

**DENR Administrative Order  
No. 2000 – 57  
July 14, 2000**

**SUBJECT : Guidelines Governing The  
Implementation And Management  
Of Mangrove Subprojects Under  
The Forestry Sector Project**

Pursuant to Executive Order No. 263, adopting Community Based-Forest Management as the national strategy to ensure the sustainable development of the country's with implementing rules and regulations embodied in DAO 96-29, DENR Administrative Order No. 16, Series of 1993 which provides the guidelines on the implementation of Forestry Sector Project (FSP) and DAO 98-10 which provides the guidelines on the establishment and management of Community-Based Forest Management projects within mangrove areas, these guidelines for the implementation of mangrove forest rehabilitation and management subprojects under the Forestry Sector Project are hereby adopted.

**CHAPTER I  
TITLE, POLICY, OBJECTIVE S AND DEFINITION OF  
TERMS**

**SECTION 1. TITLE**

This DENR Administrative Order shall be known as the: "Guidelines Governing The Implementation Of Mangrove Forest Development And Management Subprojects Under The Forestry Sector Project."

**SECTION 2. BASIC POLICY**

It is the policy of the State to promote equitable access to natural resources and ensure the success of broad-base community participation in the development, management and protection of the country's mangrove forests. In particular. it is the policy of the

State to ensure the success of rehabilitating degraded mangrove areas and its sustainable development as well as the management and protection of all natural mangrove forests and associated ecosystems therein.

### **SECTION 3. OBJECTIVES**

The objectives of this Order are as follows:

- a. provide an orderly and clear procedure in the implementation of mangrove rehabilitation subprojects and its subsequent sustainable management;
- b. provide the standard costing of different comprehensive site development activities under the mangrove subprojects;
- c. ensure efficiency and success in the implementation of and management of mangrove subprojects; and
- d. enhance the mangrove communities effective and meaningful participation in the development, management and protection of the mangrove forests under FSP areas and promote their overall socio-economic well being.

### **SECTION 4. DEFINITION OF TERMS**

For purposes of this Order, the following terms are hereby defined:

- a. **Assisting Professional(s) (APs)** - person with specific expertise needed by the subproject, contracted by DENR to provide technical assistance, train SUSIMO and PO members, and provide other skills and knowledge requirement of the subproject. The acronym for this is AP.
- b. **Community or Mangrove Community** - group or groups of people residing within or adjacent to the FSP mangrove subproject site who are willing and committed to participate in the implementation of the subproject and long-term community-based forest management on the site;
- c. **Community Organizing by Administration** - the conduct of community organizing and community strengthening activities

by the DENR to ensure meaningful interaction and participation between and among mangrove resources stakeholders and ensure sustainability of subproject implementation.

- d. Community Resource Management Framework** - the document defining the terms and procedures for access, use and protection of natural resources within the CBFMA area, which shall, in all cases be consistent with the overall management strategy of the entire mangrove areas and formulated by the PO with the assistance of AO/SUSIMO, DENR, LGU and/or other concerned institutions.
- e. Community-Based Forest Management Agreement for mangrove areas** - a production-sharing agreement entered into by and between a community and the DENR to develop, utilize, manage and conserve a specific portion of mangrove forest consistent with the principles of sustainable development;
- f. Mangrove enrichment planting** - refers to the direct planting of propagules of *Rhizophora* spp. Or nursery-raise mangrove seedlings to sparsely vegetated or poorly stocked natural mangrove areas with the purpose of re-stocking and enriching the area;
- g. Mangrove Subproject** - a mangrove area already approved or still to be approved for financing out of the proceeds of the Forestry Sector Project loan from Japan Bank for International Cooperation (JBIC);
- h. Non - Government Organization (NGO)** - group of persons or organization, commonly referred to as Assisting Organization (AO) with various expertise contracted by the DENR to undertake the required activities of the Forestry Sector Project such as Survey, Mapping and Planning (SMP), Community Organizing (CO) and Monitoring and Evaluation (M & E);
- i. People's Organization (PO)** – a group of people living within or adjacent to DENR mangrove subprojects formed into an association, cooperative or any other appropriate form of organization to implement the component strategies of a particular subproject;

- j. **Standard Costs** - the basis for computing the mangrove subproject component's cost based on a standard set of activities and a minimum wage rate determined during the appraisal preparation and as set by the Regional Wage Boards;
- k. **Subproject Site Management Office (SUSIMO)** - office based at the subproject site composed of a group of DENR personnel tapped to ensure the proper implementation and management of the FSP subproject through direct supervision and assistance.

