

**Administrative Order
No. 54
June 11, 1990**

**SUBJECT: Guidelines on the Selection, Establishment
and Management of ISF Model Sites**

Pursuant to DENR Administrative Order No. 97, Series of 1989, and in line with the policy of the DENR of establishing model sites for the Integrated Social Forestry Program (ISFP), to show case appropriate agroforestry and other upland farming technologies, and serve as ISF training laboratory for DENR personnel, the following guidelines are hereby promulgated.

SECTION 1. POLICY. It shall be the policy of the DENR to establish an ISF model site within the jurisdiction of every CENRO to show case the various agroforestry technologies and other appropriate upland farming practices, community participation in ISF project development, and as entry point for multi-sectoral collaboration in ISF project site development.

SECTION 2. OBJECTIVES. ISF Model Sites shall be established for the following purposes:

- 2.1 To show case the various agroforestry technologies and other appropriate upland farming practices;
- 2.2 To develop an ISF project that will serve as venue for hands-on, practical and process-oriented type of training and in-situ social laboratory for DENR personnel;
- 2.3 To demonstrate effective linkages between and among government agencies and NGOs involved in ISF program implementation; and
- 2.4 To demonstrate the effectiveness of active community participation in ISF project development.

SECTION 3. DEFINITION OF TERMS

- 3.1 **Forest Occupant** - refers to a Filipino citizen actually and directly occupying and/or cultivating public forest land;
- 3.2 **Next-of-Kin** - refers to the legitimate spouse and children, or if not applicable, the parents, the brothers and sisters of a forest occupant who has entered into the stewardship agreement;
- 3.3 **Certificate of Stewardship Contract** - refers to the document issued by the government to qualified forest occupant giving him the right of possession and of the fruits of the land he is occupying and/or cultivating. The contract

- shall be non-transferable, however, in case of death or incapacity of the holder the same shall pass on to the participant's next-of-kin;
- 3.4 **Project Site** - refers to a public forest land which is utilized by a specific grouping of ISF Program participants or prospective participants;
 - 3.5 **Secretary** - refers to the Secretary of the Department of Environment and Natural Resources;
 - 3.6 **RED** - refers to the Regional Executive Director of the Department of Environment and Natural Resources;
 - 3.7 **PENRO** - refers to the Provincial Environment and Natural Resources Officer;
 - 3.8 **CENRO** - refers to the Community Environment and Natural Resources Officer;
 - 3.9 **CDO** - refers to a Community Development Officer which was formerly Social Forestry Officer (SFO);
 - 3.10 **CDA** - refers to a Community Development Assistant which was formerly Social Forestry Technician (SFT);
 - 3.11 **NCO-ISFP** - refers to the National Coordinating Office for Integrated Social Forestry Program;
 - 3.12 **NGO** - refers to a Non-Government Organization;
 - 3.13 **OGA** - refers to Other Government Agencies;
 - 3.14 **Infrastructure** - refer to a structure constructed in the project site, such as a graded trail, water impounding structure, nursery shed, and foot bridge, among others;
 - 3.15 **Credit Revolving Fund** - refers to the fund contributed and pooled by the program participants from which they can borrow money for development activities and projects;
 - 3.16 **DENR** - refers to the Department of Environment and Natural Resources;
 - 3.17 **Community** - refers to the residents within the ISF Model Site;
 - 3.18 **Project Leader** - refers to the CDO who is in charge in the development and management of the ISF Model Site;
 - 3.19 **ISFP** - refers to the Integrated Social Forestry Program;
 - 3.20 **Program** - refers to the ISFP; and
 - 3.21 **Project** - refers to the ISF Model Project.

SECTION 4. TRAINING OF PROJECT LEADERS (CDOs) AND COMMUNITY DEVELOPMENT ASSISTANTS (CDAs) - The National Coordinating Office of ISFP in coordination with the Human Resources Development Center shall prepare a course design for regional training seminars for Project Leaders (CDOs) and other Community Development Assistants (CDAs) assigned in the ISF Model Sites.

