

**Memorandum Circular
No. 97-01
January 2, 1997**

**SUBJECT : Implementing Guidelines on the
Conduct of Community Organizing (CO)
under the Forestry Sector Project (FSP)**

Section 1.0 Basic Policy

In accordance with the provisions of MC No. 20, Series of 1992 otherwise known as implementing Guidelines on Community Organizing Contracts for Forest Land Management Agreement, DAO 16 Series of 1993 otherwise known as Guidelines on the Implementation of the Forestry Sector Project, DAO 96-29 otherwise known as Community-Based Forest Management Program (CBFMP), and in order to effectively implement the Forestry Sector Project (FSP), the Department of Environment and Natural Resources (DENR) affirms the vital role of government and community partnership in the development and implementation of its programs and projects through the community-based approach. Community Organizing (CO) shall be employed as a strategy for mobilizing and facilitating people's participation in FSP subprojects

**Sec. 2.0 Objectives of Community Organizing under
FSP**

Community organizing under FSP is aimed at mobilizing communities and developing/strengthening their capabilities to implement subproject activities and become long-term resource managers using the community-based approach.

In specific terms, CO shall be undertaken to attain the following objectives:

- 2.1 Enhance the knowledge and awareness of the community in conducting a continuing and effective information, education and communication (IEC) activities;
- 2.2 Develop appropriate leadership and membership capabilities of the community that will mobilize them toward the attainment of the subproject objectives;
- 2.3 Based on the Subproject Appraisal Report, conduct training activities that are designed to socially and technically prepare the community in undertaking subproject activities;
- 2.4 Assist the community in the preparation of feasibility studies and implementation of viable livelihood projects within the subproject site;
- 2.5 Provide technical assistance to the community on various subproject activities; and
- 2.6 Develop the community into a viable entity that is capable of managing the subproject on a long-term basis, through the community-based approach.

Sec. 3.0 Operational Definition of Terms

The terms listed below shall be operationally defined as follows in the context of this Memorandum Circular:

- 3.1 **Appraisal Report** — the written document developed from the assessment and evaluation of the Survey, Mapping and Planning (SMP) report for each subproject. The Report is submitted to the funding agency for the subproject's approval and concurrence.

- 3.2 **Community** — people residing within or adjacent to the FSP subproject site who are willing and committed to participate in the implementation of the subproject and long-term community-based forest management of the site.
- 3.3 **Community Organizing (CO)** — the process and the set of activities aimed at mobilizing the community, developing and strengthening their capabilities to plan, implement and manage the subproject through the community-based approach.
- 3.4 **Comprehensive Site Development (CSD)** — refers to the activities identified in the subproject appraisal report to rehabilitate the site and provide direct material, financial and environmental benefits to the community and the surrounding areas.
- 3.5 **Information, Education and Communication (IEC)** — set of activities designed to create sufficient awareness of the community on the subproject and its relevance to the upliftment of their socio-economic well-being and the sustainable management of the forest and other natural resources.
- 3.6 **Livelihood Project** — refers to small medium scale income generating activities designed to provide additional source of living to the community.
- 3.7 **Non-Government Organization or Assisting Organization (NGO/AO)** — refers to a social development group or entity that has the capability and commitment to develop people's organization in the subproject through community organizing.
- 3.8 **Quarterly Commitment Plan (QCP)** — the quarterly set of activities and outputs which the NGO/AO is committed to

implement and attain within the indicated time period (See ATTACHMENT A for format).

- 3.9 **Site Coordinator/Designated DENR Personnel** — a personnel of the DENR assigned to FSP subproject on full-time basis to coordinate the activities of the subproject to DENR and other institutions.
- 3.10 **Training Activities** — set of social, technical and managerial preparation courses designed to enhance the capability of the community on specific matters based on the training needs assessment.

Sec. 4.0 Basic Requisite of Community Organizing

Under the FSP, Community Organizing shall only be undertaken in the subproject site after the approval of its Appraisal Report. It is required that the non-government organization (NGO) or assisting organization (AO) that will conduct CO has fully internalized the contents of this report to be able to effectively conduct the activity for the community(ies) within the subproject site.

Sec. 5.0 Duration of Community Organizing

Community Organizing for all subprojects under FSP shall be undertaken by the NGO/AO for two (2) years involving various activities covered in Section 6.0 of this Memorandum Circular.

