

*Draft 1.3*

---

## Ensuring Accomplishment:

Monitoring the Strategic Planning and Reporting  
of Incremental Silviculture Activities

---

British Columbia  
**Ministry of Forests**  
**Forest Practices Branch**

**Funded By: Forest Renewal BC**

---

September 26, 2000

## Contents

Contents .....	i	4.6 Step 5: Assess Implementation Progress .....	10
List of Tables .....	i	4.7 Step 6: Prepare the Draft Report .....	10
List of Figures .....	i	4.8 Step 7: Distribute the Draft Report for Comment .....	10
<b>1. INTRODUCTION .....</b>	<b>1</b>	4.9 Step 8: Complete the Final Report .....	10
1.1 Objectives and Scope .....	1	<b>5. MONITORING MANAGEMENT UNIT STRATEGY EFFECTIVENESS.....</b>	<b>11</b>
1.2 Responsibility for Monitoring .....	2	5.1 Introduction.....	11
1.2.1 Regional Managers.....	2	5.2 Step 1: Monitoring Team Formation .....	12
1.2.2 Silviculture Practices Section, Forest Practices Branch .....	3	5.3 Step 2: Prepare a Goals and Objectives Summary .....	12
1.3 Background .....	4	5.4 Step 3: Identify Targets, Outcomes or Indicators.....	12
1.4 Overview of the Monitoring and Auditing Processes.....	4	5.4.1 Targets and Outcomes .....	12
1.5 Definitions and Terminology.....	6	5.4.2 Developing Indicators .....	13
<b>2. MONITORING THE PROVINCIAL INCREMENTAL SILVICULTURE STRATEGY ..</b>	<b>7</b>	5.5 Step 4: Conduct Steps 2-5 of the Implementation Audit .....	14
<b>3. MONITORING REGIONAL STRATEGIES .....</b>	<b>7</b>	5.6 Step 5: Assess Effectiveness.....	14
<b>4. MONITORING MANAGEMENT UNIT STRATEGY IMPLEMENTATION .....</b>	<b>7</b>	5.7 Step 6: Prepare the Draft Report .....	14
4.1 Introduction.....	7	5.8 Step 7: Distribute the Draft Report for Comment.....	15
4.2 Step 1: Monitoring Team Formation.....	8	5.9 Step 8: Complete the Final Report.....	15
4.3 Step 2: Preparation.....	9	<b>6. AUDITING THE REPORTING FUNCTION ....</b>	<b>15</b>
4.4 Step 3: Prepare the Progress Report Table.....	9	Appendix A: Implementation Monitoring Forms.....	16
4.5 Step 4: Confirm the Strategy is Still Relevant and Appropriate.....	9	Appendix B: Effectiveness Monitoring Forms.....	18

## List of Tables

Table 1. Responses Indicating Strategy Effectiveness .....	14
--	----

## List of Figures

Figure 1. Evaluation Types and Processes.....	5
Figure 2. Effectiveness Monitoring Cycle .....	11

# Ensuring Accomplishment:

## Monitoring the Strategic Planning and Reporting of Incremental Silviculture Activities

---

### **1. INTRODUCTION**

This document sets out procedures for monitoring:

- the implementation and effectiveness of incremental silviculture strategic plans, and
- the reporting of incremental silviculture activities.

#### **1.1 Objectives and Scope**

The objectives of monitoring are to:

- encourage the focusing of incremental silviculture activities towards strategic incremental silviculture objectives;
- provide a feedback loop to incremental silviculture strategies and planning processes; and
- ensure that all incremental silviculture activities are accurately captured in ministry silviculture and inventory information systems.

Except as excluded below, these procedures apply to:

- Crown forest land under the management jurisdiction of the British Columbia Ministry of Forests (MoF);
- the strategic planning and activity reporting for all incremental silviculture activities, including backlog reforestation.

These procedures do not apply to:

- activities funded under the South Moresby Forest Replacement Account (these are subject to monitoring and evaluation procedures established under the *South Moresby Agreement*);
- activities undertaken pursuant to an innovative forest practices agreement or an enhanced forest management pilot project (these are subject to their own program review processes);
- incremental silviculture projects directly delivered by the ministry (there are very few such projects – see [Ministry of Forests Operational Guidebook to Forest Renewal Programs](#) for procedures);
- district field inspections of projects delivered by the forest industry (see [Ministry of Forests Operational Guidebook to Forest Renewal Programs](#) for procedures); or
- the administration of incremental silviculture contracts (see the [Contract Management Manual](#) for contract administration procedures).