The training seminar for Project Leaders (CDOs) and CDAs shall be conducted prior to ISF Model Site implementation and shall cover community organizing/

mobilization, extension, agroforestry, process documentation, forest resources management and project management, monitoring and evaluation.

SECTION 5. PROJECT COMPONENT - The following activities shall be undertaken whenever necessary in the development of ISF Model Project Sites.

5.1 Project site identification, assessment and selection - Each CENRO shall establish one (1) ISF Model Site. All identified ISF Model Sites shall be assessed as to forest occupancy and cultivation practices, land uses, market accessibility, socio-economic and demographic informations, significant problems and anticipated constraints.

The following **MUST** and **PREFERRED** criteria shall be observed in the selection of ISF Model Sites:

5.1.1 The MUST criteria are as follows:

- 5.1.1.1 The area is accessible and visible to the general public;
- 5.1.1.2 The biophysical conditions of the area (topography, water supply, soil, etc.) assure greater probability of success for the projects;
- 5.1.1.3 The area is partly developed and with high potential for further development. Some functional models of upland and water conservation measures are already existing in the areas; and
- 5.1.1.4 The project is already existing and the program participants have already formed an organization and receptive to the ISF program.

5.1.2 The PREFERRED criteria are as follows:

- 5.1.2.1 As much as possible, the 150 hectares shall not be less than 75 participants, nor more than 300 hectares with not exceeding 150 participants;
- 5.1.2.2 The barangay and municipal officials are supportive to the development of the projects;
- 5.1.2.3 The peace and order condition should lend to the success of the project;
- 5.1.2.4 Other government projects are already on-going in the project site; and
- 5.1.2.5 The project is assisted by an NGO or there is an NGO in the province which is willing to assist in the project implementation.

5.2 Information Dissemination - After the identification of the ISF Model Site, the social forestry unit shall conduct necessary information drive on the various aspects of the Social Forestry Program in the community where the project is located.

Information dissemination will center on the Program, land tenure, agroforestry, infrastructures, livelihood generation activities, roles of the project leader and staff and the roles of the program participants.

The mass media such as printed information materials, and radio broadcast and appropriate interpersonal communication such as mass meeting, general assembly, small group discussion shall be utilized for this purpose.

5.3 Perimeter and Parcel Survey - The Land Evaluation Survey Team (LEST) and/or the Community Development Officer/Assistant shall conduct the land surveys in the ISF Model Sites.

5.3.1 Perimeter Survey - The PENRO shall instruct the Land Evaluation Survey Team (LEST) and/or the CDO and CDAs to conduct the survey of the perimeter of the project area in consultation and coordination with the program participants. Visible monuments and/or tree species shall be established or planted on the ground to mark the boundaries of the project site. The team shall complete the perimeter survey and the establishment of the boundary marks within a month from its inception.

5.3.2 Parcellary Survey - The above-mentioned team shall also conduct the survey of the farmlots occupied and/or cultivated by the upland farmers.

Prior to the conduct of survey, the farmer-occupants of adjoining lots shall be reported to mark their boundaries through planting of tree species along the boundary. They shall be required to witness the survey in order to minimize boundary conflict.

5.4 Processing and Issuance of Certificate of Stewardship Contract (CSC) - Occupants of the project site shall accomplish the proper ISF form for their applications for CSC and file the same with the CENR Office. The CENRO Social Forestry Section shall process the application to determine based on existing ISFP regulations and guidelines.

5.5 Preparation of Project Site Development Plan - On the basis of on-site data and information gathered, the following plans shall be prepared jointly by the project staff and the program participants:

5.5.1 Indicative Work Plan - The CENRO and the participants shall prepare and submit to the RED thru the PENRO an Indicative Work Plan (IWP) covering the first 12 months of project implementation. The plan shall state specific and realistic targets and the corresponding funding requirements.

5.5.2 Five-Year Development Plan - The program participants shall prepare a five-year site development plan, with the assistance of the CDO or CDA assigned in the area.