## **CHAPTER II SUBPROJECT IMPLEMENTATION**

### **SECTION 5. SUBPROJECT ORGANIZATION**

The Subproject shall be directly supervised and monitored by the SUSIMO under the supervision of the CENRO (Figure 1). The SUSIMO is the site-based subproject counterpart staff from the DENR to ensure efficient management of FSP subprojects and effective delivery of needed services. It shall be headed by a subproject management officer (SMO) and shall have four units under it, namely:

- a. **Community Organizing and Strengthening Unit (COSU)** which is tasked to conduct and/or continue community organizing activities and initiate and implement community organizing strengthening and organizational development activities throughout subproject implementation period;
- b. **Site Development and Management Unit (SDMU)** which is tasked to directly Supervise the CSD activities of the PO as well as assist them in implementing mangrove forest management activities;
- c. **Validation and Billing Unit (VBU)** which shall conduct validation of CSD accomplishments, and assist the PO in the preparation of billing requests and the overall financial management; and
- d. **Administrative Support Unit (ASU)** which shall provide overall administrative assistance, to SUSIMO such as

secretarial, clerical, office maintenance, procurement of supplies and materials and other functions necessary for the smooth operations of the SUSIMO.

## **SECTION 6. COMMUNITY ORGANIZING AND STRENGTHENING**

The CO under FSP is primarily aimed at mobilizing the communities and developing and/or strengthening their capabilities to implement subproject activities and become long-term resources managers using the community-based approach (Figure 2). The CO shall follow the following procedures and processes:

### **6.1 Selection and Contracting of Assisting Organization**

A competent non-government organization (NGO) or assisting organization (AO) shall be selected and contracted to implement community organizing. The existing selection or contracting guidelines to conduct the CO is provided for in **MC 97-01** otherwise known as **“Implementing Guidelines in the Conduct of Community Organizing under FSP.”**

There shall be a pre-qualification of NGOs to be contracted. Moreover, only those accredited by the DENR are allowed to participate. The pre-qualification criteria to be adopted are as follows:

- a. proven track record in community organizing/community development works in the Region;
- b. technical capability to implement community capacitation in technical, social, institutional and other aspects of subproject implementation;
- c. staff willing to go fulltime and immerse on the site; and
- d. must have not been blacklisted by DENR and/or any other government agencies, local and international funding institutions;

It is a common knowledge that very few NGOs/AOs have had adequate experience with the mangrove setting and its interface with other critical ecosystems, hence prospective AOs shall hire mangrove experts with proven track records and in mangrove development and in gender sensitive community organizing activities.

An NGO/AO shall only be awarded one CO contract for a mangrove subproject with DENR within the effectivity of its first contract. However, same NGO/AO can avail of another contract with DENR provided that it is for a different activity and subproject site. **Provided further, that the contractor be awarded only with one additional contract for other activity nationwide.**

## **6.2 Major CO Activities**

The AO shall undertake the following major activities;

- a. Validate the socio-economic, biophysical and landuse data about the subproject site water direct participation of community leaders and/or members;
- b. Mobilize the communities through consultations and effective information, education and communication campaign (IEC);
- c. Organize a people's organization (PO) to be duly registered with any one of the following government entities: namely; Securities and Exchange Commission (SEC), Department of Labor and Employment (DOLE), or Cooperative Development Authority (CDA); In case there is an existing organization within the community capable of implementing subproject strategies and found to be acceptable to the target community and the DENR, such organization shall be considered as representative of the community as it PO;
- d. Assist the PO in the preparation of three (3) year annual work and financial plans (AWFP) and other documents