## **1.2 Responsibility for Monitoring**

### *1.2.1 Regional Managers*

Regional managers are responsible for:

- monitoring the regional incremental silviculture strategy (once developed);
- monitoring the incremental silviculture strategy of each management unit within their regions; and
- preparing an annual monitoring summary report to the chief forester.

Incremental silviculture strategy monitoring should be part of each region's business plan.

#### Regional Incremental Silviculture Strategy

Once a region has issued a regional incremental silviculture strategy, the region should monitor the strategy every two years. A procedure for monitoring regional strategies will be developed once they are in place.

#### Management Unit Incremental Silviculture Strategies

The regional management unit monitoring schedule will have two rounds – a first round consisting only of implementation monitoring and a second round consisting of both implementation and effectiveness monitoring. Regions should accomplish the first round of monitoring over a three to five year period, with those regions having a higher number of management units taking longer.

In the second round of monitoring, each region will, in more or less the same order as in the first round, conduct both implementation and effectiveness monitoring. The second round will be over a longer time period of roughly five to eight years.

### Annual Monitoring Report

Each region shall prepare an annual monitoring summary report for the chief forester by January 31<sup>st</sup> of every year. This report will describe the monitoring carried out during the year, provide a summary of results and recommendations at the management unit and regional levels together with actions taken to implement these, as well as make any appropriate recommendations at the provincial level.

#### *1.2.2 Silviculture Practices Section, Forest Practices Branch*

The Silviculture Practices Section, Forest Practices Branch is responsible for:

- developing policies and procedures for monitoring incremental silviculture strategies;
- monitoring the provincial incremental silviculture strategy; and
- preparing an annual monitoring summary report to the chief forester.

### Developing Policies and Procedures

The procedures in this document are the responsibility of the Silviculture Practices Section of the Forest Practices Branch. Please e-mail enquiries or suggestions for improvement to [Brian.Raymer@gems7.gov.bc.ca](mailto:Brian.Raymer@gems7.gov.bc.ca).

An incremental silviculture strategy policy statement has not been issued. Interim policy guidance exists in the form of funding processes and procedures for developing strategies through consulting contracts.

### Provincial Incremental Silviculture Strategy

The Forest Practices Branch shall monitor the provincial incremental strategy every two years, with the first report due in the fall of 2001. If the strategy undergoes major revision, the schedule will restart two years after the revision.

### Annual Monitoring Report

The Forest Practices Branch shall submit an annual provincial monitoring summary report to the chief forester beginning March 15<sup>th</sup>, 2002. The monitoring summary report shall contain:

- the findings and recommendations of the provincial strategy monitoring, if done in that year; and
- a summary of each region's monitoring report, highlighting regional recommendations having a provincial scope.

### 1.3 **Background**

Monitoring is part of an overall management system for the administration of incremental silviculture activities on Crown forest land in British Columbia. The other components of the system are planning, delivery (or monitoring the delivery by others) and reporting.

The majority of incremental silviculture activities on Crown land are currently funded by Forest Renewal BC (FRBC) and are delivered by the forest industry. Certification that work has been performed to standard is the responsibility of a registered professional forester (RPF). For further information on field monitoring, refer to the [Ministry of Forests Operational Guidebook to Forest Renewal Programs](#).

The Ministry of Forests, as steward of the Crown's forest resources, has an interest to ensure that all incremental silviculture activities contribute to achieving the ministry's strategic objectives and are properly reported. It is these aspects of the management system that are the subject of this monitoring procedure.

Monitoring activities are part of a service agreement between the Ministry of Forests and Forest Renewal BC. This document was prepared as an authorized activity under the Ministry's 2000/2001 business plan.

