of government" in developing and preserving nature.

In the next 10 years, DENR, Support Groups and the CBFM-PO Federations shall help develop and/or strengthen CBFM-POs as partners of the government. DENR shall continue to deploy technical staff trained in CO to help in the formation and formalization of CBFM-POs, and well as in mobilizing community members. DENR, Support Groups and the CBFM-PO Federations shall work on a list of CBFM-POs that are truly active, and determine what must be done to those that are no longer active and unable to rise-up again.

Through close supervision, CBFM-POs shall continue to operate with legitimate personality, operational systems, functional structure, policies, active present and next-generation leaders, and assets generation. With these installed, CBFM-POs shall be able to negotiate projects and enter into contracts for climate-smart biodiversity-conscious projects that will benefit their members. Further, communities, through their CBFM-POs, will always make sure to collectively and conscientiously decide on issues and concerns affecting their lives, and initiate appropriate climate-

smart actions. CBFM-POs which are not yet holders of tenure instruments shall likewise be targeted for LTI provision.

2.2 Capacity assessment of POs/communities. To ensure relevant and need-driven capacity development activities for CBFM-POs, their members and their communities, DENR shall facilitate the conduct of "Capacity Development Needs Assessment" (CDNA) through individual or group interviews, surveys and/or focus group discussions. The CDNA is an expanded Training Needs Assessment (TNA) that looks at existing capacities and gaps of every CBFM-PO and community. CDNA will focus on important areas such as leadership, governance, physical resources and assets management, organizational systems for finances, records, membership benefit sharing, entrepreneurial skills, forest and biodiversity management, among others. The CDNA results shall help in determining the capacity development interventions for the POs/communities.

For the present CBFM-POs, CDNA will be done in the first year of the strategic plan and repeated at least annually or during the review of the CDP every five years. For the new CBFM-POs, this must be conducted during the PO formation stage so that capacity development is already aligned with the organization's vision and activities. For other CBFM stakeholders wanting or needing to avail of capability enhancement on particular skills, they shall undergo Training Needs Assessment (TNA).

2.3 Designing and implementing appropriate, gender-inclusive and progressive capacity-building programs. Capacity-development programs shall be designed based on the CDNA results, supported by monitoring and evaluations reports. New discoveries, trends and opportunities also trigger capacity development programs. There shall be impartiality in selecting participants so that the usually disadvantaged members of the community, such as the women, youth, senior citizens, and physically-challenged, are also considered potential recipients of capability enhancement activities. Template designs and materials shall be developed, but adjusted according to local conditions and recipients. Technical assistance, coaching, internship, training, technology transfer, or materials intended to boost PO capacity may also be availed from the services of Support Groups.

CBFM-POs, their members and their communities shall be capacitated on technical and organizational matters, some of which are: (a) importance and process of certain assessments, including, Resource Assessment, Risk and Vulnerability Assessment, and Biodiversity Assessment; (b) organizational systems installation; (c) climate-smart forest ecosystems management; (d) disaster risk reduction and management, (e) forest protection techniques and policies; (f) enterprise management; (g) resource mobilization; (h) climate financing; (i) climate change adaptation and mitigation; (j) REDD Plus; (k) managing carbon for carbon marketing, (l) knowledge management, and (m) representation in policy-making bodies (ex. Water Management Councils, Protected Area Management Board). DENR and Support Groups may also receive or be subjected to the same capacity enhancement activities based on their TNAs.

Capacity development will also cover the development of capabilities of the pools of trainers (farmers and institutional experts) as CBFM areas are established into On-site CBFM Academy or Learning Sites. CBFM areas and POs shall serve as windows of good practices in the areas of forest management, biodiversity ENR-based enterprise development, organization sustainability, and project management for other CBFM-POs/communities to learn from.

2.4 Capacity-building of CBFM-POs with necessary organizational systems. This Strategic Plan ensures the installation and strengthening of CBFM-POs' structures, systems, leadership, and projects. Within the 10-year period, the CBFM-POs shall be assisted in putting-up practical and useful organizational cultures of records management, financial management, benefits sharing, conflict resolution, organizational norms or rules development, and regular accreditation with registering agencies. For CBFM-POs with already existing systems, a review and updating of these may be done so they match with present contexts.

2.5 Incentivizing communities. This Strategic Plan encourages the development of an incentives scheme for communities. A good and practical incentives system is objective and fair, and must have

a clear set of criteria and standards. Incentives may be sourced internally from the CBFM-POs/communities themselves or from external sources, including DENR, the LGUs and other support groups. This strategic plan encourages mature CBFM-POs to establish this in their organizations.

Incentives can be given in the form of funds, the PES, new projects, equipment, crop/livelihood insurance, commendations or recognitions. Through incentives, an increase can be predicted in the number of good performing POs or individuals in leadership, governance, area development, enterprise, and organization management.

As a form of incentive, DENR may standardize the release of "Certificate of Outstanding Performance" to deserving CBFM-POs. DENR, in consultation with Support Groups and the CBFM-POs through the National CBFM-PO Federation, will craft a set of guidelines on this matter. Such certification will be an addition to the profile of the POs which may be used when accessing projects or other forms of assistance. The certification will encourage more CBFM-POs, their members and their communities to perform at their best.

2.6 Establishing and institutionalizing the CBFM Academy. In the next 10 years, the "CBFM Academy" shall be developed, promoted and operationalized. CBFM communities with good experiences in organization management or have displayed good practices in agroforestry farming, mangrove rehabilitation, forest ecosystems protection, enterprise management, and other ENR-related development techniques shall be turned into "On-site or Site-based CBFM Academy". Also called Communities of Practice, Learning Sites or Model Sites, they are expected to showcase their good practices that will inspire adoption by other communities.

The Academy is not necessarily a facility or a building where learners are accommodated and trained. The agroforestry farms, tree plantations, natural resource-based enterprises, organizational systems, sustainable forest ecosystems management technologies, environment-adaptive cultures, and people are the" modules" in the Academy. The facilities put up in some areas during the ISF years with the same intentions, referred to then as

the Center for People Empowerment in the Uplands (CPEU), shall be tapped, improved, and used for this purpose.

DENR and the CBFM-NWG shall prepare a set of criteria and process in selecting and preparing an On-site CBFM Academy. Support groups, such as the academe and NGOs, shall be tapped to help in designing the academy in every chosen site. The CBFM Academy "trainers" shall be prepared for the tasks of learning delivery and promotion to potential adoptors. The tools, modules, knowledge materials, technologies and services of DENR field offices and Support Groups shall be duly considered and recognized in the operationalization of the Academy.

The CBFM Academy can be linked with DENR's Environment and Natural Resources Academy (ENRA), the DILG's Local Government Academy (LGA), DTI's Philippine Trade Training Center (PTTC), and DA's Agriculture Training Institute (ATI). The Academy may serve as windows of community-based knowledge, systems and practices, or as observation and practicum sites for the ENRA, LGA, DTI and ATI trainees.

The local DENR will manage first the Academy all through the establishment stage during which the management system and promotions of the site-based academies will be put-up. Full management of site-based CBFM Academy must be given to the CBFM-PO concerned and the Regional CBFM-PO Federation once one or more On-Site/Site-based CBFM Academies perform well.

2.7 Making the CBFM-PO Federations more effective and relevant. This strategy aims to strengthen the CBFM-PO federations and make them more effective in their roles, being the collective body of organizations of forest communities at the provincial, regional up to national levels. During the 10-year period, an assessment of the CBFM-PO federations at the provincial/regional and national levels shall take place to revisit their structure/s, roles, communication system, projects and operations, and other more elements. This assessment shall lead to the development of capacities of regional and national federation officers in federation management. The federation nature and roles shall be further clarified, reconfirmed or improved, when necessary.

The activities in the next 10 years will encourage the CBFM-PO federations to take a step forward in bringing CBFM in the eyes of policy-makers both at the local and national levels. At the primary PO level (i.e., associations or cooperatives), the POs will continue developing new leaders as representatives in provincial or regional levels.

2.8 Resource mobilization and linkage building. Partnership for resources, projects and all other types of support needed by the CBFM-POs, their members and their communities will continue in the next 10 years of CBFM. Linkages shall be continuously built in order to fill-up gaps in services not available with DENR. Resources can be in the form of financial grants or loans, equipment, machines, tools, manpower support, training, and sponsorship for representations. Linkage building in CBFM has dual purposes, that is to gain support for CBFM, and to share to others the values, information and knowledge, and good practices of CBFM. Vigilance must be practiced when identifying linkages and forging formal agreements or contracts. DENR and Support Groups shall assist the CBFM-POs in this matter.

3. Livelihood and enterprise development

It is essential to establish sustainable, environmentally-sound, green and biodiversity-friendly enterprises in order to manage and maintain forests and reduce poverty among (forest) communities. It is crucial that livelihoods and enterprises are carefully selected, designed, established, and managed to generate income without harming the environment.

Rehabilitation and area development projects implemented in CBFM areas in the last decade or so have led to areas with now harvestable plantations of timber, non-timber forest products and fruits. Many families have already started livelihoods from these resources, as some CBFM-POs have started putting-up enterprises from them.

In the next 10 years and beyond, CBFM-POs, their members, and their communities shall be expected to maintain natural resource-based livelihoods and encouraged to put up enterprises. This plan shall also push forward present enterprises in CBFM communities, expand, scale-

up and add value to products in order to be integrated with the value chain.

The development of highly-competitive enterprises will always need sufficient data and analysis of community resources, market, and potential products or business. At production level, CBFM entrepreneurs need to have quality control system, good packaging and promotional strategies, business management systems, and sustained market linkages. Livelihoods must graduate from subsistence level to market-oriented, and highly-competitive, economically-viable enterprises. Ultimately, benefits from livelihoods and enterprises must be felt from the household level to the community level.

Support mechanisms like secured tenure, capacity-building, and policies favorable to CBFM entrepreneurs (see discussion on policies under strategy #5) should be in place to hasten the development of livelihoods and enterprises for the communities. There should be an intentional plan to take advantage of the opportunities posed by carbon trading in the international market, which can be a source of income for the community.

Resources, capitalization, technologies, and technical assistance shall be made more accessible to CBFM-POs, their members and their communities. DENR shall continue collaborating with support groups, including financing institutions and insurance-providing entities like LBP or DBP, so CBFM-POs, their members and their communities may have easier access to start-up funds for intended enterprises.

CBFM-POs are also encouraged to roll income from their enterprises and savings from projects to ensure continuity of enterprise initiatives. This way, CBFM-POs become more independent from external sources and become more empowered and resilient.

Objectives being addressed:

This strategy will address the objectives of: (a) advancing community-based actions on forest development, restoration, rehabilitation, conservation and protection; (b) strengthening self-determination, self-reliance, resilience and good governance among CBFM communities; and, (c) increasing economic opportunities for communities.

Sub-strategies:

3.1 Establishing and sustaining green, climate resilient and biodiversity-friendly enterprises (BDFE) and livelihoods supporting food security and self-sufficiency. This Strategic Plan encourages the initiation of community enterprises that are healthy to the environment, climate-friendly, with low-emission processes, and supports biodiversity. Any step in every enterprise shall not cause any harm to the land, soil, water systems, nesting hubs of birds, or breeding grounds of marine life, following the principles of a biodiversity-friendly enterprise (BDFE). Resource-dependent livelihoods shall be maintained, improved, and scaled-up into BDFE.

The Strategic Plan also encourages the utilization of forest and wild fruits or native species for enterprises as they are most often more available. With enterprises, communities will be secured of their food and income.

This strategic plan will ensure that building enterprises shall go through important processes and considerations, like:

a) **Organizational Development (Enterprise Management Team)** to ensure that there is a committed, reliable and trustworthy team that will establish and manage the enterprise. It is best to build and formalize an enterprise committee under the CBFM-PO structure as a business unit or a committee. An enterprise must have a Manager whose roles shall be separate from the functions of the CBFM-PO chairperson or President. An advance CBFM-PO may opt to also create its separate accounting team (collector, cashier, bookkeeper) from the regular CBFM-PO accounting team. However, books and records of the enterprise team shall be consolidated by the overall CBFM-PO accounting team. The PO's Auditor plus an external audit may be useful in order that finances from the enterprises are well-managed and utilized.

b) **Complying with green and BDFE criteria, and business requirements** as CBFM-POs need to be consistently compliant with all requisites when running an enterprise. These include registration with the LGU and the DTI for business and other

permits; being certified by the Food and Drugs Administration (FDA) for any food and beverage product; and the Bureau of Internal Revenues (BIR) for proper receipting and reporting of sales and income. Enterprises must be agreeable to the BDFE criteria[20] set by the DENR Biodiversity Management Bureau (BMB). As a policy, BDFEs follow ecological conservation, viable, sound and broad-based economic development, and promotion of equitable sharing of benefits.

c) **Enterprise Capacity Building** to equip managers and leaders in managing the enterprises. This can be delivered through training or direct technical advice or mentoring and coaching on enterprise management. This strategic plan shall push for the formation of "Teams of Enterprise Mentors" from among mature/advanced enterprising CBFM-POs, their members and their communities, as well as Support Groups, and DENR whose role shall mainly be to help, give technical advice on matters related to implementing enterprises.