The 5-year plan shall include a description of the project site, specific development objectives, agroforestry technologies and other upland farming practices required, operational strategies, resources including infrastructure requirements, schedule of activities, marketing schemes, etc., specific targets and corresponding funding requirement over time.

The plan which shall be approved by the community and attested by the CDO or CDA concerned, shall be forwarded by the CENRO to the RED through the PENRO for approval.

5.5.3 Individual Agroforestry Farm Plan - Every participant in consultation with the CDO and CDA shall prepare an agroforestry farm plan based on the existing guidelines as stipulated by BFD Circular No. 12, series of 1986. The preparation of the plan shall be conducted upon the receipt of the CSC by the upland farmers.

5.6 Training of Project Leaders and Participants - The Regional Coordinating Office for ISFP in coordination with the HRD shall conduct a regional training seminar for Project Leaders, CDAs and program participants, on community organizing, extension, agroforestry, process documentation, forest resource management and conservation, livelihood project, project development and management and monitoring and evaluation.

5.7 Development of Agroforestry Farms - All Farmlots within the ISF Model Site shall be developed, as much as practicable as agroforestry farms. Towards this direction, the following general guidelines shall be observed:

5.7.1 General Features of an Agroforestry Farm. The development of an upland farm into an agroforestry farm should have as much as possible the following features:

- 5.7.1.1 Establishment of a permanent and productive upland farm;
- 5.7.1.2 The upland farm shall be self-sufficient to meet the basic needs of the upland farmers' household for food, fuelwood, fodder for livestock and light construction materials;
- 5.7.1.3 Appropriate soil and water conservation measures shall be incorporated in the upland farms;
- 5.7.1.4 Areas within the farm that are not needed for the production shall be devoted for the production of the households' basic needs shall be devoted for the products for income generation which may include tree orchard, tree plantation and/or livestock production; and
- 5.7.1.5 The main responsibility for the development of an agroforestry farms lies with the CSC holder. However, as much as possible, group efforts such as alayon and bayanihan shall be encouraged in developing the upland farms.

5.7.2 Zonification of the upland farms into different farm areas.
- All upland farms within the ISF Model Sites whenever possible shall be zonified into the following farm areas and appropriate agroforestry technologies, soil and water conservation measures and other upland farm practices shall be applied for each farm area.

- 5.7.2.1 Boundary of the farm - all areas located at the periphery of the farms. Appropriate technology/farm practices either existing or developed such as corner planting, live fencing, border planting, etc. shall be applied in the boundary of the farms;
- 5.7.2.2 Areas adjacent to the natural drainage - all areas adjacent to the natural drainage such as rivers, creeks, streams, etc. from low water level up to the shoulder of the natural drainage. Appropriate technology/farm practices either existing or developed such as shelterbelts, planting of trees, bamboos, and/or other plants, slope correction with grass saddling, riprapping of slope, etc. shall be applied in the area;
- 5.7.2.3 Homelot - an area with at least 600 sq. m. with flat to sloping topography. Appropriate technology/farm practices either existing or developed such as backyard orchard, backyard

livestock, backyard vegetable garden, etc. shall be applied in the area;

- 5.7.2.4 Agricultural crop production area - all areas within the farm with less than 25% slope and suitable for the production of annual agricultural crops. Appropriate technology/farm practices either existing or developed such as monocropping, multicropping and relay cropping in combination with appropriate soil and water conservation measures either vegetative structural and/or hedgerows, terracing levees/bunds, rockwalling, etc. shall be applied in the area;
- 5.7.2.5 Livestock production area - areas within the farm with a slope of 23%-40% and suitable for the production of livestock and/or forage crops. Appropriate technology/farm practices either existing or developed such as "cut and carry system", livestock pasture/grazing, etc. shall be applied in the area;
- 5.7.2.6 Orchard production area - areas within the farm with a slope of 25%-40% and suitable for the production of the tree products aside from wood. Appropriate technology/farm practices such as tree plantations for fruits/nuts, exudants and other products (leaves, fibers, flowers), etc. shall be applied in the area; and
- 5.7.2.7 Forest crop production area - areas within the farm with a slope of more than 40% and suitable for the production of wood appropriate technology farm practices either existing or developed such as tree plantation for fuelwood/firewood, for poles, piles, for pulpwood and/or for lumber/high valued timber production shall be applied in the area.