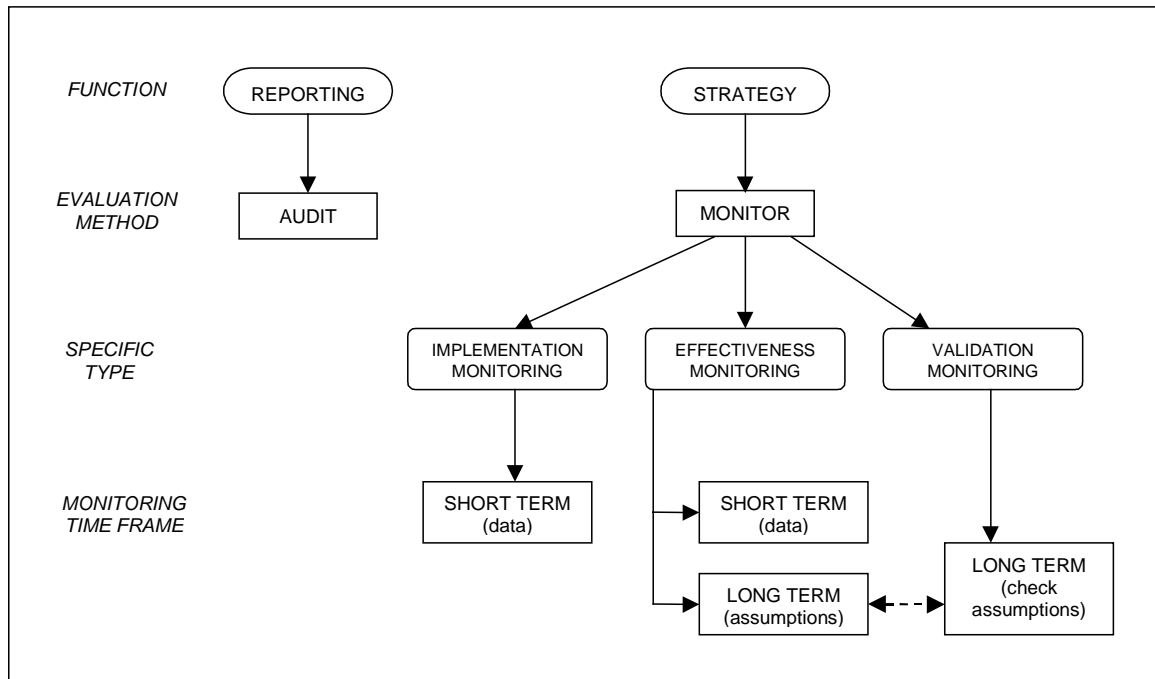
Staff responsible for monitoring activities should be familiar with the following documents:

- Forest Practices Code;
- the ministry business plan for the current fiscal year;
- *Ministry Policy Manual - Resource Management Volume*,
  - ◆ Chapter 2 - Silviculture
  - ◆ Chapter 17 – Compliance Monitoring and Enforcement, Section 17.3 Monitoring;
- Incremental Silviculture Strategy for British Columbia (Interim), Version 1.0, April 15, 1999; and
- the regional incremental silviculture strategy, where one exists.

### 1.4 **Overview of the Monitoring and Auditing Processes**

Because the design, delivery and accomplishment of incremental silviculture strategies are distinct from the reporting of incremental silviculture activities, the two processes necessitate different evaluation approaches: strategies are monitored and reports are audited (Figure 1).

Figure 1. Evaluation Types and Processes



The monitoring of incremental silviculture strategies can be further broken into three monitoring types: implementation, effectiveness, and validation. Implementation monitoring assesses the progress on the implementation of an incremental silviculture strategy. Effectiveness monitoring evaluates how well the strategies are contributing to the attainment of the goals and objectives of the strategy. Outcomes that occur in the short term may be assessed by measurement of response data, whereas outcomes that occur in the long term must be predicted and involve the making of assumptions. Validation monitoring is used to confirm that the assumptions are valid, sometimes over a long period of time. Validation monitoring often takes the form of applied or pure research and procedures for this type of monitoring are beyond the scope of these procedures.

For timber-oriented strategies, effectiveness monitoring is typically long term and evaluates the cumulative effects of a series of annual or periodic activities under a strategy. Thus, timber-oriented strategy effectiveness monitoring is undertaken periodically every five to ten years. Where outcomes are not directly measurable, effectiveness may have to be indirectly evaluated by first defining criteria and indicators and then measuring the changes in these over time.

Of course, if implementation monitoring indicates no progress in implementation, there is no need for effectiveness monitoring. Where appropriate, monitoring reports should include recommendations for improvement to an incremental silviculture strategy.

The monitoring of reporting activities is by means of an audit. In an audit, a sample is chosen from amongst the entire set of activities being audited. Each sample is then reviewed to ensure that reporting was accurate and complete. At this time, audit methodology is office-oriented. Field visits are not part of the process.

## 1.5 Definitions and Terminology

*Incremental silviculture* is an administrative term used to collectively describe backlog reforestation activities together with any silviculture activity that is not required by law, but does not include either of these where they are a contractual obligation of a forest tenure. *Backlog reforestation* activities take place on areas harvested before October 1, 1987 that have not been reforested to defined standards.

This document adopts the following definition of *monitoring* from the [Ministry Policy Manual, Section 17.3](#):

“Monitoring” means an ongoing and recurring review of processes to assess if they are being performed, are functioning as intended and are achieving the desired results.

By this definition, monitoring incorporates an element of evaluation.

The term *incremental silviculture strategy* is used in these procedures to refer to the entire strategy for a management unit. A *strategy*, on the other hand, is an individual strategy (or sub-strategy) contained within an incremental silviculture strategy.

