

## **2.8 IEC and Training**

### **2.8.1 Introduction**

Forestry information, education, extension and training provide vital support for effective implementation of MPFD programs. They are crucial in providing relevant information, and in developing trained manpower and extension workers to generate public awareness, appreciation, participation and support in forest management.

#### **2.8.1.1 Forestry Education in the Philippines**

Forestry education seeks to promote knowledge in forestry, search for new knowledge through research and promote the application of scientific forestry knowledge in the sustainable management, conservation and utilization of forest resources (MPFD, 1990). Forestry education in the Philippines has been generally patterned after the American and European forestry system. Thus, most of the technologies and programs were adapted for temperate climates. However, in spite of this, the forestry academic institutions has managed to train students as professional foresters and technicians who served the needs of forestry in the country.

There used to have only one forestry school in the Philippines – the College of Forestry at the University of the Philippines in Los Banos, Laguna. But through the years, the number of forestry schools has steadily increased to the current forty eight (48) state-supported colleges/universities and private schools. Seven (7) of these academic institutions offer technician level programs while only eight (8) offer graduate program. All of them have baccalaureate courses. Roughly 275 registered Professional Foresters are added every year bringing the total number of registered Foresters to 7,451 as of April 2001.

To update forestry practitioners of current trends in forestry technologies and practices, the DENR also undertakes refresher courses and in-service trainings. These include trainings on watershed-based integrated natural resources planning and management, forest land use planning, seed technology and planting stock production, forest research and development, reforestation and soil conservation techniques, plantation management, forest resources inventory techniques and many others. Reorientation seminars/workshops and skills enhancement trainings are likewise provided by the DENR to upgrade the skills of Foresters and other personnel in implementing new policies and strategies in forest management. For instance, training courses on protected area management had been undertaken in support of the NIPAS Act. Community organizing/community development courses for Foresters and enhancement trainings for DENR Project Managers of CBFM projects were also conducted to equip them with the necessary skills in implementing the Community-Based Forest Management Program as provided under Executive Order 263. In addition, the Department provides scholarship grants to its Foresters for them to pursue short and long term degree courses .

#### **2.8.1.2 Forestry Information and Extension**

The new direction towards greater stakeholders' participation in forest resources management as provided under Executive Order 263, the Local Government Code, NIPAS Act, Indigenous Peoples Rights Act (IPRA) and other related issuances is expected to create greater demand for forestry information and extension services. With government resources becoming limited and an increasing demand for forest products and services, DENR will need to raise the awareness levels of various sectors and sustain their interest in forest resources development, protection and management.

The signing of Republic Act 3523 in 1960 signaled the start of the first formal extension and communication program in forestry. This law authorized the UP College of Forestry to undertake a nationwide forestry information and extension program. When the Bureau of Forest Development was organized, a Forestry Extension Division was created, which also planned and coordinated the conduct of forestry information and extension activities in the country through its counterpart units in the field. However, when the Integrated Social Forestry (ISF) Program was launched under LOI 1260 in 1982, the

forestry extension division was abolished and absorbed as only one of the sections in the SF division. Later, under the reorganized Department of Environment and Natural Resources, forestry information and extension was integrated into the relevant units of the Department while a Public Affairs Office was installed.

Forestry information and extension program has focused more on promoting the various programs of the DENR, on forestry production and processing technologies as well as on general topics of forest protection and conservation. Its effectiveness, however, is being hampered by lack of adequate, updated and reliable information on the state of forest resources in the Philippines. Statistical data on land uses, land tenure issuances, forest cover, open access areas and other information are yet to be harmonized and translated into maps. These information are crucial for communities, LGUs, private investors and other stakeholders in deciding where and in what way they can participate in forest development activities.

## **2.8.2 Brief Review of the Master Plan Provisions**

As provided in the MPFD, the main objectives of forestry education and training are:

1. To develop educational institutions of high standards which are supportive of the objectives of the forestry sector and contributing their share through manpower development, research, extension and public service;
2. To develop sufficient numbers of manpower well trained in different levels of forestry work appropriate to the needs of the forestry service; and
3. To keep the human resources in the forestry sector abreast of development in theory and practice in the fields of forestry relevant and appropriate to their work.