   Crucial to enterprise management are the skills in the conduct of feasibility study, market study, value chain analysis, and business continuity planning. CBFM-POs, their members and their communities shall also undergo an enterprise readiness study to determine the preparedness of the POs to undertake an enterprise venture. All these processes shall make use of simple and PO-friendly tools, like the CLAPS which is a self-initiated tool. Availability of data on the standard of living of (the) community, people's skills, access to functional financing opportunities, joint ventures, and market linkages can further help determine the community's readiness for an enterprise venture.

d) **Financial management** – The biggest contributor to the success or failure of community enterprises is the ability of community entrepreneurs to manage their funds --- capital, expenses, sales, profit, and savings. This Strategic Plan shall ensure CBFM-PO entrepreneurs to establish effective financial systems, including budgeting, funds utilization, collection, bookkeeping, audit, and

[20] BMB Technical Bulletin 2017-11: "Guidelines in the Identification and Recognition of Biodiversity-Friendly Enterprise (BDFE)"

others. They too will be assisted and trained in setting up and operationalizing these systems.

e) **Supply Chain Management** must be in place to ensure the sustained supply of resources (raw materials from forest ecosystems) to be used in the enterprise. Community entrepreneurs shall put up systems to avoid overharvesting and destruction of forest ecosystems, so that resources remain available and/or vigorously regenerate.

f) **Adequate financing** shall be made available to address financing requirements from start-up of the enterprise to its scaling-up, however, participation or sharing and contributing counterparts from the community entrepreneurs is highly encouraged. Having a stake in the enterprise provides a sense of responsibility, accountability and assurance that they will do their best in ensuring the viability and sustainability of the enterprise.

g) **Supportive policies** that are favorable to community-based enterprises to facilitate the ease of operating green and biodiversity-friendly enterprises. DENR must ensure that these policies are fairly implemented on the ground.

3.2 Developing sustainable market linkages with private business groups or individuals, and institutional buyers. As CBFM-POs level-up their livelihoods and venture into enterprises, markets must be properly identified and tapped. Relationships with markets must be carefully studied and sustained. This Strategic plan encourages:

a. partnering with DTI which is mandated and has a wide experience in promoting Philippine products;
b. accessing CDA's programs on enterprises;
c. Tapping local or foreign markets (individual, groups or sectors, business companies or government offices). Foreign marketing system must be studied well to avoid contributing more carbon footprints when producing and delivering (especially by plane) the products;
d. Setting in place Market Development Strategies to ensure that organized/established community enterprises are able to

sustain their operations. Continuing and adaptive marketing strategies should ensure that these enterprises can cope with the changing needs and demands of the various market segments;

e. Promotion and right branding of CBFM products as green and biodiversity -friendly to create more interest of the general public;
f. The clustering of products and services of two or more CBFM-POs, their members and their communities for aggressive markets. Single entrepreneurs might be challenged to meet the high and increasing demand for product supplies by the market, thus, the product clustering system; and
g. taking advantage of the internet and using the e-marketing method, such as the use of DENR's Forestry Investment Portal --- an online platform of linkaging producers with potential buyers and suppliers.

Establishing strategic *bagsakan*/trading posts to provide communities with immediate market places.

3.3 Forging partnerships in support of CBFM enterprises. The success of CBFM enterprises can be higher with partnerships developed and support obtained. CBFM shall work for partnership building with:

a. **government agencies** mandated to provide enterprise-related support, example: (a) DTI which implements various programs like shared service facilities, or cheap or interest-free loans. More importantly, it has gained expertise in marketing (local and international market linkages, organizing trade fairs, etc.). It also provides training to entrepreneurs especially those who are in the take-off stage. (b) DOST, for research and development as well as programs on financing, provision of machines and equipment under the Small Enterprise Technology Upgrading Program (SET-UP). (c) the Food and Drugs Administration (FDA) for ease in certification of food and drinks products; and (d) LGUs and other regulatory agencies for the accreditation, registration and other permitting concerns.

b. **organizations and individuals** who have gained competence and expertise in training, mentoring and working with collectively-owned and -managed IP communities and forest-based enterprises

c. **academic institutions** for research and development, support, marketing, development of marketing collaterals, product development, etc.

3.4 Business-continuity planning. This is a process which shall help the local communities/POs understand and assess the opportunities and potential threats and vulnerabilities of their livelihoods and enterprises. Business continuity plans help CBFM-POs maintain or even expand their enterprises by being good at risk-taking and quick in responding to challenges and unplanned disruptions.

4. Climate resilient forest ecosystem management, rehabilitation, regeneration, protection, conservation, restoration, production, and utilization.

The Philippines is one of the most vulnerable countries and the most at risk from climate crisis (global warming and climate change, and their impacts) according to Amnesty International (2021)[21], thus, it is just fitting that Filipinos must be united and bold in helping curb the ill-effects of climate change through adaptation and mitigation measures. Climate crisis can be felt by almost everybody, especially the poor families in the uplands, lowlands and coastal areas. Flashfloods, soil erosion, floods, and the like are oftentimes experienced and have been more dangerous than in decades past.

The forestry sector which includes at least 1,970 CBFM-POs who live, farm and depend their livelihoods on natural resources, contributes in both climate change adaptation and mitigation initiatives of the government. Climate actions contribute to avoiding and/or reducing carbon emission, increasing carbon sequestration, and securing lives and livelihoods.

These actions involve management of forest ecosystems that include rehabilitation, protection, conservation, and utilization of resources therein. They must be supported with policies, well-tested strategies, localized plans that are aligned with the Philippine National REDD Plus Strategy (PNRPS), and information and education for all stakeholders.

[21] Amnesty International. "Philippines country most at risk from climate crisis". October 2021.

The Ten-Year CBFM Strategic Plan, anchored on the PNRPS, endorses the implementation of culturally-responsive climate actions in forest ecosystems through effective and meaningful participation of communities. With assistance from DENR and Support Groups, communities, in their respective areas, shall be at the forefront in deciding and implementing climate-smart rehabilitation, regeneration, protection, conservation, restoration, production, ad utilization activities. with genuine partnerships and safeguards, such activities will enable communities to access economic opportunities, and contribute to their resilience. These may include the communities' :

a) establishment of agroforestry areas with species best for soil enhancement, income, food and health;
b) commitment to minimize or stop deforestation, and farming and livelihood activities that are harmful to people and nature, and emit greenhouse gases, such as indiscriminate kaingin or slash-and-burn method, large scale charcoal making, unmanaged livestock farming, and use of inorganic materials as fertilizers and pest control;
c) engagement to planting of trees and other non-wood species for timber and non-timber forest products as source of livelihood, and for social enterprise
d) maintenance and security of protection areas as biodiversity hub and sustainable source of water;
e) vigilance over potential conversions of forest areas to other land uses like agriculture, resettlement, and grazing;
f) readiness and submission to possible relocation of homes and livelihoods to non-hazardous areas according to due and just processes;
g) promotion of ecologically-balanced nature-based social enterprises such as ecotourism; and
h) conduct of land use planning and allocation considering the eligible activities under PNRPS, where carbon trading is part of.

Expected results of the said climate actions are increased forest cover, sustained intact biodiversity, decreased environment-destructive farming technologies, reduced conversion of forest areas to other land-uses, increased coverage of BDFEs and actualized positive contribution of CBFM to the Philippine commitment on REDD-Plus and similar mechanisms.

Objectives being addressed

This strategy will address the objectives of: (a) advancing community-based actions on forest development, restoration, rehabilitation, conservation and protection; (b) strengthening self-determination, self-reliance, resilience and good governance among CBFM communities; and (c) increasing economic opportunities for communities.

Sub-Strategies:

4.1 Participatory Assessment on risks/vulnerabilities, resources and biodiversity condition. Climate change is an issue affecting many, but its effects are felt in different magnitudes in different areas. Therefore, there is no single climate action formula for all conditions.

This strategic plan points for the need to conduct one or a series of assessments on the condition of the CBFM areas' biodiversity, resources, and risks or vulnerabilities to climate change. This assessment/s may be considered as early as the community development planning (CDP) phase so that CBFM-POs/communities become more aware of their condition and are able to craft a climate proof and biodiversity-conscious plan. Further, assessment results may be able to pinpoint the best locations for development, preservation and protection; the most suitable species to plant; and the most appropriate technologies to use given the conditions in the area. The so-called Agroforestry Land Capability Assessment and Mapping Scheme (ALCAMS) developed by UPLB-Institute of Agroforestry can be used in determining the capability of a farm or farming landscape in a CBFM area for agroforestry development.

DENR experts shall lead this assessment on site, in collaboration with Support Groups with mandate and expertise in this field, and with participation of the CBFM-PO members. As earlier stated, the process is expected to enhance everyone's knowledge and understanding of the natural resources and biodiversity condition in CBFM areas, and the threats from hazards the community members and the environment will face if the vulnerabilities are not acted on. Well-tested assessment tools available with FMB and

BMB, and the academe may be combined and refined to suit the level of capacity of CBFM-POs and the capabilities of their members. Also, these tools should form part of knowledge and skills training program for members of the CBFM-POs to improve their capabilities.

4.2 Increasing capacity of communities on climate-resilient forest ecosystems management. In the next 10 years of CBFM, the CBFM-POs, their members and their communities are expected to continue developing and protecting their source of life --- meaning, their farms, the forests, the coastal regions of the CBFM area. This strategic plan supports the continuing education of CBFM-POs, their members and their communities, Support Groups and DENR technical staff on matters related to climate change mitigation and adaptation through sustainable forest management (SFM) and the PNRPS.

This Ten-Year CBFM Strategic Plan shall make the CBFM-POs, their members and their communities, and stakeholders more informed and involved in discussions, explorations, policy development, including funds allocation for CBFM, and implementation of climate resilient activities. In the next 10 years, new and young CBFM-POs will be capacitated in SFM as CBFM's REDD-Plus, nature-based solutions, or climate change mitigation and adaptation mechanism through techniques such as but not limited to agroforestry, soil and water conservation, Assisted Natural Regeneration (ANR), proper planting of wood and non-wood species, timber harvesting, and forest protection strategies like fire management, patrolling and monitoring.

Through this Strategy, present and matured CBFM-POs will be exposed to advance ideas such as opportunities in climate financing, PES, and carbon trading. With these, CBFM-POs, their members and their communities can earn from forests (including mangroves) that they protect and/or keep intact. Through carbon trading, communities shall be paid by investors for the tons of carbon that are sequestered by their forest areas. Through PES, the national government or LGUs may also compensate the CBFM-POs, their members and their communities. Together with this, is the framing of guidelines to safeguard the rights of CBFM-POs, CBFM-POs, their members and their communities. Once policies

are set, DENR and support groups shall tap good green investors to support carbon trading initiatives of CBFM-POs, CBFM-POs, their members and their communities. See sub-strategy 5.3 for additional discussions on carbon trading policy.

An intensive CEPA on climate protection techniques shall likewise be conducted with all CBFM players as participants.

4.3 Mainstreaming best Agroforestry-based climate change adaptation and mitigation strategies. At the community level, this Strategy support the CBFM-POs, their members and their communities', including the indigenous cultural communities' indigenous farming and forest protection techniques that are environment-friendly. Communities shall also be stimulated to explore and adapt new ways that other communities have tested and verified to be beneficial especially in the light of climate change, for as long as they match very well with the communities' conditions.

In previous years, members of CBFM-POs shifted from applying lowland agricultural practices to adoption of agroforestry. Such change is considered positive along climate change mitigation, however, there is still a need to have empirical studies on actual results of such action.

In the next 10 years, CBFM-POs, through their members and collectively with their respective communities, shall:

a) Sustain this shift to more environment-friendly farming methods, and expand adoption to more farmers and neighboring communities.
b) Choose and decide on what species to plant in agroforestry farms and in CBFM areas designated for planting compatible with REDD-Plus plantations, as DENR and Support Groups give advice based on site adaptability and market availability.
c) Establish climate-smart model farms along with the aim of developing the site-based CBFM Academy that may collaborate with communities of practice on fields relevant to CBFM. This strategy will support the development of CBFM areas and farms into models of climate proof production areas for food security, income generation, and sustainable ecosystem.

d) Conduct farm planning at the household or family level to ensure that individually and collectively the CBFM-POs, their members and their communities contribute to the aim of avoiding and/or reducing emission of greenhouse gases. CBFM-POs may collect and consolidate the farm plans which may serve as basis for monitoring. For crop insurance, the CBFM-POs may tap the DA and PCIC as support groups.

e) Document their experiences. As such, the documentation will be considered as farmer-led research. The academe and DENR ERDB can assist in organizing skills development or enhancement with the farmers as participants.

4.4 Creating innovative models in forest ecosystems protection. DENR, the Support Groups and the CBFM-POs will work together in sustaining efforts to protect forest ecosystems. In the next 10 years, the CBFM-POs, their members and their communities, through the help of other CBFM stakeholders, shall:

a. Minimize forest degradation and deforestation with assistance from DENR and Support Groups. Activities or drivers that fall under this are timber poaching, mining, hydropower dam construction, and infrastructure expansion;
b. Be continuously assisted with projects by resource institutions mobilized by DENR and Support Groups for the establishment of fire breakers, lookout towers, tools/equipment for patrolling.
c. Volunteer to be deputized as "Bantay Gubats" or "Bantay Dagats"
d. Advocate for a policy on PES and its implementation as a national and/or local financing mechanism for CBFM-POs, their members and their communities' collective forest protection and development roles; and
e. Move for an improved deputation process for "Bantay Gubat" or "Bantay Dagat" as well as for allocation of allowances and hazard fees in favor of deputized "Bantay Gubat" or "Bantay Dagat" given the critical roles they perform.

Considering the above actions, the following are some expected results: improved forest cover and biodiversity; reduced carbon emission; increased carbon sequestration; lessened hazards due to unsustainable means; and sustained a much stronger partnership in SFM between the government and the CBFM-POs. Ultimately,

these shall lead to an increased quality and health of forests and the services derived from there.