- leading to CSD contracting; based on the appraisal report and validated subproject information;
- e. Capacitate the PO in the technical, environmental, financial, and socio-institutional aspects of planning and implementation of the comprehensive site development activities, organizational development and other aspects of subproject implementation;
  - f. Assists the PO in the formulation, development, presentation and approval of a long-term Community Resources Management Framework (CRMF);
  - g. Assists the PO in the preparation of documents and other requirements leading to the issuance of a long-term Community-Based Forest Management Agreement for Mangrove Subprojects within the 1<sup>st</sup> Quarter of the Second Year CO implementation;
  - h. Provide continuing technical assistance to the PO in the implementation of CSD and promotion of active linkages with other government agencies and private institutions;
  - g. Provide assistance in the institutionalization of a capital build-up (CBU) system within the PO including mechanisms for funding and managing it own livelihood projects.
  - i. Conduct documentation of the whole CO process; and,
  - j. Develop a phase-out plan in consultation with the PO for harmonious turnover of continuing CO activities to the DENR and the PO itself.

## **6.3 Duration, Review and Renewal of Service Contract**

### **6.3.1 Duration**

The CO for Mangrove Subprojects shall have duration of **(2) years** with a probationary duration of six (6) months renewable for the remaining 1 and ½ years (Annex A). The Regional Executive Director (RED) shall approve the CO contract.

### **6.3.2 Automatic performance review**

The Region shall form a review committee composed of one member each from the Region, PENRO, CENRO, PO and SUSIMO to review AOs performance 15 days before the end of the first six months of AOs service contract period. Within this period, the committee shall evaluate the performance of the NGO/AO, submit report and recommendations to the RED to avoid delay in the implementation of the subproject. The major performance criteria to be considered are as follows:

- i. satisfactory compliance with the first 2 Quarters targets;
- ii. good working relationship with PO, LGUs, and other Subproject actors;
- iii. quality performance of the PO; and
- iv. strong linkages established for POs livelihood projects.

### **6.3.3 Renewal**

The AOs contract shall be renewed upon positive endorsement of the review committee. Otherwise, the CO contract may be terminated prematurely observing due process under the following conditions:

- i. very poor or unacceptable performance; and
- ii. commission of any violation/infraction, which is an eligible ground for cancellation as specified in the CO contracts and existing government rules and regulations.

In such cases, the DENR is tasked to continue the CO works through the **SUSIMO** until another AO or a new AP/s shall have been selected and contracted.

## **6.4 Community Organizing and Strengthening Activities (COSA) By Administration**

### **6.4.1 Requirements**



The DENR is authorized to conduct community organizing and strengthening activities under any of the following conditions:

- i. unavailability of competent NGOs after a pre-qualification and accreditation processes had been undertaken or competent NGO is not selected and contacted within a month after non-renewal or cancellation of contract; and
- ii. the Region has the capability to conduct community organizing and strengthening activities considering the requirements of the subproject site and this Order;

#### **6.4.2 Community Organizing and Strengthening Unit (COSU)**

The DENR through the COSU shall be responsible for the community organizing and strengthening activities under the direct supervision of the CENRO. A Team Leader who shall have the necessary expertise and competence to oversee the community organizing and strengthening activities shall head the COSU and be responsible for all the reports required by the Region and the DENR Central Office.

In the case where DENR takes over the CO activities from an NGO/AO, the SUSIMO shall undertake an assessment to determine the actual situation. Such assessment shall be the primary basis for the preparation of the CO catch-up plan in close coordination with the PO and other concerned stakeholders.

#### **6.4.3 Activities**

Among the major activities for COSA are as follows:

- i. assessment of the community CO needs and or POs stage of organizational development;
- ii. development of CO plan and implement CO activities as provided in this Order;

- iii. development of a catch-up plan after an assessment has undertaken by the SUSIMO, if necessary and institute necessary corrective measures to enhance the POs capability to implement the project;
- iv. continuous implementation of CO activities which the AO left;
- v. contract the services of assisting professionals (APs) to augment the SUSIMO force, if necessary.

## **SECTION 7. COMPREHENSIVE SITE DEVELOPMENT**

The PO shall be responsible for the implementation of the comprehensive site development of the Subproject area. The CSD must be based on the approved appraisal report subject to the validation to be conducted by the AO/SUSIMO, in close coordination with the PO. The following are the detailed activities in CSD implementation:

### **7.1 Community Resources Management Framework**

A community resource management framework (CRMF) which provides general resource management principles and directions, and commitment of the PO to sustainably, manage the subproject area shall govern the activities of the PO.

