

**DENR Memorandum Circular
No. 12
May 10, 1995**

SUBJECT : Guidelines for the Implementation of the Turn-over Design of the Regional Resource Management Project (RRMP) in Regions IX & X under the ENR-SECAL Program to Communities, Barangays and Local Government Units.

1.0 Basic Policies:

- 1.1 The RRMP as specified in the ENR-SECAL Project Implementation Volume (PIV) envisions the eventual turn-over of project implementation and responsibility to the Key Barangays and Local Government Units (LGUs).
- 1.2 The PIV also states that in the process of attaining the project-objective of developing an active and self-reliant community organizations to be directly involved in project implementation, it should at the same time provide a practicum for training the local government units and institutions to develop their sustained capacity to support, expand, and replicate the community-based resource management project.
- 1.3 The LGU through the ENRO, whose creation is provided under the Local Government Code, is tasked to establish, maintain, protect and preserve communal forests and watersheds and to provide extension services to beneficiaries of forest development projects and technical, financial and infrastructure assistance, and assistance for natural resources-related conservation and utilization activities consistent with ecological balance.
- 1.4 The RRMP Devolutionary Project Management Framework for Regions IX and X spells out the shifting roles of the key implementing actors throughout the journey of the project and is hereby approved as an integral part of this Memorandum Circular. (Annex A)

2.0 Definition of Terms and Key Concepts of Turn-Over:

- 2.1 Turn-over, as used in RRMP, refers to the process of transferring the administration of project implementation to the LGU and

authorizing the key barangays to manage and expand RRMP activities and assume management and stewardship over local natural resources. This involves supervision of project implementation by the LGUs and community level management of physical assets, systems and processes and Community Resource Management (CRM) activities by the key barangays. Still, overall program management is a continuing function of DENR.

- 2.2 Project administration by the LGU shall be understood as the authority "To supervise, oversee or superintend" the implementation of the project. The administration of RRMP implementation is transferred to LGUs, which involves two stages:
- (a) Phasing-In, when the LGU continues the CO/CD and PM/IS activities upon the termination of the NGO contracts one year before the completion of the establishment stage (1994-1995); and
 - (b) Formal Turnover, when formal transfer of responsibility for project implementation to the LGU takes place at the end of the establishment stage (after November 1995 in Region X and February 1996 in Region IX).
- 2.3 Formal assumption by Key Barangays of role as "Local Resource Manager." Management of local resources by key barangays shall be synonymous with the power "to plan, control, regulate and direct" project activities in the key barangays and the utilization and protection of the local natural resources. The Barangay Resource Management Committee (BRMC), through the community organization that has been nurtured and trained by the NGOs, assumes management of project activities in the key barangays and expanding the same to other sitios and households, and the management and stewardship of local natural resources.

3.0 Timetable:

RRMP implementation is for a seven-year period. During the seven years, the role of the LGU in project management expands towards full assumption of responsibility for project administration while the role of the DENR changes from project lead agency to overall program management of the ENR-SECAL.

Project implementation is focused according to the following phases:

3.1 The ESTABLISHMENT PHASE: Years 1-3 (1992-1995):

- 3.1.1 DENR-LGU-NGO-RTAT jointly prepare, organize, and strengthen identified key barangays to become long-term local resource managers and set up working models of improved community management. The establishment phase shall be for the three-year period, where Year 1 (1992-1993) concentrates on CONSCIOUSNESS RAISING; Year 2 (1994) focuses on IMMERSION IN PROJECT PROMOTED TECHNOLOGIES AND METHODS; and on Year 3 (1995), DEEPENING OF RRMP LEARNINGS AND VALUES.
 - 3.1.2 DENR and LGU further learn RRMP by actually implementing the RRMP project design, concepts, principles and strategies. Specifically, the DENR and LGU learn hands-on how to implement the RRMP intervention (components) on the ground.
 - 3.1.3 RESOURCE MANAGEMENT COMMITTEES are organized as oversight bodies in the barangay, municipal/city, provincial and regional levels and LGU creates, staffs and provides budget for its own Environment and Natural Resources Office (ENRO) as its RRMP Lead Office. DENR develops a cadre of experientially-trained CBRM-oriented personnel, particularly the Technical Counterpart Coordinators and its Site Officers.
- 3.2 THE EXPANSION PHASE: Year 4-5 (1996-1997):
- 3.2.1 The Key Barangays assume their role as local resource managers by managing and expanding RRMP activities to other sitios and households and management and stewardship of local natural resources.
 - 3.2.2 The LGU, utilizing experiential learnings from Years 1-3, now replicates RRMP in identified expansion barangays within the watershed, with the technical assistance of experienced DENR Site Officers. The LGU also enhances its capability to manage CBRM projects.
- 3.3 THE SUSTAINING PHASE: Years 6-7 (1997-1999)
- 3.3.1 Self-reliant and strong community organizations under the oversight of Resource Management Committees sustain and manage project activities in key and expansion barangays