4.5 Establishing carbon pools for carbon trading. This will entail the establishment of areas intended for carbon sequestration and trading. The CBFM-POs, their members and their communities, with assistance from DENR and Support Groups, shall designate and manage carbon pools for carbon trading according to the PNRPS (at the provincial or regional level the CBFM-POs shall declare and indicate these areas in their respective Community Development Plans (CDP). Further, the CBFM-POs, their members and their communities must be able to decide on this matter as a collective body, as such, no external entities (government, investor, etc.) must impose their positions.

In case the community decides to pursue this objective, CBFM-POs shall strictly and regularly monitor said areas to ensure good stands. They shall replant for mortalities, and use silvicultural methods to ensure quality growth of stands. DENR shall lead the identification of partners and green investors for carbon accounting against a set of criteria for being legal, competent and reliable at the minimum. In terms of negotiations, DENR, with the Support Groups, will assist the CBFM-POs to come up with fair and just agreements compliant to safeguards, policy and guidelines consistent with the UNFCCC. By principle, the process of negotiation must ensure that the rights of CBFM-POs, their members and their communities are protected, trading is at the best price, contracts with green investors are carefully studied, and benefits from the trade are distributed and shared fairly to those involved.

At the PO level, they shall institute organizational systems in relation to any carbon trading engagement. DENR and Support Groups shall provide the necessary data and information that will enable the CBFM-POs to execute these. These can be part of participatory knowledge and skills sessions on REDD-Plus in preparation for the anticipated carbon trading policy. See sub-strategy 5.3 regarding the said policy.

4.6 Climate financing, PES and establishing safeguards. As CBFM has proven its worth in developing and protecting forest

ecosystems during the last two decades, then CBFM -POs, their members and their communities can be very good candidates for climate financing from various sources at the local, national or international level. DENR and Support Groups shall help in linking them to potential climate financing sources. The government, primarily through DENR, shall attract developed to support more CBFM-related activities. Such finances shall be able to support more productive and protection projects at the very base.

At the local/national level, the policy and guidelines on PES, once instituted (see sub-strategy 5.3), shall be mobilized and managed by CBFM-POs not just for the benefit of their members and communities but also for the general environment and forest ecosystems.

Alongside these financing mechanisms is the need to establish corresponding safeguards at the national level down to the level of the CBFM-POs, their members and their communities' level to ensure that these aides go to the right entities for the right activities/projects and for the best reasons.

5 Mechanisms towards sustainable and institutionalized CBFM

The CBFM has significant achievements since its inception in 1996. The lessons that were generated from the years of CBFM implementation covered by the previous Strategic Plan indicate the effectiveness of CBFM in terms of promoting sustainable forest management, thus, the need to sustain and institutionalize CBFM and expand the strategy to the entire forest ecosystem.

Certain mechanisms, therefore, have to be put in place to ensure the sustainability and institutionalization of CBFM as a strategy and as a program. The next 10 years of CBFM shall work towards enhancing and expanding partnerships of POs/communities with other sectors such as:

- the private industry and business groups for more sustainable livelihoods and enterprises;
- financing institutions that could provide start-up funds for POs' self-initiated projects and enterprises;
- LGUs for more active delivery of social services and policy support;

- academe for technical assistance in research and extension activities (i.e., training, policy support, model farm development, establishment of the CBFM Academy);
- non-government organizations for technical assistance, project collaboration and establishment of the CBFM Academy; and
- local and international donors for projects, organizational strengthening, and support for representation in policy development bodies.

Other government agencies shall be continuously tapped and expanded to include not just DA, DAR, DTI, the NCIP and the LGUs, but also DOST, TESDA, the Climate Change Commission, Philippine Chamber of Commerce Inc. (PCCI), Landbank of the Philippines, and Philippine Crop Insurance Corp., for more institutional support such as in the form of projects, technologies and market opportunities.

A well-organized institutional and policy support system is necessary for a more efficient and effective implementation of CBFM. In the next 10 years, it is being hoped that forest policies are more supportive than restrictive of CBFM-POs' bundle of rights as tenure holders and resource users. A system or policy must also be crafted for the protection of CBFM-POs against threats to life being protectors of forest ecosystems; non-conversion of forestlands to other land uses; carbon management for carbon trading; and local financing for CBFM through the PES.

The CBFM stakeholders must all work together for the enactment of a law that would provide for the institutionalization of CBFM as a strategy for sustainable forest management.

Objectives being addressed

This strategy addresses the objectives of: (a) enhancing support to the National CBFM policies and standards and their harmonized implementation, and (b) intensifying effective partnerships in support of CBFM.

Sub-Strategies

5.1 Harnessing active engagement of various stakeholders in CBFM implementation. Partnership and collaboration have been proven to work very well in CBFM especially during the implementation of

the 2007-2018 Strategic Plan. In the next 10 years or even beyond, it remains to be the aim of this strategic plan to continue engaging more stakeholders as partners in CBFM.

The present multi-sectoral-represented CBFM National Working Group (NWG), with the CBFM-PO National Federation head as a member of it, shall be maintained and expanded. Opportunities for the revival and activation of the National CBFM Steering Committee shall be created. Regional CBFM Working Groups led by the DENR Regional Offices and constituted by representatives from the LGUs, other government agencies, local NGOs, State Universities and College (SUC), business entities, and other interest groups may be developed as a region-level oversight body for all CBFM-related concerns. At this level, commitments may be gathered from the partners for the local CBFM-POs, their members, and their communities.

5.2 Providing institutional support system for CBFM implementation. Key to the success of CBFM is how the program is supported and carried out at the national level down to the municipal and community level. Institutional support shall continue within the next 10 years. This will be through:

a) the development of a functional system for CBFM database management;
b) provision of sufficient, permanent, and capable manpower support for CBFM implementation;
c) putting-up of an operational structure for CBFM that supervises, implements, monitors, and evaluates, and gathers lessons and policy proposals on CBFM;
d) allocation of sufficient funds for CBFM in DENR's annual programming;
e) tapping external funds/resources, some of which are through projects with the DENR-FASPS or corporate social responsibility projects of business entities.
f) setting-up of CBFM-Legal Assistance System (DENR) and the "Forest Ecosystems Defenders Fund" that will support CBFM-POs' lawyering, paralegal researches), and agreed-upon costs for the CBFM-PO National and Regional Federation officers;
g) establishment of a reward system;

h) development of system for participatory monitoring and evaluation; and
i) documentation of best practices and lessons.

DENR field offices shall be expected to dynamically and judiciously perform the CBFM-related responsibilities decentralized to them, such as among others, the affirmation of CRMFs, approval of permits, and approval of CBFMAs. All processes shall adhere to the guidelines on Ease in Doing Business policy especially as to the number of days for processing of requests in government offices.

5.3 Promoting policies and guidelines favorable to CBFM. Policies must be able to push forward than curtail the advancement of CBFM-POs, their members, and their communities. In the next 10 years, the CBFM stakeholders shall work together to make policies more promising for CBFM. These include, among others:

(a) *Resource utilization for enterprises.* Having tenure rights and promising policies on resource utilization, processing, transporting and marketing are factors in the success of an environment and natural resource-based enterprise. In the next 10 years, DENR is expected to develop more pleasing policies and guidelines that guarantee CBFM-POs' rights to harvest their plantations, turn them into marketable products, and bring them to intended markets.

(b) *Non-conversion of forest ecosystem to other land uses.* While local communities are allowed to cultivate some portions of their CBFM areas for agricultural production or agroforestry to satisfy their basic food needs, this Strategic Plan sees it best to have a set of policies and guidelines at the national level to regulate and control degradation of forest ecosystems brought about by land use change, such as conversion to pure-agricultural area, housing/subdivisions, dams and highways or road networks.

(c) *local financing in the form of PES.* A policy and a set of clear guidelines must also be pushed within the period of this Strategic Plan in support of forest community's right to be compensated for developing and protecting forest areas, hence, the payment for ecosystems services or PES.

(d) *Institutionalization of CBFM Academy.* A policy recognizing CBFM communities as show case windows of good forest ecosystems management strategies, and organization practices, natural resource-based enterprises will help promote CBFM and the CBFM communities.

(e) *Institutionalizing individual property rights and claims within CBFM areas.* As CBFMAs are PO-managed, yet on the ground CBFM-PO members till farms within the CBFM area by-household or by-family. Like any ordinary family, forest community households also wish to have documents that prove their family or household's right over the piece of land within the CBFM area. Documents of such nature develop deeper sense of responsibility among farmers to manage and make their areas more productive using climate-smart means. This Strategic Plan shall look into developing a clearer and firmer policy on recognizing and formalizing individual property rights or claims within CBFM areas.

(f) *institutionalizing CBFM as a strategy through a National Law.* While it took some time to see impacts, yet the CBFM Program has proven its significant contribution in improving the country's forest cover and biodiversity while addressing the socioeconomic conditions of forest communities. This being so, this Strategic Plan intends to elevate EO 263 into a National Law (Republic Act) stipulating, among others, the adoption of CBFM as a strategy for SFM.

A champion shall be identified to boldly and sincerely represent the CBFM communities with concerned legislative bodies towards the achievement of this sub-strategy. The multisectoral teams at the national and regional levels (i.e., NWG and Regional Working Groups) shall also be represented in the process. In all steps related to this, the CBFM-POs, the National CBFM-PO Federation at the minimum, shall be consulted and represented.

(g) *Non-IP CBFMA holders in CADTs.* Both IP and non-IP CBFM-POs contribute very well to the development, protection and conservation of forest ecosystems. Their land tenure instruments (i.e., CBFMA and CADT) are differentiated by the

rights of CBFMA holders to manage and produce from CBFM areas, and the ownership by indigenous peoples of the domains awarded to them. A partnership agreement or a guideline on collaboration between and among IP and non-IP CBFM-POs, DENR and NCIP particularly for CBFM may foster a more peaceful, just and lasting relationship. This may extend to defining steps in relation to tenure instruments (ex. CBFMA) in CADT areas during and even after such instrument expires (see also item 5.4).

(h) *CBFM-POs' representation in policy-making bodies and discussions from the local up to the national level.* DENR shall pursue a policy acknowledging CBFM-POs' capability and right to be consulted and involved in discussions on policies related to CBFM. In these discussions, CBFM-PO representatives shall be expected to bring along with them grounded truth which most policy makers are insufficient of. This truth is based on people's daily exposure with nature and people --- the very subjects of CBFM, and is a Science-based/experience-based truth.

(i) *Carbon trading.* As one option for communities' contribution to curbing climate crisis and as a source of passive income, this Strategic Plan will support the formulation of a strategic and fair marketing system of carbon from forest and mangrove plantations. Besides the market, this policy must recognize the important role that communities have been performing as forest resource-dependents in rehabilitating and protecting forest ecosystems, thus, the growing potentials of CBFM forests as carbon sequesters.

5.4 Continuing DENR and NCIP dialogues, meetings and setting of agreements. The consultative processes undertaken to formulate this Strategic Plan led to a dialogue between the NCIP Executive Director and the officers of the National CBFM-PO Federation and representatives of the Regional CBFM-PO Federations. An agreement was reached during such dialogue for a formal arrangement (ex. MOA) between and among DENR, the CBFM-PO National Federation, and the NCIP for the recognition of CBFM non-IP communities in CADT areas even beyond the 50-year land tenure instrument. Within the period of this Strategic Plan, such

arrangement shall be initiated and/or implemented. A policy to support this initiative is recommended in item f under 5.3.

This Plan recognizes the need for a continuing dialogue between DENR and NCIP, as well as NCIP and the CBFM-PO Federations (national or local) on matters related to CBFM and ancestral domain claims. Alongside this are CEPA or information drive to CBFM stakeholders on IPRA, the FPIC process, among others.

5.5 CBFM Knowledge Management. Lessons and best practices from CBFM shall be gathered, documented, and shared so others can learn from them. To do this, this Strategic Plan proposes for (a) a continuing monitoring and assessment of the CBFM both as a program and a strategy, (b) periodic evaluation, (c) honest documentation, (d) timely reporting, (e) dynamic data banking, and material development.

a. ***Continuing monitoring and assessment of CBFM.*** The CBFM-POs and DENR shall regularly conduct monitoring and assessments. The CBFM-POs shall be capacitated with skills and simple and easy-to-use tools in monitoring, evaluating and documenting CBFM processes and results. DENR shall maintain its iterative M/E activities embedded as regular function of personnel conducting field work.
b. ***Documentation.*** DENR shall ensure that field realities, success stories, challenges and failures are captured in their field monitoring reports and are reported on time. Support Groups directly implementing projects with and for CBFM-POs will also monitor and document project results and share them with the CBFM Regional or National Working Groups. In so doing, appropriate levels of authority take actions promptly especially for concerns needing immediate response/s.
c. ***Evaluation.*** While the CBFM-POs will be capacitated to conduct participatory self-evaluation, it is still necessary that CBFM implementation be evaluated at the regional and/or national level. Such evaluation must be conducted multisectorally or through a third-party to ensure objectivity. The frequency of these evaluations can be timed on the fifth and/or 10th year of this strategic plan. A fifth-year evaluation gives enough time to discover some outcomes and trickles of

impact. Furthermore, it will help identify remedial measures due to unanticipated conditions.

d. ***Review of Strategic Plan.*** The review and updating of this Ten-Year CBFM Strategic Plan must be conducted on the 5th year and before the 10th year ends. The reviews and timing are apt to see results and make remedial actions for unmet or too challenging targets.

e. ***Data banking.*** The Regional CBFM Coordinators and the Community Forestry Section (CFS) of FMB-FRMD shall collect and organize the results of monitoring and evaluation activities in a 'CBFM databank'. This databank to be designed by an expert shall be an electronic depository of all necessary information about CBFM. It shall be managed and administered by the CFS and the National CBFM-PO Federation at the National level, and the CBFM Coordinator at the Regional level. The databank shall be updated regularly with information emanating from the primary PO members to the regional level. DENR shall help design and establish a security and safety system when accessing and using any data from this databank.

f. ***Reporting/ Sharing.*** Reporting system or sharing of CBFM monitoring and evaluation results from the PO level, DENR and other monitoring entities shall be installed. Primary CBFM-POs shall share updates to the CENRO Office, as the CENR Officer, in turn, endorses the same to the provincial level until it reaches the regional level in which the Regional CBFM Coordinator collates reports and endorses to the National level. Members of the Regional and National NWG can make best use of these reports when determining next actions and policy recommendations.