#### **7.1.1 Preparation of CRMF**

The PO shall prepare a long term CRMF for the whole subproject area with the assistance of the AO/SUSIMO for the duration of the tenure agreement. It shall includes among others:

- i. the community's and the POs vision, Mission and objectives;
- ii. summary of situation analysis (refer to approved appraisal report as validated by the PO);

- iii the guiding principles to be followed in plan preparation, an indicative community resource development and use plans;
- iv internal management arrangements including benefit sharing, external support needed; and
- v. internal monitoring and evaluation system to be adopted by the PO.

### **7.1.2 CENRO Affirmation**

The CENRO affirms the CRMF. A general CRMF affirmed by the CENRO shall be a requirement in the issuance of CBFMA.

### **7.1.3 Revision and Improvement of CRMF**

The CRMF shall be updated or modified accordingly as the PO gains capability to incorporate more activities and resources. Likewise, changes in local, regional and national policies and priorities may substantially impact on the framework. The PO may also experience changes in priorities and face emerging issues through time that necessitates revision of the CRMF.

## **7.2 CSD Plan**

### **7.2.1 CSD Plan Preparation**

The PO with the assistance of the AO/SUSIMO accordingly and the DENR shall prepare a CSD plan preparatory to CSD contracting. The CSD plan is basically a reiteration of the annual site development strategies with accompanying cost requirements provided in the appraisal report subject to modifications or revisions based on the results of validation conducted by the AO/SUSIMO. This contains the different subproject components and a minimum set of activities per component (refer to Figures 3 also Annex A). With the assistance of the AO/SUSIMO and the DENR, the PO must:

- i. fully understand the overall subproject concepts and development strategies provided in the approved appraisal report;
- ii. must be familiar with the basic CSD strategies and build-up on their previous understanding of mangrove processes and familiarity with the subproject site;
- iii. understand the impacts find benefits accompanying the implementation of subproject strategies.

### **7.2.2 Modification/Changes in Appraisal Report**

Changes or modification in the implementation of subproject strategies are allowed provided these are for the overall improvement of project implementation and approved by the Region. Among the charges allowed are as follows:

- i. changes in the proportion of land use and species as appropriately verified;
- ii. changes in the months of planting based on the actual availability of propagules and labor as affected by change in species;
- iii. changes in the labor wage rate based on actual prevailing rate in the area and/or based on rate set by the Regional Wage Board;
- iv. changes in the proportion of monthly and yearly development targets based on the capability of the PO provided that the total target for the whole subproject is met;
- v. transfer of the subproject component location within the same subproject site provided that this change does not constitute more than 20% of the total area;
- vi. changes in or addition of livelihood projects not provided in the appraisal report; and
- vii. reprogramming of budget within 10% of each subproject activity; e.g., nursery operations, plantation establishment, maintenance and protection, etc.

Subproject changes requiring approval from Central Office and concurrence of JBIC are as follows:

- i. transfer of site or subproject parcels from one location to another location within surveyed areas.
- ii. Expansion of the area with corresponding request for funding;

The cost ceilings for each subproject components and activities are provided in the standard costings in Annex A of this guideline. The minimum activities per hectare of mangrove CSD components are also provided in this annex. Such activities shall also be the basis for developing AWWP by the PO.

## **7.2 CSD contracting**

The CENRO shall endorse the CSD Plan for approval of the RED. The RED and the PO shall enter into a CSD contract following the pro-forma contract (Annex C). The RED is authorized to provide or incorporate supplemental provisions in the contract to address the peculiar/unique conditions of their respective regions.

The full CSD contract document shall be reproduced and a copy of which shall be finished within five (5) working days after approval to the following offices:

- a. Office of the ARED/CBFMO,
- b. Office of the Regional COA;
- c. Finance Division;
- d. PENRO;
- e. CENRO;
- f. People's Organization;
- g. Assisting Organization;
- h. SUSIMO; and
- i. NFDO

#### **7.4 Preparation of Annual Work and Financial Plan**

The PO shall develop a detailed annual work and financial plan (AWFP) for the subproject site for three (3) years with the assistance of the AO/SUSIMO, Such plan shall be endorsed by the CENRO or PENRO as the case warrants and reviewed and approved by the Region. This plan may be revised yearly for adjustment to reflect changes in targets and budget, among others. The following shall be considered in the preparation of AWFP:

- a. detailed set of activities and targets by month;
- b. labor and material requirements by activity;
- c. sources of labor and materials;
- d. responsible group or sectors within the PO;
- e. cost requirements for the above items; and
- f. general plan of implementation, operations control and supervision, internal monitoring and evaluation activities, contingency measures,

#### **7.5 CSD Implementation and Documentation**

The PO shall implement the CSD activities according to the approved CSD plan. It shall institute a systematic tracking, Recording and mapping of monthly accomplishments for facility in validation and processing of billings. In all phases CSD implementation, the PO shall be assisted by the SUSIMO.

### **SECTION 8. COMMUNITY MAPPING AND RESOURCE INVENTORY**

The PO with the assistance of the AO/SUSIMO share conduct the final survey and delineation of the subproject site. The resource inventory shall be conducted with technical assistance from the SUSIMO. The activities above shall be the basis for the improvement of subproject strategies, monitoring and evaluation of subproject accomplishments as well as formulation of the long term CRMF. The conduct of these activities ideally must precede

the preparation of the CRMF and must be participatory to involve the major stakeholders. Among the outputs required of this task are as follows:

- a. updated subproject and vicinity maps with strategic features such as location of the communities/households, wharves, important government offices, etc.;
- b. subproject land-use map and physical resources,
- c. river systems that drain into the subproject area with indicative volume of water discharge and history of flooding,
- d. listing and description of community resources and resource use patterns, and
- e. location and description of points /areas within subproject site with historical or cultural significance, spots of ecological importance such as nesting, resting or breeding sites of birds, turtles, and other endangered marine and terrestrial species of wildlife, spots with potentials for eco-tourism/ecological destinations or with future significance for research.

### **CHAPTER III TENURIAL ARRANGEMENTS**

#### **SECTION 9. ISSUANCE OF COMMUNITY-BASED FOREST MANAGEMENT AGREEMENT FOR MANGROVE SUBPROJECTS**

The AO/SUSIMO is required to fully assist the PO in the facilitation of CBFMA issuance to the PO.

##### **9.1 Requirements for CBFMA**

The AO/SUSIMO shall assist the PO in the fulfillment of the requirements for the issuance of CBFMA. The PO shall submit to the CENRO the following requirements:

- a. certificate of POs registration;
- b. list of officers or members of council of elders;
- c. list of members addresses, including, name of spouses;

- d. resolution from PO members authorizing CBFMA application (in case of indigenous communities, proof of consent of Council of Elders or equivalent body);
- e. validated land-use map;
- f. affirmed CRMF;
- g. operations map (1: 10,000); and
- h. land use map (1:20,000)

## **9.2 Processing of CBFMA Applications**

Upon submission by the PO of the documents and/or requirements for CBFMA, the CENRO checks and evaluate the same within 10 working days. The CENRO endorses the application to the PENRO. The PENRO will consult the PO within 10 working days upon receipt of application and if evaluated to be in order, the former approves the application and issues the CBFM agreement to the latter following the Revised/Updated Manual of Approval (DAO 2000-11). Figure 4 shows the process to follow in the issuance of the CBFMA.

It shall be the policy that issuance of the CBFMA shall be officially done in the subproject site. This will ensure integrity of the document and credibility of the partnership. The leaders or representatives of major stakeholders must be present in the official issuance of the tenure agreement.

## **9.3 Utilization of Mangrove Resources**

Cutting of mangrove timber species within tile subproject and adjacent mangrove sites is strictly prohibited pursuant to Republic Act 7161. However, harvesting and gathering of non-timber mangrove products, agroforest crops and fisheries products shall be allowed on a sustainable basis. A Resource Use Permit (RUP) shall be issued to the PO for such economic activities to include harvesting/extraction and development plan to ensure sustainability and integrity of the ecosystem. The communities shall adhere to the provisions of CBFMA and existing rules and



regulations pertaining to the development and management of mangroves and marine resources.