On the other hand, forestry extension and communication seeks to:

1. To promote effective partnership between the state and the various publics, particularly the upland communities, in achieving sustainable use of public lands through management systems that are environmentally and economically productive and culturally appropriate; and
2. To ensure conservation, development and protection of forest resources through the support and active participation of a well informed public.

To attain the above objectives, the MPFD has proposed the strengthening of forestry education, manpower training and extension and communication as follows:

- Strengthening forestry education

The forestry master plan provides for the rationalization of the forestry educational system by establishing one national college of forestry and one school or college in each of the regions except NCR. This requires the abolition of substandard forestry programs, resulting in lesser schools and greater support given for faculty development, facilities improvement and support for research and other programs. In addition, a recruitment program will be followed to encourage highly qualified students to pursue forestry with provisions for scholarships and other financial assistance.

- Strengthening manpower training

As planned, the manpower training capabilities of the DENR will be developed by establishing regional and provincial training centers. Within a ten year period from 1991 to 2000, the MPFD has targeted the establishment of 13 regional training centers and 70 provincial training centers. The regional training centers will train trainors as well as participants from the DENR, NGOs, and LGUs while the provincial training centers will handle trainings of community participants.

- Strengthening extension and communication

The strategies identified by the MPFD to strengthen DENR's extension and communication include a) the establishment of a body that coordinates information and communication components of various forestry programs b) providing enough training to field staff, particularly in reorienting them to their new role as partners of the people in forestry development c) delivery of support to the various forest manager-operators, such as information on forest policies, laws, rules and regulations; technical advice, marketing assistance and others. At the same time, the plan proposed the establishment of a public information and dissemination program at the field operations office to undertake public information and create awareness and understanding of the forestry programs and ultimately gain public support for DENR.

The yearly financial requirements of the education, extension and training program under the MPFD is 251.7 million pesos from 1991-1995 and 408.8 million pesos from 1996 to 2000. Thus, over a ten year period the total budgetary requirements is 3,300 million pesos. Roughly 26.3 % of this amount is supposed to be funded by the government, 4.6 % by the private sector and 69.1% by foreign sources.

### **2.8.3 MPFD Assessment**

The assessment conducted focused on the comparison of the accomplishments so far achieved from 1990 to 2002 vis a vis the targets set under the MPFD. The policy and institutional issues affecting MPFD implementation in so far as the education, extension and training programs are concerned were also identified.

#### **2.8.3.1 Accomplishments vs Targets**

Most of the targets in the MPFD relating to IEC and training are qualitative. Except for the rationalization of forestry schools and the establishment of training centers which are quantitative, the other targets particularly on forestry extension are not quantified. A summary of the assessment of the MPFD implementation, with respect to its education, training and forestry extension and communication program, is provided in Table 2.19.

Overall, the assessment indicate that as far as rationalization of the forestry educational system is concerned, this was not realized. While the MPFD targeted the reduction in forestry schools, what happened is that more schools were added bringing the total number to 48 by 1999. In terms of strengthening manpower training, this component was inadequately implemented. Out of the 13 regional training centers targeted, only 11 RTCs have so far been established with most of them needing renovations. On the other hand, not a single provincial training center(PTC) was developed compared to 70 targeted under the MPFD.

With regards to extension and communication, this component was partly achieved. A lot of trainings/ workshops were undertaken not only for DENR field staff but for LGUs, NGOs and POs as well. Various media have been employed to raise the awareness level of various sectors on forestry development programs and gain public support for the DENR. It seems that somehow public awareness on the benefits of the forests has been heightened. A clear indicator of this is the increasing clamor from LGUs and POs for management of forestland areas specially those used for watershed purposes. Many private business groups also have expressed interest in developing forest land areas into plantations to ensure sustained flow of raw materials for their processing plants. However, while there is heightened awareness about the state of forest resources in the country and their ecological value, there are some problems/issues/barriers that inhibit participation of major stakeholders in forest development activities. To coordinate the IEC activities of DENR, the Public Affairs Office and its counterpart units in the regions were also organized. In spite of this mandate, however, there is very little integration of IEC activities especially in the field offices.