Each management unit incremental silviculture strategy should contain goals, objectives, strategies and studies, described as follows:

- ◆ *Goals* express a desired future condition, state or outcome, reflecting broad social ideals, aspirations or benefits associated with the use or management of the timber or habitat resource.
- ◆ *Objectives* are more specific statements than goals about a desired future state of the timber or habitat resource. When accompanied by a desired measurable result within a specified period an objective becomes a *target*.
- ◆ *Strategies* identify the actions that need to be undertaken, or the conditions that need to be put in place to achieve an objective. Strategies are typically written to correspond to a specific objective. Each strategy should be accompanied by an expected outcome, that is, how it is expected to contribute towards an objective. A strategy may contain multiple activities towards achieving an outcome (for example, increased use of improved seed, increased brushing, and a reduction in regeneration delay may all be part of a strategy to achieve a 3 yr reduction in green-up).
- ◆ *Studies* are information needs identified in a strategy as being necessary for future strategy development or that may contribute to an anticipated outcome (for example, improved estimates of site productivity are expected to increase long term harvest levels by XX%).

While all four of the preceding items may be the subject of effectiveness monitoring, the first two, goals and objectives, are its primary focus. The latter two, strategies and studies, are the specific focus of implementation monitoring.

---

## **2. MONITORING THE PROVINCIAL INCREMENTAL SILVICULTURE STRATEGY**

The first provincial incremental silviculture strategy was released as an interim strategy in April, 1999. It is expected to be revised once feedback from stakeholders is received and analysis-based strategies are prepared for every management unit.

In accordance with the monitoring schedule on page 3 the first monitoring report is due in 2001. Because the provincial strategy is presently structured as a broad guide, the monitoring emphasis shall be on effectiveness rather than implementation. (The strategy is expected to be expanded to include inter-program priorities and inter-regional program information in the future)

The first monitoring report shall address the following questions:

- Has the strategy been kept current?
- Has the strategy been effective in providing guidance to lower level strategies?
- Has the strategy been useful in guiding the application of available funds?
- Are the guiding principles relevant?
- Has there been progress towards the working targets stated in the strategy?
- Are the major silvicultural strategies being implemented?
- What is the progress towards the "Next Steps, Further Needs" identified in the strategy?

---

## **3. MONITORING REGIONAL STRATEGIES**

As of September, 2000 there are no regional incremental silviculture strategies. A monitoring procedure will be developed once regional strategies are in place.

---

## **4. MONITORING MANAGEMENT UNIT STRATEGY IMPLEMENTATION**

### **4.1 Introduction**

Management unit implementation monitoring addresses the following questions:

1. Do local managers consider the strategies relevant and appropriate?
2. To what extent has each strategy been implemented?
3. Did the treated stands meet the criteria specified in the strategy (e.g., age, species, location, etc.)?

4. If funding has been limited, has it been directed to priority activities?

There are eight basic steps to monitoring the implementation of an incremental silviculture strategy:

1. monitoring team formation
2. preparation;
3. develop the progress report table;
4. confirm the strategy is still relevant and appropriate;
5. assess implementation progress;
6. prepare the draft report;
7. circulate the draft report for comment; and
8. complete the final report.

#### **4.2 Step 1: Monitoring Team Formation**

Although primary responsibility rests with the regional manager, management unit monitoring shall be accomplished through a team approach. The team should consist of the following persons:

- Team leader - The team leader will be the regional manager's appointed representative.
- Forest district representative - The district manager administering the management unit to be monitored should name a district representative. If more than one district administers the unit, each district may provide a monitoring team member or they may agree to have one district representative between them.
- Licensee representative - If a TSA is being monitored, invite the TSA licensees to nominate a representative. If a TFL, extend an invitation to the TFL licensee.
- Ministry of Environment, Lands and Parks representative - If an incremental silviculture strategy contains habitat goals and/or strategies, invite MoELP to nominate a representative.

The role of the team is to guide the monitoring process and to agree on the final report and recommendations. Monitoring activities and report preparation will be the direct responsibility of the team leader. The region shall provide all necessary funding. Monitoring the implementation of management unit incremental silviculture strategies may be done directly by ministry staff or indirectly through consultants.

### **4.3 Step 2: Preparation**

If a TSA strategy is being monitored, the district monitoring team member shall provide the current version of the management unit incremental silviculture strategy as well as any other information that is readily available and needed by the team to carry out the monitoring activity. If a TFL, the licensee representative will likely be the appropriate person to provide the current strategy.

### **4.4 Step 3: Prepare the Progress Report Table**

The next step in monitoring strategy implementation is to identify and document in a progress report table the individual incremental silviculture strategies and the studies for the particular management unit being monitored. Form A, page 16, contains a sample progress table. Customize this table to suit the particular strategies for the unit.