## CHAPTER IV COSTING'S AND LIVELIHOOD PROJECTS

### SECTION 10. STANDARD COSTING FOR MANGROVE COMPONENTS

#### 10.1 Standard Costings

The standard costings for the implementation of mangrove subprojects components for FSP under JBIC support are as follows:

Activity/Component	Cost/ha (P)
a. Community Organizing	1,800
b. Site Delineation	256
c. Afforestation/Reforestation through Direct planting of <i>Rhizophora spp.</i> (2 x 2 )	14,599
d. Afforestation/Reforestation w/ Nursery (2 x 2 )	22,980
e. Nipa Plantation ( 2 x 2 )	17,177
f. Enrichment Planting	5,371

Detailed costings for components e to f including the costs of infrastructure components are provided in the attached Tables 1 - 5 of Standard Costings for mangrove components (Annex A). The Regions are allowed to adjust the costings, by adopting prevailing minimum wage rate in the locality at the time of contract preparation.

#### 10.2 Contingency Costs

A 10 percent contingency is provided in the appraisal report based on the total direct project costs. This ensures the financial viability and stability of the subproject considering unexpected increases in the cost of materials and other

circumstances considered as *force majeure*. The following activities are eligible for the request of contingency fund release:

- a. production or purchase of additional propagules or seedlings,
- b. repair of subproject infrastructures damaged by storms or typhoons;
- c. full replanting of areas damaged by typhoons, unusual strong waves, or infestations out of control by the PO and DENR itself; and
- d. purchase of equipment necessary to further improve subproject implementation.

All requests for release of contingency funds must be fully justified by the PO and CENRO and endorsed by the PE-NRO to the RED for approval.

## **SECTION 11. LIVELIHOOD PROJECTS**

Livelihood projects identified suitable for each subproject site is listed in the subproject's appraisal reports. The POs are encouraged to implement these projects or any suitable livelihood projects they consider feasible with the use of their own or other internally generated funds intended for such purposes.

### **11.1 Source of Funds/Capital Build-Up**

Funds for livelihood projects shall come from the POs Capital Build-Up (CBU), other internally generated funds, from other third party sources which the PO may ask assistance for funding. With the assistance of DENR and the AO, the POs shall establish a system where capital build-up is ensured. They are also encouraged to link and seek financial assistance from available LGU sources, local funding institutions and banks and international agencies interested in funding such projects.

## **11.2 Validation of Feasibility Studies**

The PO shall validate the proposed livelihood projects in the appraisal report with the assistance of the AOs before implementation in view of current biophysical settings and market conditions in the subproject sites. The feasibility report can be used for submission to prospective funding agencies.

## **11.3 Creation of Enterprise Development Unit within the PO Organization**

The POs are encourage to treat the livelihood projects as sustainable enterprises, which must be managed professionally as POs businesses. As such, there shall be a direct unit in POs organization responsible in running these enterprises. The POs for these enterprises shall develop a separate financial management system, accounting and auditing operations for these enterprises.

## **11.4 Existing Livelihood Activities by the Community**

The AO/SUSIMO shall assist in the enhancement and strengthening of current community livelihood activities that are sustainable and found compatible with the overall subproject objectives and operations. The policy of building on what the communities have must be given priority over any other options.

## **11.5 Other Livelihood Options**

The POs are also encouraged to explore other available livelihood options or alternative livelihood schemes. Should they find other suitable livelihood projects or enterprise more profitable than the ones proposed, the POs must consider such projects and conduct detailed feasibility studies with the assistance of the AO and DENR. The assistance of appropriate institutions to ensure success must be encouraged. The AO/SUSIMO shall provide the necessary assistance in providing the network/linkage.

## **CHAPTER V SUBPROJECT MONITORING AND EVALUATION**

### **SECTION 12. SUBPROJECT MONITORING AND EVALUATION**

The NFDO is tasked to conduct national/project level monitoring and evaluation of all mangrove subprojects and formulate strategies for the improvement of subproject implementation.

The field level monitoring and evaluation of subproject implementation shall be the responsibility of the DENR Regional offices through the SUSIMO who shall monitor, evaluate and ensure timely and quality performance of all subproject activities by all subproject implementers as shown in **Figure 5**.