Table 2.19. Education, Training, Extension and Communication Program Accomplishments vis-a-vis Targets of the MPFD

Objectives/Strategies/ Activities	Targets	Accomplishments/ Status
<b>• Education and Training Component</b>		
a) Rationalize forestry schools	Reduction to 14 schools by CY 2000	There are now 52 forestry schools in the Phil.
- Organize associations of forestry schools	Established	Regional research consortia organized
- Promote faculty development	in place	Faculty development opportunities becoming limited in most schools
- Improvement of educational facilities	Facilities improved	Facilities improved in some schools but mostly financed by donor agencies
- Develop relevant curricula	Curricula attuned to recent dev't.	-CHED has not done evaluation of forestry schools -Revision of forestry curriculum takes time
- Recruitment of quality students	Recruitment system in place	Most schools do not have a recruitment system
- Provision of scholarship/ financial assistance to students	Scholarships in place	Scholarships becoming limited. Some schools tap congressional funds
<b>b) Establishment of Regional &amp; provincial training centers</b>		
- Regional training centers	13 RTCs by CY 2000	11 RTCs established but most need renovation
- Provincial training centers	70 PTCs by CY 2000	None established so far
<b>• Extension and Communication Component</b>		
c) Enhance DENR's capability in in-service training	Capability developed	HRMS personnel believe they have the skills but has inadequate logistics and equipment
d) Establish IEC coordinating body in the DENR	IEC body established	Public Affairs Office (PAO) & regional PAO established but there is very little integration of IEC activities
e) Provide sufficient trainings to DENR field staff	Sufficient trainings provided	Significant in-service trainings provided but DENR personnel express the need for more trainings
f) Provide sufficient trainings to LGUs, NGOs, & POs	Sufficient trainings provided	Some trainings provided but more trainings were identified specially by the LGUs and POs
g) Provide support services to other stakeholders	Services delivered	DENR provides a lot of services to its clientele. However, there is inadequate information on recent forest policies, marketing assistance, standard procedures for getting permits and requirements and land use maps
h) Strengthen IEC using different media	IEC strengthened	Significant gains in IEC achieved using different media. There is heightened awareness among LGUs, NGOs and POs to sustainably manage forest resources. However, IEC has failed beyond awareness raising and motivate stakeholders to participate in forest development and protection
<b>Funding Requirement</b>		
i) Funds required for IEC and	Ps. 3,300 million	Initial data in regions 2 & 6 indicate a general

Objectives/Strategies/ Activities	Targets	Accomplishments/ Status
Training		increase in GOP budget for IEC and training up to CY 2000 but a significant decline in allocation started in CY 2001 to 2002

## 2.8.4 Problems, Issues and Concerns

The inadequacies in the attainment of MPFD objectives could be traced to certain problems, issues and concerns that constrained DENR and other institutions from effectively implementing the planned activities and strategies in the forestry master plan. Most of these problems are policy related while others are institutional. As in the past, funding constraints was always a problem. Among the problems, issues, and concerns identified are as follows:

- The quality of forestry education remain low

This problem continue to persist mainly due to proliferation of forestry schools and the difficulty of adjusting/revising forestry curriculum to make it responsive to recent developments and policies in forestry. Among the contributory conditions to this problem are as follows:

- Proliferation of forestry schools

The proliferation of forestry schools dissipates available resources, hence, less funds for improvement of facilities as well as for faculty development, research and extension. As a result, the quality of teachers/professors including the students suffer. During the last ten (10) years the average percentage of Board passers is only 40% with the highest percentage of 58.36% recorded in 1995. Many forestry schools have zero passer in the last board examinations indicating the quality of forestry education they offer to students.

- Curricula not responsive to recent developments in forestry

The curricula of many forestry schools could hardly catch up with developments in the forestry sector. There is also no regular interactions/discussions among the academe, DENR, private practitioners and the business groups, whereby the needed expertise in the forestry sector could be articulated and incorporated in the forestry curricula.