In addition to the progress table, prepare a list of "studies" that are noted in the incremental silviculture strategy. These may be under headings such as "further research and information needs" or "required studies."

### **4.5 Step 4: Confirm the Strategy is Still Relevant and Appropriate**

Events since the time a management unit's incremental silviculture strategy was prepared may have rendered all or significant parts of the strategy obsolete (examples, significant land alienation under a newly-approved LRMP, a catastrophic fire or pest event, or a new AAC determination). The next step in implementation monitoring, therefore, is to examine whether or not the incremental silviculture strategy is still relevant and appropriate, in other words has been kept up to date. **This can be done through documented telephone interviews with local MoF and forest industry representatives who are involved in the planning or delivery of incremental silviculture activities.** Form B, page 17 contains a sample interview questionnaire that an assessor can modify to suit. The questionnaire and the progress table may be faxed or emailed to interviewees beforehand.

If the incremental silviculture strategy is thought by the majority of interviewees to be current, proceed with the remainder of the monitoring process. If not, the choices are to: (1) terminate the implementation monitoring process for that unit, documenting that a new incremental silviculture strategy is required, why it is required, and review and report on the progress towards this; or, (2) in addition to reporting on progress towards a new overall strategy, to monitor those strategies still considered appropriate (for example, most studies are likely still needed).

An entirely new incremental silviculture strategy, or significant amendments to the existing strategy, should be prepared in a timely fashion, preferably within six months of the event that rendered the old one obsolete. However, the timing may be dependent upon the cause of the obsolescence and the availability of information appropriate to developing a new strategy. For example, if the cause is a new AAC determination, there will be adequate information contained in the associated timber supply analysis to be able to immediately prepare a new Type I strategy. If, on the other hand, the cause is a new set of protected areas, there may be insufficient information available about the changes to the forest profile and silvicultural needs until a new timber supply analysis has been completed. Even in this latter instance, however, there should still be some documented interim objectives for the conduct of incremental silviculture activities.

#### **4.6 Step 5: Assess Implementation Progress**

Assess the implementation progress for each strategy as follows:

1. obtain and enter in the table, annual data relevant to the implementation of each sub-strategy;
2. compare the overall achievement level to that stated in a strategy as needed;
3. determine whether the achievement level is full, partial, or none;
4. if partial, document the estimated percentage completion (where possible).

#### **4.7 Step 6: Prepare the Draft Report**

The monitoring report should include the progress report table and a summary of progress since the incremental silviculture strategy was established and since any previous monitoring report. For projects where implementation is slow, or expected results appear not to have been achieved, provide an explanation of the underlying cause. Be aware in commenting on the implementation of strategies that the purpose of an incremental silviculture strategy is to guide the application of available funds. Strategies are not tied to a particular funding level or presumed implementation schedule. Actual implementation should, however, be in keeping with the priorities indicated in the overall strategy.

Note any strategies which appear to be inappropriate or ineffective towards achieving the desired goals and objectives of a strategy. However, when such comments are in conjunction with implementation monitoring they will be of a qualitative rather than quantitative nature.

#### **4.8 Step 7: Distribute the Draft Report for Comment**

Circulate the draft report to all monitoring team members for review and approval. Team members may wish to circulate the draft further to others in their offices or, in the case of a TSA licensee representative, to other licensees in the TSA. If the incremental silviculture strategy contains strategies for habitat supply, and there is no MoELP team member, also send a copy to the local Ministry of Environment, Lands and Parks office. A three-week review period should normally be adequate.

#### **4.9 Step 8: Complete the Final Report**

After comments are received, amend the draft report as appropriate. Forward the final report to:

- all monitoring team members;
- the district manager(s) of the forest district(s) administering the management unit that was monitored; and
- the regional staff manager responsible for the planning function.