Sec. 6.0 Scope of Community Organizing

Community Organizing under FSP shall be undertaken by the NGO/AO involving the following specific activities at suggested periods categorized below:

6.1 Core Activities

6.1.1 YEAR 1, First Quarter

- a. leveling off with DENR officials and subproject Site Coordinator/Designated DENR personnel
- b. courtesy calls and meetings with the LGU officials, traditional leaders and elders, and the different sectors of the community;
- c. NGO mobilization, putting up of field office and staff deployment in the community;
- d. information, education and communication (IEC) activities;
- e. validation and updating of socio-demographic and economic profile of the community with gender roles description;
- f. identification of participants, core groups and potential community leaders for the subproject with gender segregation;
- g. training needs assessment;
- h. development of training designs;
- i. training on initial CSD activities such as procurement of planting materials, nursery operations, plantation establishment and livelihood projects;
- j. CSD work and financial planning; and
- k. formation of the formal organization that will contract CSD and implement the subproject on a long-term basis.

6.1.2 YEAR 1, Second Quarter

- a. assistance on CSD contracting;
- b. preparation and approval of a detailed subproject implementation plan based on the appraisal report;

- c. conduct of continuing social, technical and managerial training activities;
- d. conduct of regular community meetings and continuing IEC activities;
- e. preparation of livelihood feasibility studies and assistance in the implementation of viable livelihood projects;
- f. assistance and supervision of participatory implementation of CSD activities, conflict resolution, cooperative operations and management and other subproject activities; and
- g. assistance in the establishment of strong and viable linkages with government and non-government institutions for the sustainable management of the resources by the community.
- e. preparation for the awarding of appropriate community-based forest management agreement

6.1.3 YEAR 1, Third Quarter

- a. conduct continuing social, technical and managerial training activities;
- b. conduct of regular community meetings and continuing IEC activities;
- c. continuing assistance and supervision of livelihood project implementation;
- d. continuing assistance and supervision of participatory implementation of CSD activities, conflict resolution, cooperative operations and management and other subproject activities;
- e. continuing activity on strengthening of local organization, institutions and social structures, and
- f. continuing assistance in the establishment of strong and viable linkages with government and non-

government institutions for the sustainable management of the resources by the community.

6.1.4 YEAR 1, Fourth Quarter

All activities (a to f) covered during the previous quarter (YEAR 1, Third Quarter) plus:

- a. assistance in the development, presentation and approval of the Community-based Resource Management Framework (CRMF)
- b. preparation of written CO Phase-out Plan

6.1.5 YEAR 2, First Quarter

All activities (a to f) covered in YEAR 1, Third Quarter plus:

Assistance in the awarding of appropriate community-based forest management agreement to the community.

6.1.5 YEAR 2, Second Quarter

All activities covered in YEAR 2, First Quarter except awarding of appropriate community-based forest management agreement if already completed during that period.

6.1.7 YEAR 2, Third Quarter

All activities covered in YEAR 2, Second Quarter.

6.1.8 YEAR 2, Fourth Quarter

All activities covered in YEAR 2, Third Quarter plus:

- a. preparation and approval of CO Phase-out Plan for the community organization to take over CO activities; and
- b. actual turn over of CO activities to the community organization and other phase-out activities.

6.2 Process Documentation

The NGO/AO shall undertake a continuing process documentation of the entire CO work in the subproject site. Under this activity, all significant processes related to the conduct of technical and socio-institutional development activities shall be monitored, analyzed and documented in text and photographs or audio-visuals. A quarterly written progress report describing the relevance of CO and CSD activities to the progress of the subproject, shall be submitted by the NGO/AO to DENR. At the end of the CO contract, a summarized process documentation report shall be written and submitted by the NGO/AO to the DENR.

6.3 CO under FSP Loan I

Community Organizing under Loan I of the Forestry Sector Project shall cover the same activities mentioned in Items 6.1 and 6.2 of this Section except those related to CSD contracting. Timing of implementation of CO activities shall be adopted to the phasing as provided in Section 9.0 of MC No. 20, Series of 1992.

Sec. 7.0 Expected Outputs

The following are the expected outputs from the NGO/AO after each quarter based on the activities identified under Section 6.0. All documents and outputs shall be submitted to the DENR for approval before they are accepted as official output of CO.

7.1 YEAR 1, First Quarter

7.1.1 Courtesy Calls, Meetings, IEC Assemblies, Training, Seminars, Workshops, Lectures and Cross-Site Visits

- a. copy of the design showing the title of the activity, schedule and place(s) conducted, purpose(s) and objective(s), methods or strategies employed and persons involved
- b. copy of signed attendance sheets of resource persons and participants with gender segregation
- c. copy of minutes and/or documented proceedings
- d. written evaluation result of the activity by the participants
- e. assessed impact of the activity on the community

7.1.2 NGO Mobilization, Putting up of Field Office and Deployment

- a. proof of establishment of NGO/AO office in the site
- b. proof of full-time appointment and immersion of the NGO/AO staff in the site

7.1.3 IEC Materials and Equipment

- a. list and proof of procurement and one sample each of the information materials used in the site such as but not limited to:
 - a.1 printed materials
 - a.2 audio-visual materials
- b. list and proof of purchase of information equipment procured and used in the project site such as but not limited to:

- b.1 audio-visual equipment
 - b.2 gas or solar powered electric generator
- 7.1.4 Updated socio-demographic and economic profile of the community with gender roles description
- 7.1.5 Community training needs and training designs of identified training activities
- 7.1.6 Formation of Core Groups and Formal Local Organization
 - a. list of leaders and members of various core groups
 - b. list of officials and members of the formally organized or strengthened association or cooperative
 - c. complete set of registration and other required documents (by the LGU, BIR, DTI CDA, etc.) of the association or cooperative
- 7.1.7. CSD Work and Financial Plan
- 7.1.8 Quarterly written report summarizing the accomplishments during the quarter and the assessed impact on the community
- 7.1.9 Quarterly written report on process documentation including photographs and other documentation media
- 7.1.10 Quarterly Commitment Plan (QCP) of the specific activities scheduled for the next quarter

7.2 YEAR 1, Second Quarter

- 7.2.1 CSD Contract awarded to the association or cooperative including the necessary support documents
- 7.2.2 Detailed implementation plan of subproject activities prepared by the community and the NGO/AO and copy of community resolution approving the plan
- 7.2.3 Meetings, IEC Assemblies, Training, Seminars, Workshops, Lectures and Cross-Site Visits
 - a. copy of the design showing the title of the activity, schedule and place(s) conducted, purpose(s) and objective(s), methods or strategies employed and persons involved
 - b. copy of signed attendance sheets of resource persons and participants with gender segregation
 - c. copy of minutes and/or documented proceedings
 - d. written evaluation result of the activity by the participants
 - e. assessed impact of the activity on the community
- 7.2.4 Livelihood feasibility studies prepared and approved
- 7.2.5 Quarterly written progress report of each livelihood project being implemented by the community
- 7.2.6 Quarterly written report emphasizing the following:
 - a. assistance and supervision provided to CSD activities;

- b. summary of accomplishments during the quarter; and
 - c. assessed impact of the CO activities to the community
- 7.2.7 List of groups, agencies and institutions to which linkages have been established and description of the nature of linkages.
- 7.2.8 Quarterly written report on process documentation including photographs and other documentation media
- 7.2.9 Quarterly Commitment Plan (QCP) of the specific CO activities scheduled for the next quarter

7.3 YEAR 1, Third Quarter

The same as in YEAR 1, Second Quarter except CSD Contract (Item 7.2.1) and the detailed subproject implementation plan (Item 7.2.2).

7.4 YEAR 1, Fourth Quarter

The same as in YEAR 1, Third Quarter plus:

- a. Community-based Resource Management Framework (CRMF) for the subproject site duly concurred.
- b. Preparation of written CO Phase-out Plan

7.5 YEAR 2, First Quarter

The same as YEAR 1, Third Quarter plus:

Granting of appropriate Community-Based Forest Management Agreement by the DENR

7.6 YEAR 2, Second Quarter

The same as in YEAR 1, Third Quarter.

7.7 YEAR 2, Third Quarter

The same as in YEAR 2, Second Quarter

7.8 YEAR 2, Fourth Quarter

The same as in YEAR 2, Third Quarter, plus:

- a. Updated written CO Phase-out Plan;
- b. Written CO Terminal Report;
- c. Written Summary Report of CO Process Documentation

Sec. 8.0 Selection of NGO/AO to Undertake CO

The following general criteria shall be used in the selection of the NGO/AO that will conduct Community Organizing in FSP subproject sites:

1. At least one (1) year actual experience in community organizing;
2. DENR accreditation;
3. Sufficient track record in project development and management with technical and managerial capability;
4. NGO's/AO's financial capability which shall be gauged by: (a) its assets which shall be equal to at least ten percent (10%) of the total CO project cost as indicated in an audited financial statement for the year immediately preceding the CO contract being applied for; and (b) its financial capacity to finance CO activities for at least three (3) months.
5. Access to and linkages with other resource agencies and institutions;

6. Proximity to the subproject site or capability, commitment and willingness to immerse staff in the community;
7. Compatibility with the community; and
8. Availability of the following full-time staff and workers with minimum actual experience of one (1) year and/or educational background on:
 - a. Social Forestry, Forestry Extension and/or Community Organizing
 - b. Silviculture, Agroforestry and Forest Management
 - c. Cooperatives, Livelihood, Marketing, Financial Management and Enterprise Development
 - d. Social Work

Sec. 9.0 SELECTION AND AWARDING PROCESS OF CO CONTRACTS

Aside from the existing DENR policies and guidelines on awarding service contacts as stipulated in Section 6.0 of MC No. 20, Series of 1992, the following specific procedures shall be followed in selecting the NGO/AO to be contracted for conducting CO work in any of the Forestry Sector subproject sites:

- 9.1 The Regional Selection Committee shall be composed of the following:
 - 9.1.1 Chairperson: Regional Technical Director for Forestry (RTDF)
 - 9.1.2 Members: PENRO concerned
CENRO concerned
RFDO Coordinator
Regional NGO Desk Officer
Barangay Captains covered by the Subproject
NFDO Representative

- 9.2 All NGO'S who passed the pre-qualification requirements as stipulated in Section 8.0 shall, at their own expense, photocopy the appraisal report and other pertinent information about the FSP subproject. These documents shall be studied and analyzed carefully by the NGO/AO applicant. They shall be required to visit the subproject site being applied for before preparing a detailed CO Proposal.
- 9.3 Within a certain period to be determined by the DENR, the NGO/AO shall submit the Proposal presenting all CO activities including the indicative schedule for 24 months. The Selection Committee shall review all proposals for assessment and evaluation.
- 9.4 The top three (3) NGO/AO applicants shall be invited to present their Proposal to DENR. They shall also be required to submit their Financial Proposal right after the presentation.
- 9.5 After thorough evaluation by the Selection Committee, the winning NGO/AO shall be awarded the CO contract.

Sec. 10.0 Cost of Community Organizing

10.1 Cost of CO under the FSP-ADB

Under the Asian Development Bank (ADB) component of the Forestry Sector Project where subproject areas are smaller (usually ranging from 200 to 1,000 hectares), CO shall be contracted at a ceiling cost of P3,850 per hectare. The contract amount shall be based on the actual area identified for comprehensive site development as reflected in the approved appraisal report.

10.2 Cost of CO under FSP-OECF

Under the Overseas Economic Cooperation Fund (OECF) component of the Forestry Sector Project where subproject areas are much bigger (minimum of 2,000 hectares), CO shall be contracted at a ceiling cost of P1,800 per hectare. Likewise, the contract amount shall be based on the actual area identified for comprehensive site development as reflected in the approved appraisal report.

For sites under FSP Loan I which are usually much smaller in hectarage, CO shall be contracted at a ceiling cost of P2,300 per hectare. The contract amount shall be based on the actual area developed through contract reforestation.

Sec. 11.0 Preparation and Signing of Contract

After notification of the selected NGO/AO by the Regional Selection Committee, the Regional Executive Director (RED) shall, within five (5) working days prepare a Contract. This Contract shall be subjected for review and signature by the NGO/AO within three (3) working days. The signing of the CO Contract shall be done in accordance with existing and pertinent DENR rules and regulations. A "pro-forma" CO contract is shown in Attachment B.

Sec. 12.0 Notice to Proceed

The DENR signatory to the CO Contract shall issue notice to proceed in favor of the NGO/AO Contractor within five (5) working days after availability of funds is certified by the appropriate DENR officer.

Sec. 13.0 Monitoring and Evaluation (M & E)

The progress of community organizing shall be regularly monitored and assessed to determine the preparedness of the community

to undertake specific subproject activities. Databanking of information gathered shall be integrated to the Forest Management Information System (FMIS) being developed by the Executive Committee and Technical Working Group organized under DENR Special Order No. 96-19. For NGO/AO Contractor's billing and payment purposes, CO shall be monitored and evaluated by the DENR using an appropriate M & E instrument.

The Monitoring and Evaluation procedure under Section 10.0 of Memorandum Circular No. 20, Series of 1992 shall be used as a procedural guideline in undertaking M & E of FSP subprojects.

Sec. 14.0 Performance Bond

The NGO Contractor shall post performance bond callable on demand equivalent to 10% of the contract price covering the two-year duration of the CO contract

Sec. 15.0 Disbursement of Funds

A mobilization fund equivalent to 15% of the total CO cost Year 1 shall be released to the NGO/AO upon approval of the Quarterly Commitment Plan for the first quarter. Succeeding payments shall be done on a quarterly basis upon receipt of the billing, favorable recommendation of the M & E Team based on its equivalent and assessment report and approval by appropriate DENR officials. The RED shall promptly disburse the approved amount in favor of the NGO/AO.

Sec. 16.0 Supplemental Rules and Regulations

The Undersecretary for Field Operations shall issue rules and regulations as may be necessary to actively carry out the objectives of this

Circular in accordance with existing and pertinent guidelines. Additionally, the RED may promulgate supplemental rules and regulations which apply to a particular region; *provided* such rules and regulations shall be in accordance with this Circular.

Sec. 17.0 Effectivity

This Memorandum Circular shall take effect immediately.

(Sgd.) VICTOR O. RAMOS
Secretary

Recommending Approval:

(Sgd.) VIRGILIO Q. MARCELO
Undersecretary for Field Operations