- Insufficient training for DENR, LGUs, POs and NGOs

While the DENR conducts a lot of trainings to its field staff and to some extent to POs, LGUs and NGOs, most of those interviewed by the study team expressed the need to have more trainings. This was specially mentioned by most LGU and PO personnel. Among the additional trainings identified concerns orientation on recent policies, IEE preparation, formulation of community resource management framework (CRMF) plan, para legal training, computer training, presentation skills enhancement, land use planning and others. Insufficient funds and training facilities/logistics and inadequate manpower have all contributed to the inadequate manpower development in the forestry sector. The absence of an integrated training plan has also complicated the situation. Each sector/unit in the DENR plans and implement its own training program which the human resources management sector (HRMS) merely consolidate. While this may be advantageous for the sector, this practice is inefficient since the use of training funds is not maximized.

- Weak information, extension and communication services

Without proper understanding of the importance of forestry in their lives, it is difficult to motivate the general public to participate in forestry development activities. However, more than providing information on the value of the forests, the various stakeholders must understand their role in forestry development efforts, where they can participate and the requirements for participation. Unfortunately, the current IEC efforts are not focused on this perceived need of the general public. There are at least two (2) indications that forestry IEC services has not been very effective. First, there is weak legislative support to the forestry sector. Secondly, private sector participation in forest development and rehabilitation has been dismally low.

Some of the causes for the inadequacies in effectively implementing the IEC component of the forestry master plan are enumerated as follows:

- Negative Public Perception on the Forestry Sector
- Weak Linkages with Advocacy Groups and Other Stakeholders in Forestry IEC
- Inadequate Information and Unclear Procedures/Requirements for Participation in Forest Development Programs
- Inadequate Trained IEC Personnel
- Lack of an Integrated IEC Plan

## **2.9 M & E, and Communications**

### **2.9.1 Introduction**

Monitoring and evaluation (M & E) are two closely linked steps of an activity or process meant to promote accountability for achieving expected results from a policy, plan, programme, project or activity. Monitoring and evaluation should be carried out at all these levels as a continuous process, for providing correctional measures. Making policies and failing to act on them is a serious default, and can have a negative impact on the entire policy field. At the activity level, performance evaluation can identify inadequacies. There are instances where performance evaluation has clearly identified management inefficiency and financial loss.

Performance audits, M & E and periodical assessments are an essential aspect of post-planning process to check on the adherence to the plan, to identify difficulties encountered and to make necessary corrective measures or modifications.

Even well prepared plans often go wrong due to lack of necessary co-ordination (vertical and horizontal), causing weak links or even broken links, resulting in poor performance and often, negative results. Active co-ordination at, and between, various levels – international, national and local, involving funding sources, technical assistance agencies, trade and marketing institutions, planning and administrative bodies, private enterprises, NGOs, local organizations and community representatives is an essential part of plan implementation process, involving M & E.

A clear set of criteria and indicators for the different types of forests/forestry and systems of management can serve as very useful tools for conducting M & E.

On the other hand, communications is a relevant two-way process of providing information and communicating intentions from the central level to field level to target clientele across subsectors and back.

### **2.9.2 MPFD Assessment**

As provided in the 1990 MPFD, the goal of M & E is the achievement of economy, efficiency and effectiveness in carrying out the various tasks set for a given development program, and the attainment of impacts envisaged in the program. The objectives are:

- To improve performance of programs, projects or activities by generating and providing timely project information to relevant users and increasing peoples communication to DENR staff, and
- Evaluate project results and improve future planning processes by measuring effects and impacts and analyzing factors affecting performance as affected by prevailing conditions.

The program components include a reporting system indicating measurable performance indicators, outputs, effects and impacts, validation of reported accomplishments, independent check by external and unbiased parties, and evaluation mechanisms on different field level units. All of these can be done internally with minimum additional funding required. However, a fund was proposed for the purchased and continuing interpretation of satellite data as well as its regionalization.

The plan is satellite survey once in five (5) years from 1991-2015. The program cost is Php 10.9 million for each of the 5-year period. However, None has been budgeted for the past three 5 - year periods since 1991. Instead, the DENR resorts and rely on traditional “manual” GIS which do not provide reliable information on land use changes as inputs for monitoring. In the long run, “manual” GIS is inefficient and ineffective. An alternative is to distribute the Php 10.9 million to the fifteen (15) DENR regional offices and divide it further to the five (5) years. As an annual budget in the Work and Financial Plan (WFP) of the 15 regional offices, the amount when divided proportionally will only amount in the neighborhood of thousands of pesos.