More frequent gathering of CBFM players will be supported in order to cull-out lessons and collectively analyze and make conclusions from the lessons. This Strategic Plan supports the continued discussions such as national CBFM assessment workshops, national or regional CBFM Practitioners Congress, and the CBFM-PO Federation assessment and planning workshops, as well as CBFM NWG discussions. Improvements in the format or design of assessment/evaluation workshops can be made to allow more sharing of experiences and processing of lessons.

g. ***Material Development.*** The development of materials taken from the lessons from CBFM shall be pursued in the next 10 years. The production of any CBFM-related material must observe co-ownership by the key CBFM players, or at least by the CBFM-POs from whom the information used in the material came from.

5.6 Making institutional structure and mechanisms more responsive to CBFM implementation. For a smoother implementation of this Strategic Plan, DENR shall review and make improvements, if necessary, on its structure and staffing for CBFM. The following must be considered:

a) Need for sufficient field-based CBFM staff to give close attention and coaching to the present 1,970 CBFM-POs and a big number of potential ones, assistance to CBFM-POs with expiring CBFMAs beginning 2023, and monitoring of the vast forestland covered by CBFMA;
b) A body or unit that will organize and consolidate all information about CBFM, and build and manage the CBFM Databank;
c) Work for the reorganization of FMB as Line Bureau;
d) Recreation of a more appropriate structure, ex. CBFM Division at the national office (FMB), that will oversee, directly supervise and manage the operations of CBFM strategy;
e) Establishment of a CBFM Section/Unit at the field office level to be headed by the Regional CBFM Coordinator at the regional level, Provincial CBFM Coordinator at the provincial level, and CBFM Coordinator at the CENRO level;
f) Allocation of budget; and
g) Review/update of the Implementing Guidelines for the Reorganization of the Department of Environment and Natural Resources

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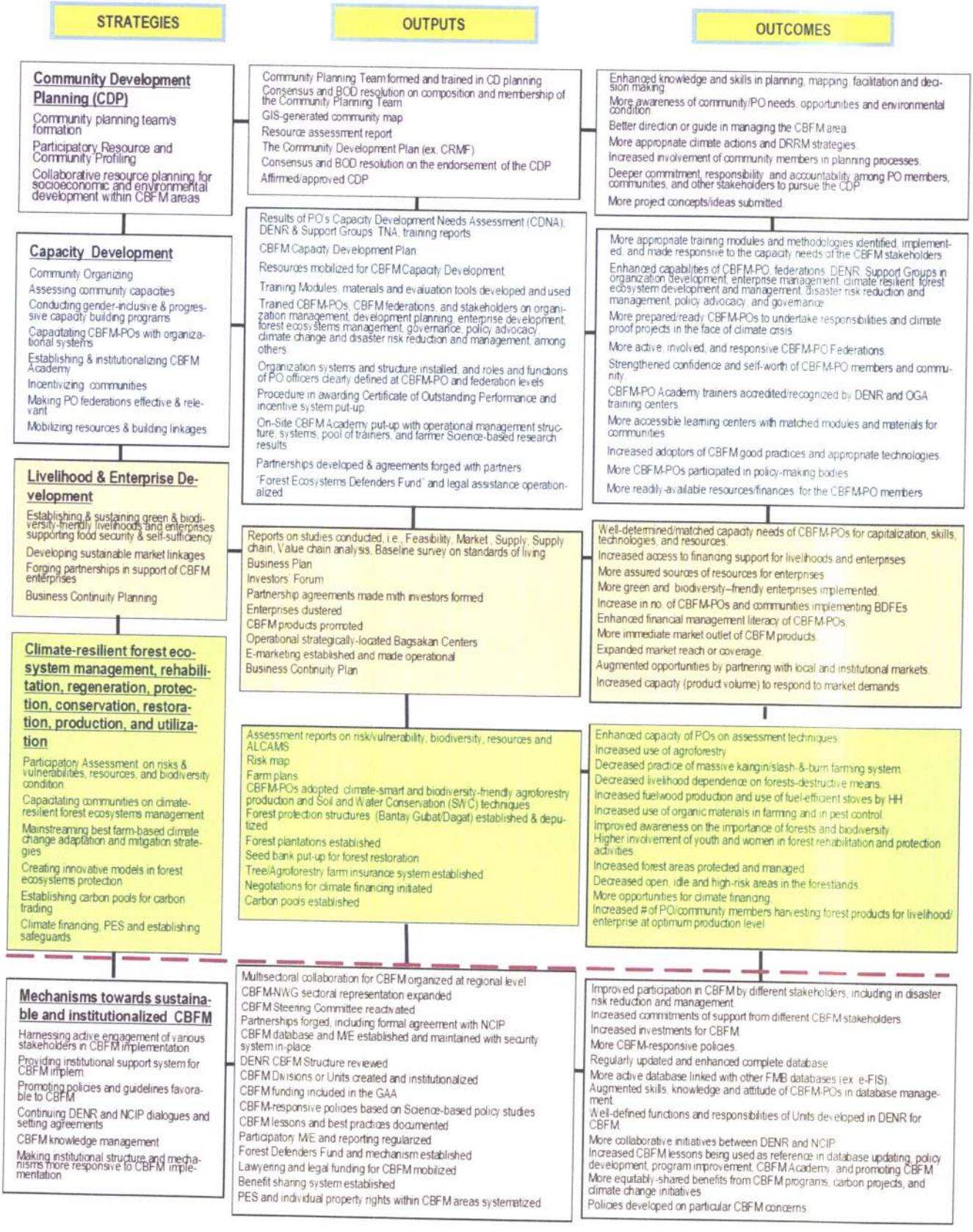
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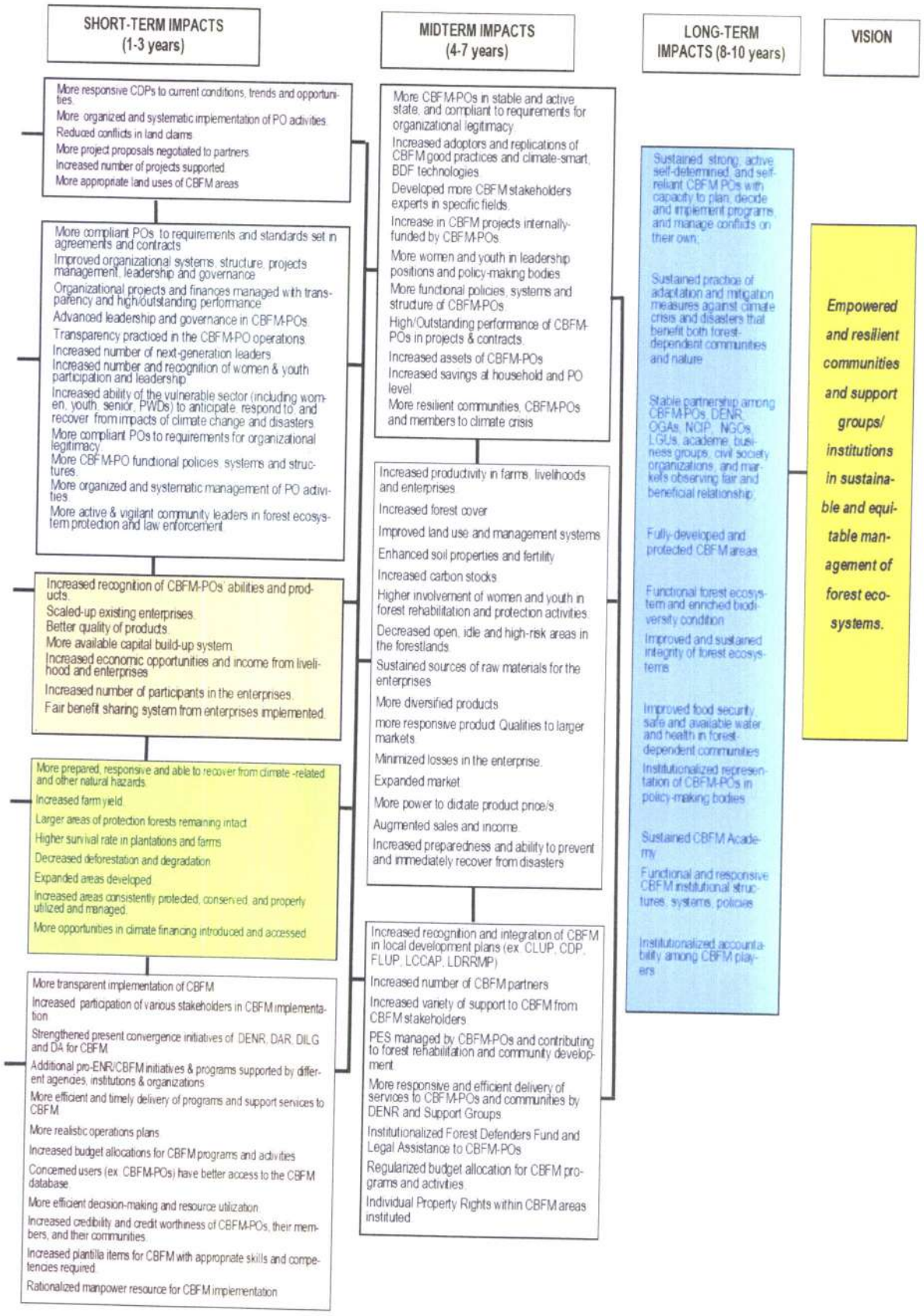
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ANNEXES

Annex 1. The CBFM Logic Framework




SHORT-TERM IMPACTS (1-3 years)
MIDTERM IMPACTS (4-7 years)
LONG-TERM IMPACTS (8-10 years)
VISION
More responsive CDPs to current conditions, trends and opportunities.
More organized and systematic implementation of PO activities.
Reduced conflicts in land claims
More project proposals negotiated to partners
Increased number of projects supported
More appropriate land uses of CBFM areas
More compliant POs to requirements and standards set in agreements and contracts
Improved organizational systems, structure, projects management, leadership and governance
Organizational projects and finances managed with transparency and high/outstanding performance
Advanced leadership and governance in CBFM-POs.
Transparency practiced in the CBFM-PO operations
Increased number of next-generation leaders
Increased number and recognition of women & youth participation and leadership
Increased ability of the vulnerable sector (including women, youth, senior, PWDs) to anticipate, respond to, and recover from impacts of climate change and disasters
More compliant POs to requirements for organizational legitimacy
More CBFM-PO functional policies, systems and structures.
More organized and systematic management of PO activities.
More active & vigilant community leaders in forest ecosystem protection and law enforcement
Increased recognition of CBFM-POs' abilities and products.
Scaled-up existing enterprises.
Better quality of products.
More available capital build-up system.
Increased economic opportunities and income from livelihood and enterprises
Increased number of participants in the enterprises.
Fair benefit sharing system from enterprises implemented.
More prepared, responsive and able to recover from climate -related and other natural hazards.
Increased farm yield.
Larger areas of protection forests remaining intact
Higher survival rate in plantations and farms
Decreased deforestation and degradation
Expanded areas developed
Increased areas consistently protected, conserved, and properly utilized and managed.
More opportunities in climate financing introduced and accessed
More transparent implementation of CBFM
Increased participation of various stakeholders in CBFM implementation
Strengthened present convergence initiatives of DENR, DAR, DILG and DA for CBFM
Additional pro-ENR/CBFM initiatives & programs supported by different agencies, institutions & organizations
More efficient and timely delivery of programs and support services to CBFM
More realistic operations plans
Increased budget allocations for CBFM programs and activities
Concerned users (ex. CBFM-POs) have better access to the CBFM database.
More efficient decision-making and resource utilization
Increased credibility and credit worthiness of CBFM-POs, their members, and their communities.
Increased plantilla items for CBFM with appropriate skills and competencies required.
Rationalized manpower resource for CBFM implementation
More CBFM-POs in stable and active state, and compliant to requirements for organizational legitimacy.
Increased adoptors and replications of CBFM good practices and climate-smart, BDF technologies.
Developed more CBFM stakeholders experts in specific fields.
Increase in CBFM projects internally-funded by CBFM-POs.
More women and youth in leadership positions and policy-making bodies
More functional policies, systems and structure of CBFM-POs
High/Outstanding performance of CBFM-POs in projects & contracts.
Increased assets of CBFM-POs
Increased savings at household and PO level.
More resilient communities, CBFM-POs and members to climate crisis
Increased productivity in farms, livelihoods and enterprises
Increased forest cover
Improved land use and management systems
Enhanced soil properties and fertility
Increased carbon stocks
Higher involvement of women and youth in forest rehabilitation and protection activities.
Decreased open, idle and high-risk areas in the forestlands.
Sustained sources of raw materials for the enterprises
More diversified products
more responsive product Qualities to larger markets
Minimized losses in the enterprise.
Expanded market
More power to dictate product price/s.
Augmented sales and income.
Increased preparedness and ability to prevent and immediately recover from disasters
Increased recognition and integration of CBFM in local development plans (ex. CLUP, CDP, FLUP, LCCAP, LDRRMP)
Increased number of CBFM partners
Increased variety of support to CBFM from CBFM stakeholders
PES managed by CBFM-POs and contributing to forest rehabilitation and community development
More responsive and efficient delivery of services to CBFM-POs and communities by DENR and Support Groups
Institutionalized Forest Defenders Fund and Legal Assistance to CBFM-POs
Regularized budget allocation for CBFM programs and activities.
Individual Property Rights within CBFM areas instituted
Sustained strong, active self-determined, and self-reliant CBFM POs with capacity to plan, decide and implement programs and manage conflicts on their own;
Sustained practice of adaptation and mitigation measures against climate crisis and disasters that benefit both forest-dependent communities and nature
Stable partnership among CBFM-POs, DENR, OGAs, NCIP, NGOs, LGUs, academe, business groups, civil society organizations, and markets observing fair and beneficial relationship;
Fully-developed and protected CBFM areas
Functional forest ecosystem and enriched biodiversity condition
Improved and sustained integrity of forest ecosystems
Improved food security, safe and available water, and health in forest-dependent communities
Institutionalized representation of CBFM-POs in policy-making bodies
Sustained CBFM Academy
Functional and responsive CBFM institutional structures, systems, policies
Institutionalized accountability among CBFM players
Empowered and resilient communities and support groups/ institutions in sustainable and equitable management of forest ecosystems.