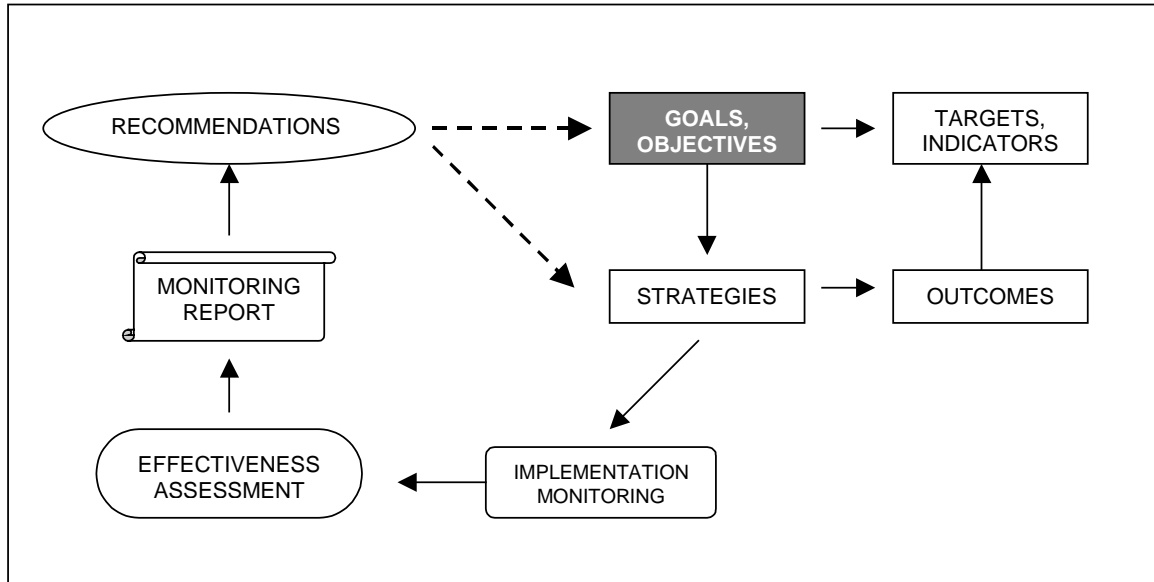
## 5. MONITORING MANAGEMENT UNIT STRATEGY EFFECTIVENESS

### 5.1 Introduction

Effectiveness monitoring of a management unit incremental silviculture strategy addresses the questions in Table 1, page 14, in addition to those posed in implementation monitoring (see page 7).

Effectiveness monitoring focuses on measuring progress and effectiveness towards achievement of goals and objectives (Figure 2). Strategies are the means to these ends. Effectiveness monitoring incorporates implementation monitoring (covered in the preceding section). This section addresses the steps in the assessment phase.

Figure 2. Effectiveness Monitoring Cycle



Effectiveness monitoring is easier when goals and objectives are accompanied by targets and when each strategy has a quantified expected outcome. If targets or outcomes are not stated, it may be necessary to determine what these may be expected to be. Failing that, a set of indicators that indirectly measure progress towards goals may be established.

There is no schedule to undertake effectiveness monitoring of timber-oriented strategies at this time, primarily because insufficient time has passed since the advent of the first incremental silviculture strategies to enable assessment of outcomes. Habitat strategies with relatively immediate outcomes, however, may be assessed for effectiveness.

Note that effectiveness monitoring uses readily available data and simple calculations to estimate probable outcomes. It does not (at this time) employ silviculture modelling analysis.

There are seven basic steps to monitoring the effectiveness of an incremental silviculture strategy:

1. monitoring team formation
2. prepare a goals and objectives summary;
3. identify targets and outcomes;
4. if not recently done, conduct steps 1 to 4 of the implementation audit (see page 6);
5. assess effectiveness;
6. prepare the draft report;
7. circulate the draft report for comment; and
8. complete the final report.

## **5.2 Step 1: Monitoring Team Formation**

An effectiveness monitoring team is the same as an implementation monitoring team. See page 8.

## **5.3 Step 2: Prepare a Goals and Objectives Summary**

The first step in effectiveness monitoring is to identify and record the goals and objectives of the incremental silviculture strategy being monitored. If goals or objectives cannot be identified there is no point in proceeding further for there is no basis on which to assess effectiveness.

Every management unit strategy should contain one or more goal statements; that is, statements as to what the strategy intends to achieve. For timber, this is usually expressed as a future harvest level and a future timber quality level. The goal can be relative, such as “will achieve a long term harvest level above the timber supply analysis base case level,” or may be a firm number, in which case it is a target. Another example of a timber goal might be to eliminate a mid term timber supply shortfall. An example of a habitat supply objective might be to increase grizzly bear spring habitat by 50%.

## **5.4 Step 3: Identify Targets, Outcomes or Indicators**

The second step in effectiveness monitoring is to document and record the targets and outcomes stated in an incremental silviculture strategy. If targets and outcomes are not given, the assessor may have to develop indicators that will enable indirect assessment of how well the strategies are performing.

### **5.4.1 Targets and Outcomes**

Targets are usually associated with objectives and outcomes with individual strategies. Ideally, every goal or objective will be accompanied by a target. For example, a goal to eliminate a mid term timber supply short fall might be accompanied by a target harvest level of so many cubic metres per year.

Every strategy in support of a goal should also have an identified outcome. To continue the example of eliminating a shortfall, a strategy of late rotation fertilization might have an identified outcome of being able to contribute a stated number of cubic metres/year towards the objective. Several other strategies might also be identified towards this objective, each having an anticipated outcome expressed.