The concerned staff in the central office and planning units in the field office can retrofit with added resources in terms of computer hardware and software. Satellite imagery or data can be budgeted as a whole in the FMB or in the National Mapping and Resource Information Authority (NAMRIA).

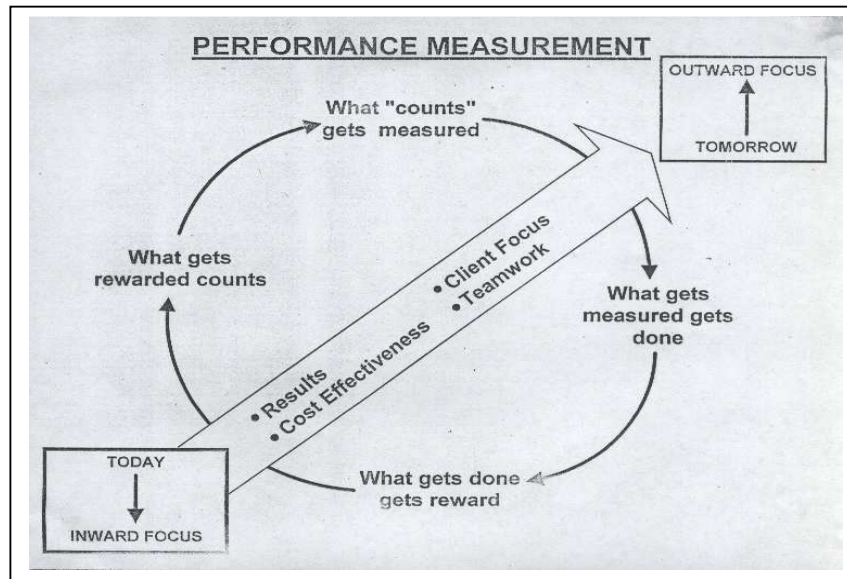
On the program requirements of the MPFD, the design is at par with current best practices of forest management in developed countries. What is only needed is the clarity of policy that the basic resource in forest management is the forestland. In other words, the other forest resources are dependent on the productivity of the forestlands, that the forestry sector must be first a land management agency before it becomes a resources management agency, especially in terms of products like timber. Davis (1976) although finding a lot of controversies in the interpretation of the Multiple Use and Sustainable Yield Act of 1960 of the USA, clearly stated that the Forest Service of the USDA, is a land management agency. Our own PD 705 (1975) adopted multiple uses of forestlands and such lands must be delineated and classified for their capable and suitable uses. This point of focus must not be confused with the priority umbrella program in the MPFD which is people-oriented forestry. In terms of hierarchy, the forms of forestland use management and the need of the Filipino people for a people oriented forestry program is both on top of the resource- people need hierarchy. The MPFD programs are centered both in conservation and development to meet the needs of the Filipino people must have a viable and healthy, sustainable forestland as a resource base. Striking the balance as Davis (1976) puts it, is a "long struggle to attain unity and some desirable people-land balance in a difficult situation".

In their *Search of Excellence* by Peters and Waterman, Jr. (1982) describe the success of excellent companies :

The term "organization" thus suggests a certain bareness, a lean, no-nonsense system of consciously coordinated activities. It refers to an *expendable tool*, a rational instrument engineered to do a job. An "institution", on the other hand, is more nearly a natural product of our social needs and pressures---a responsive and adaptive organism... The terms institution, organizational character, and distinctive competence all refer to the same basic process---the transformation of an engineered, technical arrangement of building blocks into a social organism.... Organizations become institutions as they are infused by values ....The infusion produces a distinct identity. Where institutionalization is well advanced, distinctive outlooks, habits and other commitments are unified, coloring all aspects of organizational life and lending it a *social integration* that goes well beyond formal coordination and command.