5.7.3 The basic consideration in choosing agroforestry technology, farm practices, soil and water conservation measures and other upland farming practices are as follows:

- 5.7.3.1 The technology should be capable of meeting the present and future basic household needs for food, fuel, forage, house construction and/or for market on a sustained basis;
- 5.7.3.2 The technology should be suitable to the farm area; and
- 5.7.3.3 The technology should fit the existing skills, knowledge and resources of the upland farmers.

5.8 **Extension and Community Organizing** - The Project Leader and CDAs assigned to the ISF Model Sites shall undertake the following extension and community organizing activities:

- 5.8.1 Arrange the holding of formal and informal meetings for the community leaders and other residents of the community to: surface their felt problems and prioritize them as to their urgency; discuss the various socio-economic opportunities the community can avail of under the ISFP; discuss issues and problems affecting farm development efforts of the farmers;
- 5.8.2 In coordination with the program participants and other government and non-government organizations, arrange the conduct of training seminars for community members on: off-farm livelihood projects and other wage earning opportunities; farmers' revolving fund management and appropriate upland technologies applicable in the project area; and cross farm visit to other ISF project sites;
- 5.8.3 Undertake liaison with government agencies and NGOs that can provide assistance in facilitating community development and assist the farmers in getting access to resources needed by the project; and
- 5.8.4 Identify prospective farmer leaders among the program participants; assist them in the conduct of formal and informal meetings; provide them with training on community organization and mobilization, and assist the community in forming an association if none is not yet in existence.

5.9 Infrastructure and other Program Assistance - Program participants shall identify the infrastructure needed in the project site. The farmers' association shall formally request the DENR to establish the infrastructure identified by them in the project site.

The following infrastructure shall be established in the ISF Project Sites, in accordance with DENR Memorandum Circular No. 20, Series of 1989:

- 5.9.1 Graded Trails;
- 5.9.2 Small Water Impounding Structures;
- 5.9.3 Nursery/Multi-purpose Sheds; and
- 5.9.4 Soil and Water Conservation Structures.

5.10 Livelihood Projects - The Project Leaders shall encourage the community to establish forest-based and other off-farm livelihood projects to provide additional income to program participants. They shall provide the linkages between the participants, NGOs and OGAs who can provide assistance in the development of livelihood projects.

SECTION 6. ORGANIZATION - ISF Model Projects shall be implemented and managed as follows:

- 6.1 **Office of the Secretary** - The Secretary thru the Undersecretary for Operations and Assistant Secretaries shall have overall control over the implementation and maintenance of ISF Model Sites;
- 6.2 **National Coordinating Office for ISF** - Pursuant to DAO No. 97 and DENR Special Order No. 734, the NCO for ISF shall formulate and recommend to the Secretary appropriate guidelines and measures to insure effective implementation of ISF Model Projects.

The NCO-ISFP shall also conduct monitoring and evaluation of activities and accomplishments.

- 6.3 **Regional Executive Director** - The RED thru the RTD for Forestry and the Regional Social Forestry unit shall be responsible for the effective implementation of all ISF Model Projects in the Region. He shall be assisted by the interim Social Forestry Division.
- 6.4 **Provincial Environment and Natural Resources Officer** - The PENRO shall assist in the implementation of all ISF Model Projects in the province. He shall approve all vouchers prepared by the PENRO and authorize the payment thereof, and shall keep records of fund disbursements.
- 6.5 **Community Environment and Natural Resources Officer** - The CENRO shall be directly responsible for the effective implementation of the ISF Model Project. He shall review and approve all action plans and authenticate all requests for fund releases by the ISF Model Site Project Manager. He shall keep a record of all fund disbursement approved by the PENRO. He shall monitor and evaluate from time to time the progress of the project and call the attention of the Project Manager when he/she feels there is a need for revision of project plans. He shall submit to the PENRO periodic reports of project activities and accomplishments.
- 6.6 **ISF Model Site Project Manager** - The ISF Model Site Project Manager shall implement the project in accordance with these guidelines. He shall see to it that project development follows the total Project Site Development Plan. He shall undertake, together with the CDOs and CDAs assigned in the project site, extension and community organizing activities.