#### 5.4.2 *Developing Indicators*

A lack of targets and outcomes in a strategy makes an effectiveness assessment difficult but not impossible. In this case a less concrete assessment will be the result, but the assessor should still be able to determine if there is progress towards a goal or not. It just may not be possible to quantify the progress or estimate the degree of progress with the desired precision.

The usual goals and objectives of an incremental silviculture strategy are to improve:

1. The projected quantity of short, mid and long term timber supply;
2. The projected quality of short, mid and long term timber supply;
3. The projected quantity and quality of habitat supply;
4. The projected diversity and health of ecosystems.

Wherever possible, choose indicators for the above criteria that parallel those being used to gauge national progress towards sustainable forest management as outlined in *Criteria and Indicators of Sustainable Forest Management in Canada – Technical Report 1997*. Six "criteria," twenty-two "elements" and eighty-three "indicators" are identified in that system. Three of the criteria are relevant to the above four items. These are:

1. Conservation of Biological Diversity
2. Ecosystem Condition and Productivity
3. Multiple Benefits

At the present time, effectiveness monitoring does not include assessment of public participation. This precludes the "Society's Responsibility" criterion of the national system from consideration in monitoring.

Within this framework, a set of local level indicators should be established. These indicators suit local and regional conditions, reflecting the particular socio-economic, cultural and environmental conditions within and surrounding a management unit. They provide the framework for monitoring on-the-ground changes and assessing their influence on the many components of sustainable forest management.

Effectiveness monitoring budgets do not at this time include funding for data collection. Therefore, narrow the selection to only those having readily available and reliable data. If there are few indicators left, it will likely be necessary to halt the effectiveness monitoring for the unit.

**5.5 Step 4: Conduct Steps 2-5 of the Implementation Audit**

The next step in effectiveness monitoring is implementation monitoring. For procedures, see steps two to five of the implementation monitoring process, starting on page 9.

**5.6 Step 5: Assess Effectiveness**

Because of the great range of goals and strategies, every effectiveness assessment will be different. An effective strategy will generally fit the questions given in Table 1 below.

Table 1. Responses Indicating Strategy Effectiveness

Question	Response	
	Effective Strategy	Ineffective Strategy or Possible Problem Indicated
Is the strategy functioning as intended?	Yes	No
Were there any unanticipated outcomes or effects that warrant changing the strategy?	No	Yes
Is the progress towards the objectives proportionate with the level of effort?	Yes	No
Can the progress be attributed to some other outside factor rather than activities under the strategy?	No	Yes
Have actual costs been in keeping with estimated costs?	Yes	No
Are the assumptions used to predict future outcomes reasonable?	Yes	No

**5.7 Step 6: Prepare the Draft Report**

The effectiveness monitoring report should include a summary of progress since the strategy was established and since any previous monitoring report. It should include the results of both the implementation and effectiveness assessments.

For the implementation portion of the report, see page 10.

In the effectiveness portion of the report, if indicators or targets are used, include a summary of the indicator results or progress towards the targets for each strategy.

In the recommendations section, note any strategies which appear to be inappropriate or ineffective towards achieving the desired goals and objectives of a strategy and what changes should be made to rectify this.

### **5.8 Step 7: Distribute the Draft Report for Comment**

The procedure for the distribution of a draft effectiveness monitoring report is the same as it is for a draft implementation monitoring report. See “Step 7: Distribute the Draft Report for Comment,” page 10.

### **5.9 Step 8: Complete the Final Report**

The procedure for the distribution of the final effectiveness monitoring report is the same as it is for a final implementation monitoring report. See “Step 8: Complete the Final Report,” page 10.

---

## **6. AUDITING THE REPORTING FUNCTION**

[Under development]