Annex 2. Objectively Verifiable Indicators

STRATEGIES AND SUB-STRATEGIES	OBJECTIVELY VERIFIABLE INDICATORS		MEANS OF VERIFICATION
	QUANTITATIVE	QUALITATIVE	
COMMUNITY DEVELOPMENT PLANNING			
1. Forming community planning teams	• No. of PO/non-PO members trained on participatory planning • No. of planning teams formed • No. of PO members and non-PO members as Planning team members (sex and age disaggregated) • No. of DENR Regional or National Planning Team facilitators mobilized	• Functional planning teams • Qualities of Planning Team members • Inclusive membership in planning teams • Capabilities of DENR facilitators	• Training report • Regional Special Order • PO minutes of meeting • PO resolution on creation of planning team • Attendance sheets • E-FIS • DENR field monitoring report • CBFM-PO BOD resolution re. planning team members
2. Participatory resource and community profiling	• No. of community members involved in profiling activity • No. Community Profiles completed • No, of GIS-based maps produced	• Verified GIS-generated maps by DENR • Complete, updated list of PO members • List of organizational needs and capacity	• Community/ PO profile • Maps/ and spatial data • E-FIS • DENR field monitoring report
3. Participatory planning for socio-economic and environmental development	• No. of community members involved in survey and mapping activities • No. of institutions supportive of the plan • Size of area allocated for protection forest • Area allocated for production purposes • No. of community members who approved/ ratified the plan	• Practical plan (ex., 25-year plan and 5-year workplan for CBFMA holders) • Integrated CDP with social, economic and environmental elements included • Alignment of CDP with other plans, like LCCAP, FLUP, CLUP, PNRPS, PBSAP, local DRRMP	• Attendance sheets • CDP (CRMF) • Community resource plan • PO 5-year workplan • Minutes of meeting • Affirmation memo from DENR Regional Office

STRATEGIES AND SUB-STRATEGIES	OBJECTIVELY VERIFIABLE INDICATORS		MEANS OF VERIFICATION
	QUANTITATIVE	QUALITATIVE	
		• Operational CDP supporting the improvement of the lives, resilience and general well-being of the people in the CBFM areas, and sustaining forest ecosystems. • CDP understood and ratified by majority, if not all, CBFM-PO members or community • Affirmed CDP	• DENR field monitoring report
CAPACITY DEVELOPMENT			
1. Community Organizing	• No. of POs newly organized • No. of existing POs strengthened • No. of POs revived • No. of viable POs (legitimate, accredited with LGU, etc.) • No. of active CBFM-POs enlisted and inactive CBFM-POs delisted • No. of PO members involved in developing organizational systems • No. of women and young leaders in decision-making bodies • No. of young members developed as next-generation leaders	• Complete updated membership list • Complete Officers list • organizational systems installed or reviewed and made more functional, i.e., planning, PO structure, financial management, records keeping, leadership turn-over or election, project management, etc. • qualities of women and youth leaders developed • qualities of representative leaders to decision-making and policy-making bodies	• Community profiles • PO Registration Certificates • Minutes of meeting • Attendance sheets of meetings • PO Resolutions on organizational systems • PO Reports • DENR field monitoring report
2. Capacity assessment of POs/communities	• No. of Capacity Development Needs Assessments (CDNA) conducted • No. of CBFM-POs ad/or community members who participated in the CDNA • No. of DENR units or individuals subjected to	• List of CBFM stakeholders' capacity/capability needs analyzed • List of PO and community members, DENR and Support Groups' CBFM-related skills and knowledge assessed	• Annual report • Semi-annual assessment workshop proceedings • DENR field monitoring report • CDNA/TNA

STRATEGIES AND SUB-STRATEGIES	OBJECTIVELY VERIFIABLE INDICATORS		MEANS OF VERIFICATION
	QUANTITATIVE	QUALITATIVE	
	Training Needs Assessment (TNA) • No. of Support Groups or their representatives subjected to Training Needs Assessment (TNA) • No. of local Support Groups enlisted	• List of OGAs, NGOs, LGUs, academe, private groups and their actual and/or potential services to CBFM	
3. Designing and implementing appropriate, gender-inclusive, progressive capacity-building programs	• No. of capacity-building sessions related to climate-smart management of forest ecosystems, DRRM, organizational strengthening, forest ecosystem management, and enterprise management • No. of men, women, and young CBFM players • No. of CBFM-POs, communities, Support Groups, DENR learners • No. of PO trainers prepared for CBFM Academy • No. of adoptors of capacities taught	• Approaches/ methods used • Appropriateness of design and materials • Variety of capacity building programs developed on resource assessment; risk and vulnerability assessment; biodiversity assessment; DRRM and climate crisis; enterprise management; sustainable management of forest ecosystems; forest protection and policies, carbon management, REDD+; knowledge management; database management and maintenance; etc. • Materials' match with POs' level of understanding • Application of capacities learned • Improvement in the management of the organization's systems and physical assets • Youth and women participation for sustained SFM, organizational, DRRM and entrepreneurial activities	• Training design • Training modules • Training report/ documentation • Training attendance sheets • DENR field monitoring report • Post-training monitoring report • E-FIS

STRATEGIES AND SUB-STRATEGIES	OBJECTIVELY VERIFIABLE INDICATORS		MEANS OF VERIFICATION
	QUANTITATIVE	QUALITATIVE	
		• progress in learners' (DENR, SG, CBFM-POs) performance of functions	
4. Capacity-building of CBFM-POs with necessary organizational systems	• No. of men and women, young and old PO members involved in setting-up organizational systems • No. of meetings held for setting-up organizational systems	• Applicability of organizational systems designed • PO members' participation in the installation process • PO members' knowledge/under-standing of the systems installed • Results in applying the systems	Minutes of meetings Attendance sheets DENR field monitoring report
5. Incentivizing communities	• No. or variety of incentives • No. of beneficiaries (men, women; officer, member) • Cost/Amount of incentive, in case monetary • No. of times incentives are granted • No. of CBFM POs with PES /local financing • Frequency PES was released to deserving CBFM-POs • Amount of PES managed by POs • Amount of Forest Ecosystems Defenders Fund being managed • No. of CBFM-POs awarded with Certificate of Outstanding Performance	• Fairness of the incentive process • Types of incentives (ex. youth scholarship, insurance, legal assistance, climate finance) • Criteria in selecting recipients • Sources of incentives • Management system of the incentive program/ manner of distribution • Results of the incentives program • Uses of PES • PES management system • Management system of the PES and other financing • Forest Ecosystems Defenders Fund" management system • Objective system of awarding "Certificate of Outstanding Performance"	List of recipients PES and other financing records PO Financial report DENR field monitoring report List of awardees of Certificate of Outstanding Performance

STRATEGIES AND SUB-STRATEGIES	OBJECTIVELY VERIFIABLE INDICATORS		MEANS OF VERIFICATION
	QUANTITATIVE	QUALITATIVE	
6. Establishing and institutionalizing the CBFM Academy	• No. of POs, farmers, support groups qualified as CBFM Academy/ Communities of Practice • No. of PO/community members involved in the academy • Variety of modules developed for show window • No. of PO trainers accredited with TESDA, DA, DTI, DENR (ENRA), DILG (LGA), etc. • No. of learners/clients catered by the academy • Frequency of visits of learners/clients • Learners followed-up/evaluated after training • No. of learner-adoptors	• System developed to operationalize on-site CBFM Academy • Standards/Qualities of CBFM Academy/ Communities of Practice • Applicability of the modules developed as show window • Preparedness of local resource persons • Methodologies used • Types of learners/ clients catered • Lessons adopted from the CBFM Academy • Gains of the CBFM Academy documented	CBFM Academy records Registration sheets Training design Modules DENR field monitoring report E-FIS Learner Follow-up records
7. Making CBFM PO federations more effective and relevant	• No. of active CBFM-PO Federations at the provincial, regional and national level • No. of women and young individuals leading the federations • No. of PO federations assessed • No. of meetings/ sessions conducted by the federations • No. of board resolutions made • No. of seats allocated for CBFM-PO representatives in policy decision making bodies • No. of policies proposed by the CBFM Federation • No. of CBFM-PO leaders in policy-making bodies (PAMB, WMC, LCCAP)	• Quality of federation improvements made based on assessment results • Clarity of roles and responsibilities of federations and officers • Different policy recommendations lobbied by the PO federation/s • Practicality of federation structure developed • Quality of involvement of PO representatives in the federation activities • quality of decisions made by the federation/s	PO Federation minutes of meetings Election records Board resolutions Policy recommendations

STRATEGIES AND SUB-STRATEGIES	OBJECTIVELY VERIFIABLE INDICATORS		MEANS OF VERIFICATION
	QUANTITATIVE	QUALITATIVE	
	• Values of resources of CBFM-PO Federations		
8. Resource mobilization and linkage building	• No. of partners linked with • Amount of funds mobilized for CBFM • No. of projects supporting CBFM approved • No. of projects supporting CBFM implemented • No. of contracts/MOA/ partnership agreements	• Types of partnerships developed • Types of assistance obtained • Line-item in the GAA for CBFM proposed projects • Partners' plan "supporting" CBFM • Funds allocated/ provided for CBFM • POs' participation in project designing • Partnerships with Financing institutions • Technical assistance, training/capacity development accessed from partners • Obligations set under the partnership agreements	GAA Project proposals MOA/partnership agreements Bank accounts Financial PO reports Project Contracts
LIVELIHOOD AND ENTERPRISE DEVELOPMENT			
1. Establishing and sustaining green, climate resilient and biodiversity-friendly enterprises and livelihoods supporting foo security and self-sufficiency	• No. of POs with green, BDF enterprises • No. of green enterprises established and made operational • % Increase in income of families associated with CBFM enterprise • % increase in income of the CBFM-PO associated with CBFM enterprise • Variety of enterprises put-up or products made • No. of Resource Management Plans for enterprises	• Viability of CBFM enterprises sustaining needs of CBFM beneficiaries • Types of green and biodiversity-friendly enterprises • Types of socio-economic improvements resulting from CBFM enterprise • Variety of basic services accessed (education, health, electricity, water) due to socio-economic improvement • Utility of Business operations manual	• Community socioeconomic profiles • DENR Field Monitoring Report • PO Reports • Resource Management Plans • Enterprise packages • Business operations manual

STRATEGIES AND SUB-STRATEGIES	OBJECTIVELY VERIFIABLE INDICATORS		MEANS OF VERIFICATION
	QUANTITATIVE	QUALITATIVE	
		• Practicality of Resource Management Plan • Compliance in terms of permits and certifications for the enterprise obtained	
2. Establishing sustainable market link with private and institutional buyers	• No. of market studies conducted • No. of market linkages built • No. of commitments with and by institutional buyers • Market rate of supply and demand for particular products • No. of enterprises established and managed • No. of viable enterprises • Sales • Profit	• Effective market linkages with business groups • Uses of Market study in decisions made • Market commitments made • Legitimacy of partnerships, production contracts and market contracts • Competitiveness of the products • Feedbacks on the products	• Market study • Partnership agreement • Production contracts • PO Report • DENR Field Monitoring Report
3. Business continuity planning	• No. of threats to enterprise development and expansion identified and listed • No. of community/PO members exposed to continuing enterprise skills development • Credit score/rating obtained by CBFM-POs with financing institutions	• Benefit sharing system established and operationalized • Enterprise skills continuously enhanced • Types of responses to enterprise threats identified • Enterprise's ability to scale-up, diversify, expand, and sustain • Various marketing channels/platforms used (ex. online) • Capital reinvestment system used • Climate-proof business plan	• PO Report • Business plan • DENR Field Monitoring Report • E-FIS
CLIMATE-RESILIENT FOREST ECOSYSTEM MANAGEMENT, REHABILITATION, REGENERATION, PROTECTION, CONSERVATION, RESTORATION, PRODUCTION AND UTILIZATION			
1. Participatory Assessment on risks	• No. of PO members (men, women, youth) trained or	• Types of risks and vulnerabilities	Training report Assessment reports