He shall prepare and sign all documents pertaining to the Model Project, including requests for release of funds, equipment and supplies. He shall be responsible for the proper utilization of all funds released to the project, of which he shall be accountable.

The Project Leader shall be designated by the Regional Executive Director based on the following criteria:

6.6.1 Has been actively involved with ISF and/or other community based projects at least for the past two (2) years. - (25 points)

Involvement should be measured in terms of his/her acceptability to the community, and the ability to catalyze community and farmer efforts to set-up soil and water conservation and agroforestry activities.

6.6.2 Ability to speak and understand the dominant local dialect in the project site. - (15 points)

6.6.3 Willingness to stay in the project site at least five days a week. - (15 points)

6.6.4 Preferably with a rural background and physically fit to work under harsh upland conditions. - (15 points)

Rural background means that preferably the applicant is either originated from a rural area or acquired experience in rural areas.

6.6.5 Technically qualified either as a forester, agriculturist sociologist or any related courses but preferably with a community organizing or socially-oriented training and exposure.

CDA's who have attended the 45-days training for Costal Forestry Technicians conducted in 1989, and/or the RRDP sponsored training for Regional, Provincial and Community ISFP personnel, and preferably those who belong to the top 10 trainees who completed either of the two trainings. (25 points)

6.6.6 Has shown ability to establish linkages in providing support to the ISFP, - i.e. with the DENR (Land Survey, Reforestation, etc.);⁴ other line agencies (DA, DAR, DECS, DOH, etc.) and NGOs. - (5 points)

6.7 Farmers Organization - Assist the Project Leader and the CDAs assigned in the ISFP Model Sites in the smooth implementation of the projects. Oversee the day to day implementation of various project activities.

SECTION 7. INTER-AGENCY INTEGRATED APPROACH. -

The ISF Model Site Indicative Development Plan and the 5-Year Project Site

Development Plan shall identify the OGAs and NGOs that will be involved in the implementation of the project, and shall indicate in specific terms the form of assistance needed and the approximate period in the lifetime of the project when such assistance shall be required and/or inputted.

SECTION 8. FUNDING. - Funds for the project site development and institutional support shall be sourced by the National Coordinating Office for ISFP. Fund transfer should be arranged in a manner that shall be prompt and expeditious, preferably direct to the PENRO and CENRO who shall be directly responsible for the management of model site funds.

To ensure that funds are disbursed properly, the National Coordinating Office shall prescribe a disbursement scheme using a reference code numbering system for model sites. Accounting must strictly follow the prescribed bookkeeping procedure.

SECTION 9. MONITORING AND EVALUATION - The CENRO shall submit periodic reports to the Secretary through the PENRO and the RED using the following ISF Forms:

- 9.1 PPPMO Form 1a (revised) - For reporting monthly activities. This will include the expanded activities in the Project Site with their corresponding indicators.
- 9.2 ISF Form No. 19 (revised) - To be accomplished and submitted quarterly. This will show all the accomplishments of all the project sites and is expected to correspond with the monthly report.

Central Office regional and provincial officials shall conduct on-site project evaluation whenever necessary to validate field reports.

SECTION 10. EFFECTIVITY - This Order shall take effect immediately, and supersedes other instructions and guidelines inconsistent herewith.

FULGENCIO S. FACTORAN, JR.
Secretary

Recommending Approval:

BERNARDO C. AGALOOS
Assistant Secretary
National Coordinator - ISF Program