*Appendix A: Implementation Monitoring Forms*

Form A. Sample Progress Report Table

Strategy		Description	Activity	Year Adopted	10 Year Goal (ha)	Annual Accomplishments					Total
Strategy No.	Priority					(specify fiscal years)					
						yr 1	yr 2	yr 3	yr 4	yr 5	
<b>BACKLOG REFORESTATION / RESTORATION</b>						<b>BACKLOG REFORESTATION / RESTORATION</b>					
ALL	1	Conduct approximately 1000 ha/yr of silviculture surveys in support of all backlog strategies.	Survey	N/A							-
LT1		Maintain the THLB by:									-
LT1	1	(a) surveying 2000 ha/yr of pre-1987 SR area to ensure they remain fully stocked	Survey								-
LT1	1	(b) treating approximately 400 ha of backlog NSR	Plant								-
LT1	2	(c) maintaining approximately 200 ha of previously reforested backlog plantations.	Brush								-
Not stated	1	Conduct approximately 1600 ha/yr of retrospective OAF1 surveys over a 20 year period.	Survey								-
LT2		Increase the timber harvesting land base by 4.25% by:									-
	6	(a) Rehabilitating 2000 ha of deciduous stands (=1% of THLB) at the rate of 100 ha/yr (Priority based on high cost and high risk of not achieving growth rates due to opposition to herbicides.)	Plant								-
	6	(e) Rehabilitating 500 ha of fume kill (=0.25% of THLB) at the rate of 100 ha/yr. (Requires integrated planning and design.)	Plant								-
	5	(f) Rehabilitating 3000 ha of permanent access structures (=3% of THLB) at the rate of 150 ha/yr. (Priority based on high cost and low anticipated yield.)	Plant								-
<b>TOTALS</b>						-	-	-	-	-	-
<b>STAND TENDING</b>						<b>STAND TENDING</b>					
ALL	1	Conduct approximately 5000 ha/yr of silviculture surveys in support of all stand tending strategies.	Survey								-
ST4		Improve timber availability by achieving green-up 6-8 years earlier in existing stands aged 1-20 years in the VQO zone outside of watersheds by:									-
ST4	4	(b) spacing 150 ha/yr to prepare them for fert.	Space								-
ST4	2	(e) fertilizing 300 ha/yr to reduce time until 7 m green-up by 2 years.	Fertilize								-
ST4	N/A	(d) undertake a project to improve site index estimates, with the expected result of reducing 7 m green-up ages by 5 yrs	Current IFPA project								-
ST2	3	Late rotation fertilize 400 ha/yr to produce approximately 3000 m3/yr of additional harvest volume by the 2nd decade	Fertilize								-
Q2	4	Prune 300 ha/yr of existing stands aged 1-30 years in two lifts (=150 ha/yr X 2 lifts) to create knot-free timber in the bottom 5.0 m log.	Prune								-
Q1	5	Space 400 ha/yr of existing stands aged 1-30 years so that at least 60% of harvested volumes in the latter half of the mid term are good quality sawlogs	Space								-
<b>FOREST HEALTH</b>						<b>FOREST HEALTH</b>					
<b>STUDIES</b>						<b>STUDIES</b>					
<b>GRAND TOTALS</b>						-	-	-	-	-	-

Form B. Sample Questionnaire To Determine if a Strategy is Current

Interviewee \_\_\_\_\_

Affiliation \_\_\_\_\_

Date: \_\_\_\_\_

Q. No.	Question	Response
1.	<p>Are you involved in the planning or delivery of incremental silviculture activities for (<i>name of management unit</i>)? If yes, please describe your role.</p> <p>(Instruction: If the answer is yes, obtain a description of the interviewee's role.)</p>	
2.	<p>Are you familiar with the incremental silviculture strategy for (<i>name of management unit</i>)?</p> <p>(Instruction: If the answer is no, do not terminate the interview but read the goals and objectives from the plan to the interviewee. If the interviewee is not then comfortable with proceeding, terminate the interview thanking the interviewee.)</p>	
3.	<p>Were you involved in the development of the strategy?</p>	
4.	<p>The primary goals and objectives of the strategy are (<i>state the goals and objectives</i>). In your opinion are these still relevant and appropriate?</p> <p>(Instruction: If the answer is no, determine why. Has there been a major event such as a new AAC level, major change to the land base, etc?)</p>	
5.	<p>Are there any major events that are highly likely to occur in the near future that might give rise to a major change to the goals and objectives? (<i>If yes: Should there be a change now, or is it best to wait and see?</i>)</p> <p>(Instruction: If the answer is yes, be sure to record why. Has there been a major event such as a new AAC level, major change to the land base, etc?)</p>	
6.	<p>The top three priorities in the current incremental silviculture strategy are (<i>read top three ranked strategies</i>). Should these all still be high ranked? Should the order of them change? Is there some other strategy that should be ranked higher?</p> <p>(Instruction: If the answer is yes to any of these questions, record why. Has there been a major event such as a new AAC level, major change to the land base, etc?)</p>	
7.	<p>The top three studies in the current incremental silviculture strategy are (<i>read top three</i>). Should these all still be high ranked? Should the order of them change? Is there some other strategy that should be ranked higher?</p> <p>(Instruction: If the studies are not be ranked in the strategy, read all of them. Ask which should be high ranked. Record why. Later, compare these rankings to actual performance.)</p>	
<p>This completes the interview. Thank you.</p>		

*Appendix B: Effectiveness Monitoring Forms*

Form C.