STRATEGIES AND SUB-STRATEGIES	OBJECTIVELY VERIFIABLE INDICATORS		MEANS OF VERIFICATION
	QUANTITATIVE	QUALITATIVE	
and vulnerabilities, resources and biodiversity condition	coached on risks assessment, resource inventory and biodiversity assessment • No. of PO members (men, women, youth) involved in risks and vulnerability, biodiversity and assessment • No. of participatory risks and vulnerability assessments conducted	• Condition of biodiversity • Resources identified • Practical action plan developed	Attendance sheet PO Report DENR Field monitoring report CBFM-PO Action Plan
2. increasing capacity of communities on climate-resilient forest ecosystems management	• No. of community members practicing climate-smart adaptation and mitigation measures • Area (in ha) developed into tree plantations • Increase in survival rate of tree plantations • No. of families or HH resettled to safer grounds • No. of PO or community participants in planning and decision-making processes related to forest ecosystems management, climate change and DRRM	• Types of indigenous climate-resilient adaptation and mitigation measures recognized • Types of climate-resilient management systems introduced • Climate-resilient species chosen and planted • Acceptance/confidence of community members over the climate smart techniques • Results of adaptation and mitigation measures used • Management system for resettlement used • Participation in planning activities related to forest ecosystems management, climate change and DRR (ex. LCCAP)	Photos DENR Field monitoring report PO report on participation in LCCAP
3. Mainstreaming best AGF-based climate change adaptation and mitigation strategies	• AGF area (ha) showcasing climate change adaptation and mitigation strategies • No. of climate-smart agroforestry technologies adopted	• Site-specific farm-based adaptation and mitigation strategies mainstreamed in the local communities • Effects of the strategies and technologies on	Photos of farm-based adaptation and mitigation technologies PO Report DENR Field Monitoring Report

STRATEGIES AND SUB-STRATEGIES	OBJECTIVELY VERIFIABLE INDICATORS		MEANS OF VERIFICATION
	QUANTITATIVE	QUALITATIVE	
	• No. of community members adopting climate-smart agroforestry technologies	soil, biodiversity, and productivity • Outcomes and lessons monitored, documented and shared	
4. Creating innovative models in forest ecosystems protection	• No. of innovative forest protection techniques used • No. of indigenous forest protection techniques used • % decrease in poaching and illegal logging cases • Decrease in forest fire incidences • Decrease in kaingin system used in farming	• Indigenous forest protection systems recognized • REDD+ activities and objectives considered • Types of protection techniques used • Materials/facilities used in forest protection • Forest ecosystems protection cases/ concerns/complaints acted on and/or resolved • Results of innovative protection systems	• CDPs • PO Area Development Report • PO Area Development Plan • Protection cases/complaints reports • DENR field monitoring report
5. Establishing carbon pools for carbon trading	• No. of PO members trained on carbon trading • No. of DENR personnel and SG trained on carbon accounting • No. of ha allocated for carbon management and trading • No. of potential carbon markets identified and linked with	• Operational carbon trading system • Ability of CBFM communities to maintain and expand their tree plantations • Carbon Pilot areas modeled and lessons documented (ex. income, benefits derived from carbon trading, fair pricing and agreements set with buyer/s) • Decisions on carbon trading after pilot lessons	• Training Report • Attendance Sheet • DENR field monitoring report • PO resolution re carbon trading • MOA
6. Forming & strengthening forest protection structures	• No. of Bantay Gubat or Bantay Dagat formed and/or strengthened as protection teams • No. of Bantay Gubat/Dagat deputized • No. of new protection team members (men,	• Forest protection structures developed • Roles of Bantay Gubat/Dagat • Indigenous protection structures sustained • Capacity needs identified and supported	PO Report Bantay Gubat/Dagat Report DENR Field Monitoring Report

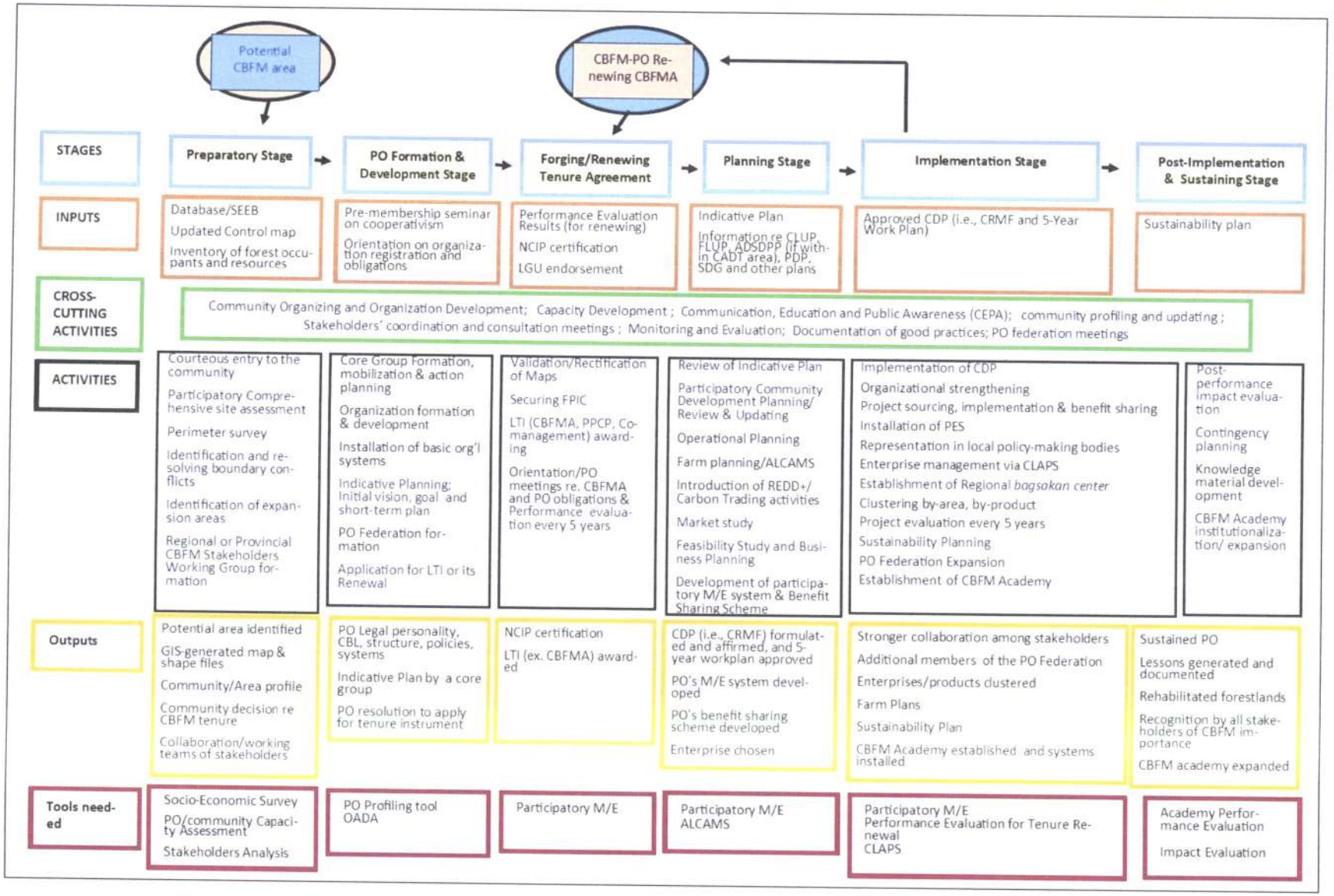
STRATEGIES AND SUB-STRATEGIES	OBJECTIVELY VERIFIABLE INDICATORS		MEANS OF VERIFICATION
	QUANTITATIVE	QUALITATIVE	
	women; young, old) recruited and capacitated • No. of PO members and non-members (men, women; young, old) engaged in forest protection activities	• Improvements in forest ecosystem and biodiversity conditions due to Bantay Gubat/Dagat activities • Rehabilitation efforts on degraded lands by Bantay Gubat • Risks Bantay Gubats/Dagats face • Types of benefits/ allowances mobilized for protection team members	
7. Climate financing and establishment of safeguards	• No. of climate financers supporting CBFM • No. of CBFM-POs benefitted by climate finances • Value of finances	• Types of climate financing accessed by CBFM-POs and/or their communities • Benefits to the CBFM-PO • Systems/safeguards developed	PO records Agreements with financing institution/entity DENR Field Monitoring Report
MECHANISMS TOWARDS SUSTAINABLE AND INSTITUTIONALIZED CBFM			
1. Harnessing active engagement of various stakeholders in CBFM implementation	• No. of stakeholders actively engaged in CBFM work • No. of partnership agreements or MOAs forged • No. of projects supported by Stakeholders • No of projects for CBFM initiated by Stakeholders • No. of local/regional working groups (RWG) actively engaged in CBFM activities • No. of policies recommended and developed by the CBFM National Steering Committee (NSC) and the National and	• Initiatives undertaken to revive and strengthen CBFM National Steering Committee (NSC) • Commitments for CBFM gathered from members of the Steering Committee • CBFM Concerns discussed and "acted on" by NSC; NWG, RWG • Clear, complementing, and non-overlapping functions of CBFM NSC and NWG • Engagement and working mechanisms (structure, process,	Special orders Minutes of meetings Attendance sheet Partnership agreements Regional working group structure E-FIS

STRATEGIES AND SUB-STRATEGIES	OBJECTIVELY VERIFIABLE INDICATORS		MEANS OF VERIFICATION
	QUANTITATIVE	QUALITATIVE	
	Regional Working Groups (NWG and RWG) • No. of individuals who benefitted from issues and concerns on CBFM acted on and/or resolved through the CBFM NWG/NSC and Regional WG • No. of reports submitted by NWG to DENR • No. of meetings documented	systems) applied in CBFM NWG, NSC • Commitments/ engagements of the CBFM stakeholders • Level of Involvement of the stakeholders in decision-making processes • Compliance to the partnership agreements • Funds utilized for/by NWG/RWG activities as intended	
2. Providing institutional support system to CBFM implementation	• No. of regular staff designated to perform CBFM functions • Sufficient number of staff assigned to CBFM unit • Amount of funds allocated for CBFM • CBFM Units created at the field and national level • Regularity of updating of CBFM database	• analyzed database information used in decision making • database information made accessible to all stakeholders • CBFM staff capabilities match with CBFM functions and requirements • Continuing staff development initiated • CBFM staff effectively performing functions/ assignments • Implementing structure designed and made responsive to CBFM needs • benefits generated by communities from protecting the environment • System and Guidelines formulated re PES • Management scheme for the CBFM Legal Assistance System or Forest Ecosystems Defenders Fund	E-FIS GAA Special Orders Annual Work and Financial Plan Financial report DENR field monitoring report

STRATEGIES AND SUB-STRATEGIES	OBJECTIVELY VERIFIABLE INDICATORS		MEANS OF VERIFICATION
	QUANTITATIVE	QUALITATIVE	
		• Rewards System and process established • System, tools developed for participatory planning, monitoring and evaluation	
3. Promoting policies and guidelines favorable to CBFM	• No. of consultations conducted with CBFM key players • No. of CBFM-POs with better access to resources for their enterprises • No. of CBFM-POs involved in policy discussions • No. of CBFM-PO, non-PO and support groups participating in consultations • No. of policy proposals submitted • No. of policies approved and implemented • No. of allies identified to champion the policy/bill on CBFM • No. of consultations with the Champions • Number of policy reports	• Agreements set during consultations • Practicality of policies on: ➢ CBFM-POs' harvesting, processing and transporting of products ➢ PES/local financing ➢ Carbon trading ➢ CBFM Academy ➢ Non-conversion of forestlands to other land uses ➢ CBFMAs in CADT areas even the CBFM expiry ➢ Revision of DAO 2004-29 to suit the need to have the Ten-Year CBFM Strategic Plan and new Implementation Framework adopted • Cases/facts used as bases for policy development • Benefits resulting from these policies • Policy points for Republic Act (RA) re. sustained CBFM implementation and its adoption as a strategy in forest ecosystem	Policy briefs PO records Sample cases/ complaints DENR field monitoring report Policy reports Case studies/Documentation of benefits from policy development

STRATEGIES AND SUB-STRATEGIES	OBJECTIVELY VERIFIABLE INDICATORS		MEANS OF VERIFICATION
	QUANTITATIVE	QUALITATIVE	
Continuing DENR and NCIP dialogues, meetings and setting of agreements	• No. of dialogues among DENR, NCIP and CBFM-POs conducted • No. of representatives from each sector during dialogues • No. of concerns, issues resolved/acted-on • No. of agreements reached	• Agreements set • Agreements acted on • Effective representation of key CBFM stakeholders • Improved working relationship between and among DENR, NCIP and CBFM-POs	Minutes of meeting Attendance sheet
CBFM knowledge management	• Regularity of conduct of M/E • No. of good practices assessed and documented • No. of good practices replicated • No. of knowledge materials compiled, distributed and used in policy and program development • No. of CBFM-POs and support groups involved in knowledge management (documentation, packaging, dissemination) • No. of Knowledge materials assessed of their effectiveness	• Effective and efficient M and E system at program and community level • Results of M/E used in decision making, policy development, knowledge material development, program planning, and project development • Types of knowledge materials developed • Functional Knowledge management system • Knowledge materials used and lessons adopted • lessons and good practices documented for replication in other projects and communities • knowledge materials effectively used and creating desired positive results to adoptors and supporters	Knowledge materials Field monitoring reports M/E reports CBFM Academy reports and records Testimonials of adoptors or users of the knowledge

Annex 3. CBFM Implementation Framework



Annex 4. Participants in the Consultation Workshops

CBFM- People's Organizations

PO Representative	Organization Represented and address
Alejandro L. Saren	LOADER Association, Limas, Tigbao, Zamboanga del Sur
Armie Nunez	Barobaybay Mangrove and Marine Conservationists Assoc. (BMMCA, Calbiga, Samar
Bernardo R. Escosia, Jr.	Kapit Bisig Farmers Association, Inc., Atimonan, Quezon
Bernardo Ruz	Calaanan Digmala Primary Multi-Purpose Cooperative, Bongabon, Nueva Ecija
Carterio Padullon	Tudella Allied Forestry Association, Ozamis, Misamis Occidental
Christopher Tucpi	Federation of Responsive Association for Magat Ecology (FRAME) Inc., Lamut, Ifugao
Concepcion Garduque	New Pontevedra Farmers Association, Antipas, Cotabato
Cora T. Gantala	Sapal Integrated Social Forestry Assn., Inc. (SISFAI), San Lorenzo, Guimaras
Danilo Miralles	Katatapuran ng Pederasyon Han Parag-uma sa Samar (KAPPAS), Paranas, Samar
Dedicacion Favilonia	MCBFCMA, San Vicente, Palawan
Delfin K. Mocan	Bayanihan Tree Farmers Association, Tantangan, South Cotabato
Dioscoro A. Canlubo III	Banacon Fisherman and Mangrove Planters Association (BFMPA), Getafe, Bohol
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GLOSSARY OF TERMS

Agroforestry

Combined production of agricultural crops (annual crops and short-term crops) and woody perennials (fruit trees, forest trees), and/or livestock and aquatic resources, in the same unit of land primarily aimed at enhancing the socioeconomic productivity of the farmers, and at the same time, ensuring ecological integrity of the farm/community (UPLB-IAF, 1998).