What is very real is that the DENR as a whole is performance driven with the Key Result Area (KRA) System of success measurements. In an official visit to the World Bank, Washington D.C., USA in 1996, this reporter was attracted by a Performance Measurement Chart (Figure 4) on display on the wall in one of its offices. Essentially, it shows the cycle of performance measurement and reward. What is eye catching is the arrow showing a TODAY which is an inward focus and a TOMORROW which is an outward focus. It can be interpreted that the arrow does not shoot abruptly for TOMORROW or the future. For TODAY, it shows an inward focus to the organization with the points on results and cost effectiveness. For TOMORROW, it shows an outward focus with the important points of values of clients/stakeholders and the teamwork with institutional partners or co-managers. With this interpretation of the focus arrow, the FMB or the DENR as a whole has to pursue further up the TOMORROW focus in the KRA system, by formulating M&E indicators that will be responsive to clients/stakeholders and the teamwork, especially those from outside institutions.

Figure 2.4 Performance measurement chart.



These policy directions on Communications, M & E System need to be institutionalized. As a major policy and program of the MPFD, forest management has to veer away from the present attention given to licensing/permitting for the use of forestlands. Rather proper forestland use management which is the basic resource must be the over-riding goal (with people-oriented forest management as the main program and strategy). This is consistent with the DENR's overarching framework of Watershed and Ecosystems Management (WEM) which is a land use management with the watershed as the spatial or land unit.

Since the proposed major intervention in the MPFD is to retrofit in the forestry sector especially the FMB, the foremost need is to plan on the means and ends of achieving the long-term and over-riding goal of sustainable forest management. The planning tool that is very applicable is the logical framework (logframe). The PCARRD-DOST-DENR-FMB-DA-UPLB-CFNR-FDC/ENFOR (1999) has the *Guidelines for Watershed Management and Development in the Philippines*, a concise discussion on the subject of logical framework. From the same is a reproduction of a 4x4 matrix showing the logical relationships of the vertical and horizontal parts shown below as Table 2.20. From the same source also is reproduced as Table 2.21 showing the definitions and examples of what are the parts of the logical framework matrix.

Table 2.20. The logical framework matrix.

Narrative Summary	Objectively verifiable indicators/success criteria	Means of verification	External factors/Key Assumptions
Goal			
Purpose			
Outputs			
Inputs			

Source: PCCARD-DOST-DENR-FMB-DA-UPLB-CFNR-FDC/ENFOR. 1999 *Guidelines for Watershed Management and Development in the Philippines*. Los Baños Laguna

Table 2.21. Definitions and examples.

<b>Term</b>	<b>Summary Definition</b>	<b>Examples</b>
Inputs	Resources necessary to perform project activities	Funds, personnel, equipment, other materials
Activities	Tasks and operations carried out by project personnel to transform project inputs into output	Setting up tree nursery, conducting farmer training sessions, preparation of training material
Outputs	Specific results produced by the management and use of project inputs	No. of farmers trained, no. of sets of training manuals produced, no. of ha rendered irrigable
Purpose	What is expected of a project in development terms as a result of the outputs produced. Whilst purpose is the motivation behind a project's outputs, it falls outside direct project management control and equates with end of project status	Improved crop yields/productivity, total production increase, are rehabilitated
Goal	The ultimate objective for which the project is undertaken. Its realization depends critically on the interaction of various external conditions with the project's purpose (s), upon which project authorities have little or no control and equates with final impacts, which may be manifest outside project investment period	Improved incomes or nutritional status, decreased child mortality, environmental degradation stopped
Objectively verifiable indicators	Set of criteria which demonstrate in concrete terms the results achieved. Each indicator must be objectively verifiable in that different independent observers would come to the same conclusion as to the status of achievement.	No. of training sessions held, tons of seed distributed, percent of farmers adopting, ha of land reclaimed
Means of Verification	The means, methods and sources which permit objectively verifiable indicators to be measures in precise terms	Examining monthly records of farmer cooperatives, reviewing quarterly reports of district extension supervisors, periodic or ad-hoc field checks/ farm surveys

*Source: PCCARD-DOST-DENR-FMB-DA-UPLB-CFNR-FDC/ENFOR. 1999 Guidelines for Watershed Management and Development in the Philippines. Los Baños Laguna*