and at the same time develop, protect and manage the local natural resources existing within the barangays, as stewards and legal holders thereof.

3.3.2 LGU replicates RRMP on other barangays within the watershed. The DENR manages the ENR-SECAL Program as a whole.

4.0 Funding:

4.1 Funding for all project components (from Years 4 to 7: 1996-1999) except NRA shall be transferred and managed by the LGU who will subsequently transfer CRM funds to the Community Revolving Fund (CRF) installed in the community. Operationally, the implementation of project components such as CO/CD, PM/IS, CRM, infrastructure and support (IEC, training, etc.) shall be administered by the LGU (provincial, municipal) at the end of the establishment stage (after November 1995 in Region X and February 1996 in Region IX).

4.2 The LGU shall open a Trust Account solely for RRMP-IX and X funds received, and at the same time maintain separate books of accounts and records for the same. An RRMP Fund Management Unit shall be organized by the Provincial Treasurer/Accountant and trained by the DENR/RTAT in the utilization and accounting of RRMP funds.

5.0 Composite Activities In the Turn-Over Process

5.1 To Local Government Units:

The process of transferring responsibility for project implementation from the DENR, the lead agency, to the LGU, is a journey of confidence-building. To ensure that the RRMP design, concepts, principles and methodologies are imbibed by the receiving LGUs, the following are must activities in the process of turn-over:

5.1.1 Workshop for PRMPCs, workshop provides orientation or refresher briefing for provincial, city or municipal officials, including chairman of SP/SB Environment and Natural Resources Committees, planning offices, ENROs, and heads of line agencies. During the workshop, the LGU will be requested to do the following: 1) Organize the PRMC/

CRMC, if not done yet through the issuance of an Executive Order; 2) Create or appoint its ENRO; and 3) Formally adopt the RRMP as its own project by SP/SB Resolution.

- 5.1.2 **Sub-contracting Activity.** The pro-forma Memorandum of Agreement (MOA) prepared by the RTAT and DENR will be discussed with the LGU. The principal contracting party shall generally be the provincial LGU as it is envisioned that the province will spearhead the replication of RRMP in other watershed within the province. Since municipalities are mandated under the Local Government Code to “implement community-based forestry projects”, it is essential that the MOA, although signed by the provincial governor as contracting party, also delineates the role of the municipality in supervising the implementation of community organizing and community resource management activities.
- 5.1.3 **LGU Activity Planning.** With the assistance of the RTAT and DENR, the LGU will undertake the step-by-step charting of the course of the project in the expansion barangays and the activities to be undertaken in supervising the continuing RRMP activities in the key barangays.
- 5.1.4 **Work and Financial Plan Preparation.** Also, with the assistance of the RTAT and DENR, the LGU will prepare the Work and Financial Plan (WFP) as basis for release of funds to the LGU. The WFP is approved by the governor and RED of DENR.
- 5.1.5 **Recruitment of LGU RRMP Project Staff.** Using the WMU contracting funds transferred by the PENRO to the LGU, a project staff is organized. The recruitment and selection of qualified Specialists is undertaken, with the DENR and the RTAT providing guidance to the LGU in setting the qualification requirements and the criteria for selection. The DENR and RTAT shall participate in the selection process.

If the ENRO (office) is already created, organized and staffed, the RRMP project staff can come from this office. If only the ENRO (Officer) is appointed, the RRMP project staff organized out the RRMP funds released to the LGU should be supervised by him. Where no ENRO has been created, appointed or designed by the LGU, the RRMP project manager hired out of RRMP funds released to the LGU can be designated by the LGU as the ENRO.