Agroforestry Land Capability Assessment and Mapping Scheme (ALCAMS)

Low cost and easy-to-learn planning tool to assess the capability of a farm/farming landscape to agroforestry development; makes use of a set of determinants, namely: slope (as an indicator of erosion potential), existing vegetation or land use (as an indication of what trees, crops, or even animals are adaptable and their current level of production) and soil fertility (as an indicator of production potential and the sustainability of such production levels) as the basic considerations in determining the classification of an area for agroforestry Agroforestry Technical Assistance (ATAS) (UPLB-IAF and DENR-UDP, 1993).

Alienable and Disposable Land

Land of the public domain which has been classified and declared as such, and available for disposition ({1) PD 705. Revising PD 389 Otherwise known as the Revised Forestry Code of the Philippines. 1975; (2) Commonwealth Act 141. Public Land Act. 1945)}.

Ancestral Domains

Areas generally belonging to ICCs/IPs comprising lands, inland waters, coastal areas, and natural resources therein, held under a claim of ownership, occupied or possessed by ICCs/IPs, by themselves or through their ancestors, communally or individually since time immemorial, continuously to the present except when interrupted by war, force majeure or displacement by force, deceit, stealth or as a consequence of government projects or any other voluntary dealings entered into by government and private individuals/corporations, and which are necessary to ensure their economic, social and cultural welfare. It shall include ancestral lands, forests, pasture, residential, agricultural, and other lands individually owned whether alienable and disposable or otherwise, hunting grounds, burial grounds, worship areas, bodies of water, mineral and other natural resources, and lands which may no longer be exclusively occupied by ICCs/IPs but from which they traditionally had access to for their subsistence and traditional activities, particularly the home ranges of

ICCs/IPs who are still nomadic and/or shifting cultivators (RA 8371. Indigenous People's Right Act. 1997)

Ancestral Land

Land occupied, possessed and utilized by individuals, families and clans who are members of the ICCs/IPs since time immemorial, by themselves or through their predecessors-in-interest, under claims of individual or traditional group ownership, continuously, to the present except when interrupted by war, force majeure or displacement by force, deceit, stealth, or as a consequence of government projects and other voluntary dealings entered into by government and private individuals/corporations, including, but not limited to, residential lots, rice terraces or paddies, private forests, swidden farms and tree lots (DAO 2021-43).

Biological Diversity (Biodiversity)

The variability among living organisms from all sources including terrestrial, marine and aquatic ecosystems and the ecological complexes of which they are part. This includes diversity within species, between species and ecosystems {(1) Convention on Biodiversity, 1983. Philippine Biodiversity Assessment. Manila; (2) EFI-CFTD. Internal Report No. 6; (3) EO 247. Prescribing Guidelines and Establishing a Regulatory Framework for the Prospecting of Biological and Generic Resources, their By-Products and Derivatives, for Scientific and Commercial Purposes and other Purposes. 1995)}.

Biodiversity-Friendly Enterprises (BDFE)

Economic activities and practices of micro-, small and medium enterprises, LGUs, and POs that promote the sustainable use of biological resources; create wealth and value; and open opportunities for the equitable sharing of benefits among stakeholders.

Business Continuity Planning

Encouraging the creation of contingency/preparedness measures as a participatory process that will help identify the risks that might affect a specific business enterprise within CBFM communities in times of crises, and devise strategies to reduce their devastating impact and prepare for immediate recovery.

Buffer Zone

Identified areas outside the boundaries of and immediately adjacent to designated protected areas that need special development control in order to avoid or minimize harm to the protected area. The buffer zone of

twenty meters from the riverbank or lakeshore or seashore (RA 7586. NIPAS ACT. 1992)

Capacity

All the strengths, attributes, resources, assets, systems and leadership available in every community, organization or office.

Capacity Development

Process through which CBFM communities, people's organizations, DENR and support groups groom and strengthen skills, understanding, and appreciation, including systems, structures, leadership and governance in order to be able to perform specific functions, tasks and responsibilities in line with development objectives. Capacity development could entail much broader components and considerations, such as in fostering a common vision and operating framework (laws, policies, protocols); building a critical mass of human resources with the right experience and skills, training and other support; installing the appropriate infrastructure (equipment, supplies and other support services to facilitate implementation of projects; developing or expanding partnerships to maximize the resources and effectiveness of interventions by bringing together the strengths and assets of different stakeholders; improving the knowledge base and on-going learning through monitoring and evaluation of interventions; and, increasing technical and managerial, including leadership skills.

Capacity Development Needs Assessment (CDNA)

That technique or tool in identifying the need of an entity (ex. CBFM-PO) for particular skills, knowledge, systems, machines, and technology.

Carbon Emission

The release of carbon from a source such as but not limited to living organisms, fossil fuels, and volcanic emissions into the atmosphere over a specified area and period of time (United Nations Framework Convention on Climate Change 1992).

Carbon Sequestration

The process of increasing the carbon contents of a certain carbon reservoir other than the atmosphere. Some biological approaches to sequestration include direct removal of carbon dioxide from the atmosphere through land use change, afforestation, reforestation and practices that enhance

soil carbon in agriculture. Some physical approaches include separation and disposal of carbon dioxide from flue gasses or from processing fossil fuels to produce fractions and long-term storage underground in depleted oil and gas reservoirs, coal seams, and saline aquifers (IPPC. Third Assessment Report on Climate Change 2001. Mitigation and Synthesis Report).

Carbon Sink

A pool or reservoir that absorbs or takes up released carbon from another part of the carbon cycle. For example, if the next exchange between the biosphere and the atmosphere is toward the atmosphere, the biosphere is the source and the atmosphere is the sink (United Nations 1997. Glossary of Environment Statistics).

Carbon Source

Any process or activity which releases greenhouse gas, aerosol or a precursor of a greenhouse gas into the atmosphere (United Nations Framework Convention on Climate Change. 1992).

Carbon Trade/Trading

Buying and selling of credits that permit a company or other entity to emit a certain amount of carbon dioxide or other greenhouse gases. The carbon credits and the carbon trade are authorized by governments with the goal of gradually reducing overall carbon emissions and mitigating their contribution to climate change. Carbon trading is also referred to as carbon emissions trading {(https://www.fern.org/publications-insight/what-is-carbon-trading-584/; https://www.investopedia.com/terms/c/carbontrade.asp)}

CBFM Academy

A society or institution of distinguished CBFM-POs and/or PO members including support groups that aim to display, promote and share good practices, lessons, and principles of CBFM to others by establishing communities of practice, learning sites and training programs. The Academy can be established on-site/at the CBFM-PO level, or at the national and regional level. The Academy is a means to institutionalize CBFM.

CBFM Stakeholders

Individuals, groups and organizations who directly or indirectly have an interest or role in the development, management, protection and conservation of forestlands resources (include People's Organizations,

CBFM tenure holders and support groups) (Adopted from CBFM Strategic Plan, 2008-2017).

CBFM Tenure Holders

Qualified individuals or registered Peoples Organizations (POs) which are granted by the government with long term tenure agreements such as Community-Based Forest Management Agreement (CBFMA), Protected Area Community-Based Resource Management Agreement (PACBRMA), Certificate of Stewardship (CS), Forestlands Management Agreement (FLMA), Community Forest Management Agreement (CFMA), Certificate of Ancestral Domain Claim (CADC)/Certificate of Ancestral Land Claim (CALC) to manage, develop, protect and conserve forestlands resources in uplands and coastal areas (Adopted from CBFM Strategic Plan, 2008-2017).

Certificate of Ancestral Domain Claim

A certificate issued by DENR to an ICC/IP declaring, identifying and recognizing their claim to a particular traditional territory which they have possessed and occupied, communally or individually, in accordance with their customs and traditions since time immemorial (RA 8371. Indigenous People's Right Act. 1997).

Certificate of Ancestral Domain Title

A title formally recognizing the rights of possession of ownership of ICCs/IPs over their ancestral domains identified and delineated in accordance with this law (RA 8371. Indigenous People's Right Act. 1997).

Certificate of Ancestral Land Titles

Title formally recognizing the rights of ICCs/IPs over their ancestral lands (RA 8371. Indigenous People's Right Act. 1997).

Certificate of Ancestral Land Claim

A certificate issued by DENR to an indigenous Filipino individual, family or clan, declaring, identifying and recognizing their claim to a particular area they have traditionally possessed, occupied and used by themselves or through their predecessors in interest since time immemorial.

Certificate of Stewardship

An agreement entered into by and between the government and the individuals/families actually occupying or tilling portions of the forestlands covered by community-based forest management agreement (DAO 2004-29. Revised Rules and Regulations for the Implementation of Executive Order No. 263 or Community-Based Forest Management. 2004).

Climate Actions

Stepped-up efforts to reduce greenhouse gas emissions and strengthen resilience and adaptive capacity to climate-induced impacts, including: climate-related hazards in all countries; integrating climate change measures into national policies, strategies and planning; and improving education, awareness-raising and human and institutional capacity with respect to climate change mitigation, adaptation, impact reduction and early warning." It requires mobilizing tens of billions of US$ annually to address the needs of developing and developed countries in moving towards a low-carbon economy and building resilience and adaptation.

Climate Change

A condition attributed directly or indirectly to human activity that alters the composition of the global atmosphere and which is, in addition to natural climate variability, observed over comparable time periods (United Nations Framework Convention on Climate Change. 1992).

Climate Crisis

Mainly global warming, climate change, and their impacts on the planet and humanity urging a more aggressive climate change mitigation.

Climate Financing

Local, national or transnational financing – drawn from public, private and alternative sources of financing --- that seeks to support mitigation and adaptation actions that will address climate change (https://unfccc.int/topics/introduction-to-climate-finance).

Communal Claims

Claims on land, resources and rights thereon, belonging to the whole community within a defined territory (RA 8371. Indigenous People's Right Act. 1997).

Communal Forest

A tract of forest land set aside by the Secretary of the DENR upon the recommendation of the concerned local government unit for the use of the residents of a municipality or city (DENR-DILG. Joint Memorandum Circular 98-01 Manual of Procedures for DENR-LGU Partnership of Development and Other Forest Management Functions. 1998.)

Communities

The principal participants of the CBFM Program which include the local people, including the IPs, represented by their People's Organizations and traditional tribal councils whose members are actually cultivating portions of the CBFM area, traditionally using the resources for all substantial portion of their livelihood, or residing in or adjacent such area.

Community-Based Forest Management Agreement (CBFMA)

An agreement entered into by and between the government and the local community, represented by people's organization, as forest managers, which has a term of twenty-five (25) years renewable for another twenty-five (25) years. (DAO 2004-29. Revised Rules and Regulations for the Implementation of Executive Order 263 or community Based Forest Management Strategy. 2004).

Community-Based Forest Management Program (CBFMP)

Any forest development program which adopts the CBFM Strategy as its core concept (DENR Administrative Order No. 96-29; DAO 2004-29. Revised Rules and Regulations for the Implementation of Executive Order 263 or Community Based Forest Management Strategy. 2004).

Community-Based Forest Management Strategy (CBFMS)

The strategy to improve the well-being of forest-dependent communities, and at the same time ensure sustainable management, rehabilitation and protection of forestlands and the resources therein, through the active participation of various stakeholders {(DENR Administrative Order No. 96-29; DAO 2004-29. Revised Rules and Regulations for the Implementation of Executive Order 263 or Community Based Forest Management Strategy. 2004)}.

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Community Development Plan

A plan prepared by CBFM tenure holders that embodies how the community will manage, develop and benefit from the forest resources found within their area of jurisdiction. This includes the Community Resources Management Framework (CRMF), Community-Resource Management Plan (CRMP), Ancestral Domain Sustainable Development

and Protection Plan (ADSDPP), etc. Among others, the community development plan sets forth the goals, objectives, policies and programs to address specific issues and concerns related to forestlands and the communities.