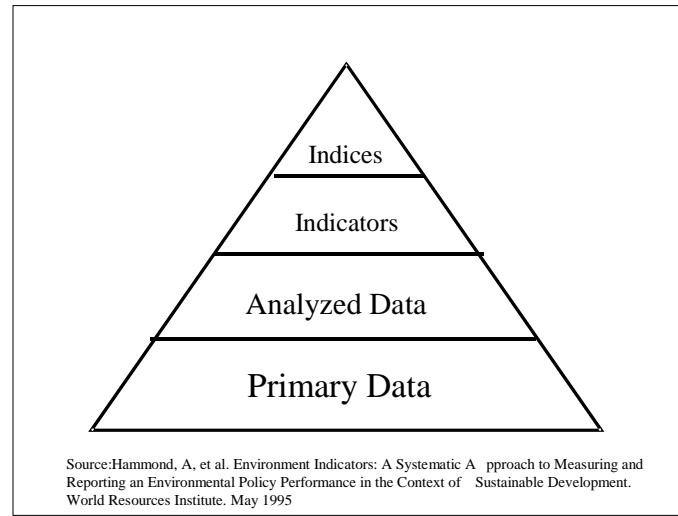
According to the MPFD (1990), the FMB administers about 53% of the total land area of the Philippines. Legally, as per LOI 609, the forestland to alienable and disposable land is 40-60%. FMB has also the highest personal complement of 13,000 personnel or more than ½ of the total 25,000 personnel of the entire DENR.

Communication within the DENR itself is a large-scale one. Much more of communication is certainly needed for DENR to achieve its service delivery function. In a large bureaucracy like the DENR, it has to depend on a reporting system. Since this is the case, and in other not to clutter information going up

to the hierarchy of decision makers and policy makers, a system of screening of only the information needed at each administrative level going up has to be done. For external communication, the communication plan has to be focused on what the different public interest groups has to know.

Normally, in the matter of policy directives from top management to the CENRO level this widens or is elaborated further from top to bottom while reports of input-output of information need, tapers from the bottom to top management. This is graphically illustrated in Figure 2.5 as an "Information Pyramid cited by Mendoza, M.N. and Jose H. Magpantay (1997).

Figure 2.5. The information pyramid.



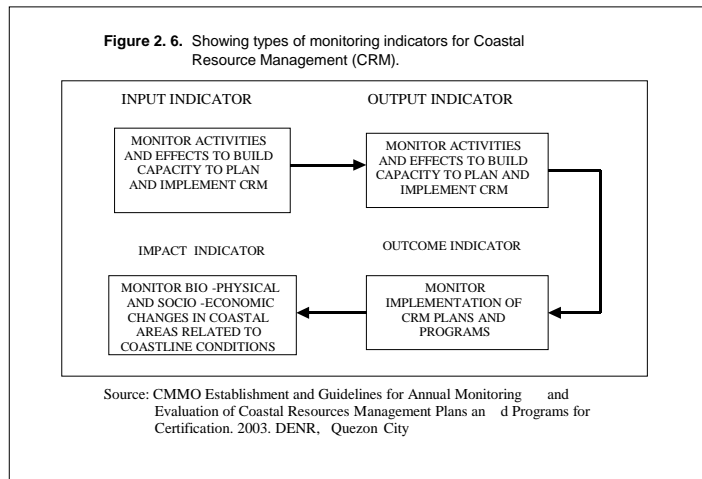
The environmental quality indices at the top of the information pyramid are summary measures of the state of environment based on individual indicators. The aggregative measures of indices are supposed to render them more readily useful for the decision making than individual indicators. However, the same IEMSD report expresses preference to work with indicators, rather than indices, claiming that indicators must be tested first for reliability before aggregating them to indices. Whether they are indices or indicators, either are intended as information needs to different audiences like policymakers, decision makers, planners, stakeholders or the general public.

Devoting a chapter on Information as a Management Tool in their book, Uphoff, N, Milton J. Esman, and Anirudh Krishna (1998) presented an understanding of information in hierarchical terms as quoted below:

*"Data are the most elementary descriptors of physical or social reality. By themselves, they make little sense unless and until they are organized into information, which in turn needs to be integrated and structured into knowledge to be really useful. The transformation from knowledge into wisdom, which is the highest achievement, is something for which we still have no rigorous or reliable methods, unfortunately".*

In the FMB and DENR foreign assisted projects, it has been observed that M & E is invariably a component of the planning and implementation of projects. While this is the case, Uphoff, N. et al (1998) explained that "MIS be designed to secure management requirements rather than simply suit donor agencies' ideas of what is appropriate."