#### **12.1 Physical and Financial Targets**

Physical accomplishments and financial targets of both POs and AOs shall be monitored and evaluated regularly. The site coordinator as verified by the Validation and Billing Unit (VBU) of the COSU shall supply information for this. The Region and concerned DENR Field units shall use the standard formats being used by FSP. Lapses, backlogs and deviations in the performance of scheduled activities shall be noted, assessed and discussed with the POs and AOs concerned for which necessary corrective measures be agreed upon Problems/issues requiring approval from higher authority must be reported and submitted through channels.

#### **12.2 Independent Monitoring and Evaluation**

There shall be an independent monitoring and evaluation (M & E) of the subproject as provided for in the loan agreement (L/A). The primary objectives of this activity are as follows:

- a. validate the accomplishments of both AO and PO;

- b. evaluate the performance of all stakeholders involve in project implementation including the DENR;
- c. infuse fresh views and ideas towards improvement of subproject implementation at the subproject level; and
- d. recommend actions for the overall improvement of subproject implementation at the national level considering lessons learned in subproject site evaluated.

An independent NGO or qualified public or private organizations shall be contracted for this purpose. This shall follow the M & E guidelines provided for the JBIC funded FSP subprojects subject without precluding the formulation of a separate guideline specifically intended for mangrove subprojects.

### **12.3 Project Benefits Monitoring and Evaluation**

The DENR shall adopt improved methodologies for benefit monitoring and evaluation system (PBMES) to document and learn from the lessons of the mangrove subprojects.

Benchmark information shall be gathered by the Region to establish basis for monitoring subproject benefits and impacts. The PBMES system to be used for this purpose shall follow the existing and updated PBMES methodology for FSP subprojects.

### **12.4 Exit Meeting**

All subproject monitoring and evaluation teams including the validation and billing unit (VBU) teams with relevant stakeholders especially the POs shall hold an exit meeting or conference. The primary purpose of this activity is to discuss the preliminary findings or evaluation results of these teams. A representative of the stakeholder being evaluated shall sign the proceedings of such meeting. The proceeding shall contain the preliminary results of the evaluation and the issues and concerns addressed, discussed or agreed upon during such conference.

#### **12.4.1 Management Information System**

There shall be a standard management and information system (MIS) established in all relevant DENR and Subproject units (NFDO, REGIONS, the PENROs, the CENROs, the AOs and the POs). The SUSIMO staff shall provide the necessary information for the operation of this system. The NFDO is tasked to develop this system using current systems used by DENR subject to improvement or modification.

All accomplishment reports and other relevant documents shall be submitted on the dates specified to the Regional Executive Director for evaluation, records and appropriate actions. A copy of each report shall also be submitted to NFDO, which shall keep records of all mangrove subproject documents relevant to the efficient dispensation of its functions. A timely submission schedule shall be developed by NFDO through the Region for compliance of all concerned field units in the implementation of the subproject.

#### **12.6 Budget for Continuing Supervision and Assistance for the Management and Protection of the Subproject by the DENR**

The DENR Regional Office shall include in its request for yearly budget allocation funds for the continuing supervision, assistance, monitoring and evaluation of the mangrove subproject sites beyond the coverage of the loan agreement. The subproject is required to prepare phase-out plan six (6) months before subproject termination date. The plan shall incorporate sustainability activities, responsibilities of stakeholders and the necessary cost requirements, among others.

### **SECTION 23. CHANGES IN SUBPROJECT IMPLEMENTATION STRATEGIES**

The Regional Executive Director shall approve all changes in the plans necessary for the improvement of efficiency in subproject

implementation except for those requiring approval by higher DENR authorities as provided for in Section 7.2.2 of this Order.

## **CHAPTER VI MISCELLANEOUS PROVISIONS**

### **SECTION 14. TRANSITORY PROVISION**

The provisions of this Administrative Order shall apply to all Subprojects of the Forestry Sector Project under the financing of the JBIC. The regions may translate these provisions into specific tasks to be carried out in the field level. In cases where there are different or vague interpretations of any provisions in this Administrative Order, the party concerned shall seek clarification from the NFDO for referral to appropriate legal body for official interpretation.

### **SECTION 15. REPEALING CLAUSE**

All other administrative orders, memorandum circulars and memorandum orders whose provisions are inconsistent herewith are hereby repealed, modified or amended accordingly.

### **SECTION 16. EFFECTIVITY**

These guidelines shall take effect immediately.

**(Sgd.) ANTONIO H. CERILLES**  
Secretary