Community Organizing

Continuous process of orchestrating, unifying, mobilizing people to achieve a common purpose or objective through consciousness raising, motivation, facilitation and empowerment (Adopted from CBFM Strategic Plan, 2008-2017).

Community Resources Management Framework (CRMF)

A strategic plan of the community on how to manage and benefit from the forest resources on a sustainable basis. It describes the community's long-term vision, aspirations, commitments, and strategies for the protection, rehabilitation, development and utilization of forest resources (DENR Administrative Order No. 96-29; DAO 2004-29. Revised Rules and Regulations for the Implementation of Executive Order 263 or Community Based Forest Management Strategy. 2004).

Conservation

Protection of plant and animal habitat, including the management of renewable natural resources, with the objective of sustaining productivity in perpetuity while providing for human use compatible with sustainability of the resources

Customary Laws

Body of written and/or unwritten rules, usages, customs and practices traditionally and continually recognized, accepted and observed by respective ICCs/IPs (RA 8371. Indigenous People's Right Act. 1997).

Ecological Succession

The gradual change in the species structure and composition of an ecological community over time (Helms, J. A. 1998. The dictionary of Forestry. Society of American Foresters.

Ecosystem

A community of living organisms interacting with each other and with their physical environment (USDA Forestry Service. Available: http://www.fs.fed.us)

Ecosystem Resilience

The capacity of the natural system to recover from disturbance (United Nations Statistics Division. Glossary Available: http://www.unstats.un.org/unsd/envimmentgl)

Ecotourism

Form of sustainable tourism within a natural and cultural heritage area where community participation, protection and management of natural resources, culture and indigenous knowledge and practices, environmental education and ethics as well as economics are of main concern (National Symposium on Ecotourism. 1994. Philippines).

Equitable Management

Being impartial, dealing fairly and objectively with all members of CBFM communities. Through the CBFM strategy, portions of the forestlands are allocated to local communities for development, protection, management, conservation, and further grants them access to utilize forest resources. Specifically, the CBFM strategy aims to protect Filipinos, right to a healthy environment; improve the socio-economic conditions of the participating communities; and promote social justice and equitable access to and benefits from forest resources. These objectives highlight the significant role of CBFM communities, not only in promoting forest development but also in advancing the overall socio-economic development in the Philippine uplands.

Emission

Any air contaminant pollutant, gas stream or unwanted sound from a known source that is passed into the atmosphere (RA 8794. Clean air Act. 1999).

Enterprises

Set of activities of a community or organization that promotes the use of local resources and organization assets to produce products not just for household consumption and/or subsistence, but for sale within the local community and at a much wider market.

Environmental Governance

Covers policy, rules, and norms that govern human behaviour and specifies those who make decisions, how decisions are made and carried-out, the scientific information needed for decision making and how the public and major stakeholders can participate in the decision-making

process such that the principles of transparency, accountability and inclusivity are adequately addressed (adapted from UNEP Environment Program, USAID-Environmental Governance Project 2011).

Financial Institutions (FIs)

In CBFM, these include various organizations from the government (i.e., LGUs, academe, national government agencies other than DENR) or private sectors/companies, civil society organizations or donor who provide financial help to the POs in order for them to carry-out their CDPs as well as their livelihood and enterprise initiatives. These FIs provide financial support as part of their organizational mandates. Meanwhile, private companies usually take these opportunities as part of their Corporate Social Responsibility, others as part of their charismatic/civic undertakings. Also included in this group are micro-credit and other related financial management service providers.

Financial Mechanism/Management

Refers to the way in which a business, organization, or program receives the funding necessary for it to remain operational. Private companies, for example, typically receive such funding through a variety of means, including revenue generated from the sale of services and products as well as from loans or the sale of stock. Other organizations, including the CBFM POs typically receive funding through various means, such as grants, donations, or loans provided by individuals and companies as well as fund-raising events. For government agencies, the support typically comes from taxes or other means of acquiring resources from the populace, which is then used as funding for various agencies and programs. FIs encompass a broad range of business operations within the financial services sector including banks, trust companies, insurance companies, brokerage firms, and investment dealers.

Forest Ecosystem

A dynamic complex of plant, animal and microorganisms and their abiotic environment interacting as a functional unit, where trees are a key component of the system. Human, with their cultural, economic and environmental needs are integrated (FAO. Experts Meeting on Harmonizing Forest-related Definitions. 2003).

Forestlands

Lands of the public domain which have been classified as such under the land classification program of the DENR and all unclassified lands of the public domain; Include the public forest, the permanent forest or forest reserves, and forest reservations. {(1) Adopted from the CBFM Strategic Plan, 2008-2017). (2) PD 1559. Further Amending PD 705, Otherwise Known as the Revised Forestry Code of the Philippines. 1978)}.

Free and Prior Informed Consent

Consensus of all members of the ICCs/IPs to be determined in accordance with their respective customary laws and practices, free from any external manipulation, interference and coercion, and obtained after fully disclosing the intent and scope of the activity, in a language and process understandable to the community (RA 8371. Indigenous People's Right Act. 1997).

Green Enterprise

Refers to the production of goods and services and other related livelihood opportunities focusing on sustainability, fewer emissions of greenhouse gases, and slowing climate change resulting in greener, environmentally and biodiversity-friendly, safer and more productive CBFM areas. It is managed in such a way that it brings about minimal negative impact to the environment and instead cause more positive effects on the environment, community, and economy.

Gender Sensitivity

The attitude and act of understanding and giving consideration to socio-cultural norms and discriminations in order to acknowledge the different rights, roles and responsibilities of women and men in CBFM communities and the relationships between them. Being gender-sensitive includes refraining from discriminating against or stereotyping community members on the basis of sex or gender, rather treating all participants/stakeholders with equal respect.

Incentivizing

Encouraging communities to participate in all initiatives toward protection of forests and other natural resources in CBFM sites by offering some rewards or incentives either in monetary or in the form of benefits such as PES, carbon trading, among others.

Indigenous cultural communities/indigenous people

Group of people or homogenous societies identified by self-ascription and ascription by others, who have continuously lived as organized community on communally bounded and defined territory, and who have, under claims of ownership since time immemorial, occupied, possessed and utilized such territories, sharing common bonds of language, customs, traditions and other distinctive cultural traits, or who have, through resistance to political, social and cultural inroads of colonization, non-indigenous religions and cultures, became historically differentiated from the majority of Filipinos.

ICCs/IPs shall likewise include peoples who are regarded as indigenous on account of their descent from the populations which inhabited the country, at the time of conquest or colonization, or at the time of inroads of non-indigenous religions and cultures, or the establishment of present state boundaries, who retain some or all of their own social, economic, cultural and political institutions, but who may have been displaced from their traditional domains or who may have resettled outside their ancestral domains (RA 8371. Indigenous People's Right Act. 1997).

Indigenous political structures

Organizational and cultural leadership systems, institutions, relationships, patterns and processes for decision-making and participation, identified by ICCs/IPs such as, but not limited to, Council of Elders, Council of Timuays, Bodong Holders, or any other tribunal or body of similar nature.

Individual claims

Claims on land and rights thereon which have been devolved to individuals, families and clans including, but not limited to, residential lots, rice terraces or paddies and tree lots (RA 8371. Indigenous People's Right Act. 1997).

Institutionalization

Process of making things, practices, technologies and similar interventions in a formal way for optimum benefits.

Land Tenure

The arrangement of right that allows a person or a community to use specific pieces of land and associated resources (e.g., water, trees, etc) in a certain period of time and for a particular purpose (Adopted from CBFM Strategic Plan 2008-2017. Glossary).

Land Tenure Instrument

An agreement entered into by and between the DENR and a qualified applicant wherein the DENR grants the licensee the exclusive privilege to develop, manage, protect, and utilize a specified area of land, forestland and forest resources. It also includes leases, permits, agreements, joint ventures or production sharing agreements, and licenses concerning the development, exploration and utilization of the country's natural resources (i.e., CBFMA, FLAg, SLUP, SIFMA, IFMA, FLGMA, FLAgT, TFLA, etc).

Livelihoods

Individual, family or household activities conducted to meet the essentialities of everyday life.

National Commission on Indigenous Peoples (NCIP)

Primary government agency responsible for the formulation and implementation of policies plans and programs to recognize protect and promote the rights of ICCs/IPs (RA 8371. Indigenous People's Right Act. 1997).

Non-Timber Forest Products

All biological materials and derivatives other than timber, which are extracted from forests for human use (synonymous with Non-Wood Forest Products). (DENR Forest Management Bureau. Harmonization Project Forest Products Group. 2004).

People Empowerment

Process of enabling people to learn to overcome their being voiceless, weak and helpless to develop their capacity to maximize control over situations affecting their lives; being able to verbalize their problems and put appropriate actions and solutions to them by themselves, and/or proactively seeking assistance and support from concerned support groups in CBFM communities.

Payment for Ecosystem Services (PES)

Emerged as a policy whereby individuals or communities are compensated for undertaking actions that increase the provision of ecosystem services such as water purification, flood mitigation, or carbon sequestration, among others. In the case of the CBFM POs, it is an incentive mechanism system, encouraging them to take actions toward the maintenance and protection of natural ecosystems through environment-friendly practices that avoid damage for other users of the natural resources.

People's Organization

A group of people formed by the community members as an association, cooperative, federation, or other entity to undertake collective action to address community concerns and needs, and mutually share the benefits from the endeavor. People's organizations may or may not be holders of land tenure agreement (DAO 1996-29. Rules and Regulations for the Implementation of Executive Order, Otherwise Known as the Community Based Forest Management Strategy. 1996). In CBFM, they are legitimate POs, registered with registering agencies like the SEC and CDA, which are eligible for a land tenure instrument and government programs.

Protected Area

An identified portion of land and water set aside by reason of their unique physical and biological significance, managed to enhance biological diversity and protected against destructive human exploitation.

Protected Area Community-Based Resource Management Agreement (PACBRMA)

An agreement entered into by and between the DENR and the organized tenured migrant communities or indigenous people in protected areas and buffer zones which has a term of twenty-five (25) years; renewable for another twenty-five (25) years.

Public Land

All lands of the public domains except which are those not covered by the statutory and customary laws (DENR Forest Management Bureau. Harmonization Project. Forest Products Group. 2004).

Public Forest

Land of the public domain which has not been the subject of the present system of classification for the determination of which lands are needed for forest purposes and which are not (PD 1559. Further Amending PD705, Otherwise known as the Revised Forestry Code of the Philippines .1978).

REDD+

Refers to reducing emissions from deforestation and forest degradation, conservation of forest carbon stocks, sustainable management of forests, and enhancement of forest carbon stocks in developing countries.

Resilience

The ability of a person, family, household, community or organization to recover from or adjust easily to challenges brought about by misfortune or change.

Self-Determination

Concerned with the fundamental right of people to shape their own lives, for them to have the freedom to live well according to their own values and beliefs.

Self-Reliance

Quality or state among CBFM POs where they are able to depend on themselves and not from others. Developing this among POs is important because getting things done on their own efforts and abilities makes them

more effective, increases their confidence in their knowledge and skills, likewise the likelihood that they'll work harder in the future, especially in more challenging circumstances.

Soil and Water Conservation

A field of human endeavor included in the concept of "watershed management" but specifically devoted to the effective use of water resources for human good (includes structures such as rock walls, water harvesting, terracing, check dams, etc).

Support Groups

In CBFM, these are groups, agencies or organizations other than the CBFM-POs and DENR that provide assistance (technical and/or financial) in the implementation/adoption of the CBFM strategy. They may be National Government Agencies, Other Government Agencies, Local Government Units, Non-government Organizations, Donor/Financial Organizations, academe and other Civil Society Groups.

Sustainable Development

Development that meets the needs of the present without compromising the ability of future generations to meet their own needs {(http//:www.unstat.un.org/unsd/environmental (2) DAO 96-39 Amending DAO No. 17, Series of 1995 dated 20 May 1995 on the Institutionalization of the Multisectoral Forest Protection Committees within the DENR System. 1996)}.

Sustainable Forest Management

The process of managing a forest to achieve one or more clearly specified objectives of management with regard to production of a continuous flow of desired forest products and services without undue reduction of its inherent values and future productivity and without undesirable effects on the physical and social environment {(ITTO. 2005. Criteria and indicators for Sustainable Management of Natural Tropical Forests. (2) FAO Global Forest Resource Assessment 2002. Rome)}.

Sustainable Use

The use of components of biological diversity in a way and at a rate that does not lead to the long-term decline of biological diversity, thereby maintaining its potential to meet the needs and aspirations of present and future generations.

Time Immemorial

Period of time when as far back as memory can go, certain ICCs/IPs are known to have occupied, possessed in the concept of owner, and utilized a defined territory devolved to them, by operation of customary law or inherited from their ancestors, in accordance with their customs and traditions (RA 8371. An Act to Recognize, Protect and Promote the Rights if ICCs/IPs, creating a NCIP, Establishing Implementing Mechanisms, Appropriating Funds Therefor, and for Other Purposes).

Tenure

Guaranteed peaceful possession and use of specific forest land area and the resources found therein, covered by an agreement contract or grant which cannot be altered or rescinded without due process (DAO 1996-29. Rules and Regulations for the Implementation of Executive Order 263, Otherwise Known as the Community-Based Forest Management Strategy. 1996.

Tenured Migrant Communities

Communities within protected areas, which have actually and continuously occupied such areas for five (5) years before the designation of the same as protected areas in accordance with RA 7586 and are solely dependent therein for subsistence ((1) RA 7586. NIPAS Act of 1992. (2) DAO 1992-25. IRR of NIPAS Act. 1992).