5.1.6 Formal and On the Job Training. Prior to fielding of the ENRP/RRMP project staff to the key/expansion barangays, formal orientation and briefing on the roles of the staff and the RRMP concepts, methodologies, principles and technologies shall be provided by the DENR and the RTAT. Continuing provision of skills enhancement, on the job training along community organizing, conflict management and resolution, and community resource management methods and technologies shall be undertaken by DENR and the RTAT to further reinforce the learnings of the LGU on community-based resource management.

5.2 To Key Barangays:

The transformation of key barangays into local resource managers began with the first step in community organizing. CO/CD processes were designed to allow project beneficiaries to walk through the stages of CONSCIOUSNESS RAISING in Year 1, IMMERSION IN PROJECT PROMOTED TECHNOLOGIES in Year 2, and DEEPENING OF LEARNINGS AND VALUES in Year 3. Community Organizations went through tedious process of strengthening so that eventually, AS THE LOCAL RESOURCE MANAGERS, the key barangays are able to plan, direct, control and regulate the development, access and utilization of natural resources. A strengthened and capacitated community is able to protect, enhance, develop and non-destructively utilize resources in meeting the requirements of livelihood.

Turn-over of project activities shall be made to the Barangay Resource Management Committee where the community organization developed, nurtured and trained along the RRMP concepts, principles and methodologies by the NGO assigned to the area is a part. The community organizations serves as the Secretariat of the BRMPC. the BRMPC in turn is a part of the Barangay Development Committee, the development planning of the barangay council. Formal investiture of the key barangay as local resource manager involves the following:

- 5.2.1 Application of the indicators of community preparedness to expand and manage RRMP.**
- 5.2.2 Discussion of results with the community organization.**
- 5.2.3 Increasing the Viability of the Community Revolving Fund. The CRF plays a critical role in the Community's assumption as local resource manager.**

At least 80% of CRM funds are released to the CRF by the PENRO as grants as of turn-over period. The CRF in turn retails the CRM funds to beneficiaries as loans. The repayment scheme ensures that the CRF will continue to have funds that can be lent to other project beneficiaries and allow them to undertake CRM activities or provide reloans to members even beyond the 7-year lifespan of the project.

5.2.4 BRMP/CO, LGU and RTAT shall conduct a dialogue on the responsibilities of the local resource manager, delineation of roles in a horizontal and vertical hierarchical order.

5.2.5 Getting the commitment of the key barangay to manage and expand RRMP activities to other households, including the undertaking of CO/CD for new members, training of new members on CRM concepts, methods and technologies.

5.2.6 Formal instrumentation. Option are (1) MOA, or (2) Certificate of Turn-Over. Both are to be signed a formal community assembly.

6.0 Turn-over of Responsibilities, Capital Improvement and Other Facilities

6.1 Turn-over to LGU:

6.1.1 Provincial-LGU (ENRO and PRMPC):

Specific Items Covered under the Turn-over:

(a) Administration of Component Activities Implementation:

- * Project Management
- * Monitoring and Evaluation
- * IEC and Training
- * Institutional Strengthening
- * Infrastructure
- * Preliminary activities to resolve NRA issues
- * RRMP Fund Management

b) Use and Maintenance of:

- * Office Equipment
- * Construction Equipment

- * Service Vehicles (AUVs & Motorcycles)

6.1.2 Municipal-LGU (ENRO and MRMPC):

Specific Items Covered under the Turn-over:

a) Implementation of Component Activities:

- * CO/CD
- * CRM
- * Institutional Strengthening
- * Project requiring low engineering skills

b) Use and Maintenance of:

- * Office equipment
- * Service Vehicles (Motorcycles)

6.2 Turn-over to Key Barangays (Community Organization and BRMPC)

Specific items covered under the Turn-over:

6.2.1 Physical Assets (Equipment, tools, materials, buildings, roads, water system, etc.)

6.2.2 Management of RRMP activities in key barangays

6.2.3 Management of resources by holder

6.2.4 Systems and processes.

7.0 Supplementary Circulars

7.1 The designated Senior Official for ENR-SECAL is hereby authorized to issue other operational guidelines not specifically mentioned here for the efficient implementation of this Circular.

7.2 The Regional Executive Directors are authorized to issue supplementary regional circulars and other operating guidelines using as bases the relevant provisions of this Circular.

7.3 A joint Circular between DENR and the LGU concerned is

encouraged to spell out the details of each party's roles and responsibilities which will further firm up the system of devolving the administration of community-based resource management projects to local government units.

8.0 Effectivity

This Circular takes effect immediately.

ANGEL C. ALCALA
Secretary