The Coastal and Marine Management Office (CMMO) created under DAO 08 2002, in their guide (2003) for M & E has presented two types of monitoring indicators with their parts and elements as shown in Figure 2.6.



If we put this figure in the context of MPFD information needs and the audiences it serves according to Margoluis and Salafsky (1998), the process indicators of input and output are principally the information need of offices implementing the MPFD and the outcome and impact indicators are the concern of other stakeholders or the public in general.

Simpson, S. and Sahlee Bugna (2001), in support of the NIPAS implementation of the DENR, presented methods in monitoring biodiversity. These methods are 1) Field Diary, 2) Photo Documentation, 3) Transect Walk and lastly, by 4) Focus Group Discussion. All methods are applicable as standard methods not only to biodiversity rangers and field officers but to all forestland rangers and workers. Forest protection areas especially the vulnerable areas or “hotspots” are in the yet to be delineated forestland boundaries. Since these areas are not delineated, intrusion as well as non-conforming land uses is a big problem. The changes in these critical forestland edges are indicators of positive or negative changes, or trends in the longer term.

Actually, foreign assisted projects are required and therefore employ M & E and MIS practices of the Donors or Banks. It is however emphasized that like any other government agency, it must follow the reporting and monitoring requirement of oversight agencies like the NEDA, DBM, COA, etc.. Presently the DENR is drafting in compliance with these oversight agencies, the ENR Sector for the Rural Development Logical Framework 2003, the major final outputs, its indicators, and timetable. The drafting started last January 2003 by the PPSO of the DENR and is expected to be completed and in place by the end of 2003. The inclusion of the updated or retrofitted MPFD in the DENR’s major final output (MFO) in the ENR sector is very critical in terms of policy and funding support.

To comply with this Rural Development Logical Framework, informed sources at the DENR disclosed that in order to come out with a fast inventory and characterization of forest resources (and other resources), the DENR plans to purchase the latest (2003) SPOT coverage of the Philippines. Accordingly, this SPOT imagery or data has a 5 meter ground resolution and will have a total cost of Php 67 million. The earlier mentioned cost of the Php 10.9 million for the 5- year periods is very much lower which is surmised to be different, hence difference in the costs. What is important is satellite survey is generally accepted to be fast and cost-effective. FMB Director R.T. Acosta informed this reporter last July 2003 that the NCIP has purchased thru the NAMRIA the latest Philippine Landsat images to characterize ancestral domain/land areas which the FMB can share for M&E purposes. According to NAMRIA this satellite coverage will cost the NCIP Php 1.5 million.

Communication, M & E System is very essential to forest management in the function of controlling. Measurement of actual performance against planned goals and objectives by the M & E is feedback to planning to enhance successful implementation. To institutionalize capability in the forestry sector for Communication, M & E System, training of pertinent line offices and staff is helpful. The Project Development and Evaluation Division (PDED) of the PPSO has already trained in M & E sometime in 2000, using mainly as text the *Measures of Success: Designing, Managing and Monitoring Conservation and Development Projects* by Richard A. Margoluis and Nick N. Salafsky (1998). For controlling as a function of management the *Forestry Handbook*, second edition, edited by Wenger, K.E. (1984) is recommended.

These trainings can be done as part of staff development, which is normally provided for in the annual budget of all units of the DENR

There are in the DENR and FMB units that can be retrofitted to simplify and strengthen the Communication, M & E System of the MPFP. In the DENR, the whole Planning and Policy Studies Office and the Management Information and Decision Support Office can provide the information needs of the Department. At the FMB, the Water Resources Development Project, the Economics Division, and the Criteria and Indicators Unit can complement each other to decide both the internal and external information needs of the FMB. Presently, this information needs of the FMB can be aggregated at the Economics Division.

### **2.9.3 Issues and Constraints:**

The following is a summary of issues regarding M & E and Communications:

- The need to institutionalize FMB firstly, as a land management agency and secondly, as a resource management agency
- As a staff bureau, FMB has no sufficient funding for its plans and programs
- Frequent pressures and clamor of different public interest groups for their need of information from the forestry sector