

**DENR Administrative Order
No. 2000- 65
August 07, 2000**

**SUBJECT : Guidelines Governing The
Creation Of Subproject Site
Management Office And Its
Institutionalization In The
Forestry Sector Project
Implementation.**

Pursuant to DAO 16, April 02, 1993 entitled " The Guidelines in the Implementation of the Forestry Sector Project", DAO 96-29, October 10, 1996 entitled " Rules and Regulations for the Implementation of Executive Order 263, otherwise known as the Community-Based Forest Management (CBFM) strategy and in order to further improve the implementation of the Forestry Sector Project at the subproject level, this Administrative Order is hereby promulgated.

**CHAPTER I
TITLE, POLICY, OBJECTIVES, COVERAGE AND
DEFINITION OF TERMS**

Section 1. Title. The title of this Administrative Order is "Guidelines Governing the Creation of Subproject Site Management Office (SUSIMO) and its Institutionalization in the Forestry Sector Project (FSP) Implementation”.

Section 2. Policy. It is the policy of the DENR to ensure the attainment and optimization of social, economic, biophysical and environmental benefits from all its programs and projects through effective subproject implementation and management for the Filipino people, in general, and the Peoples' Organizations in the subprojects, in particular.

Section 3. Objectives. This Administrative Order is generally aimed at providing the guidelines, systems and

procedures in the creation and operations of the SUSIMO and ensures the institutionalization of the processes and procedures of subproject implementation and management to the Peoples' Organizations.

Its specific objectives are:

- 3.1 To prescribe the implementation structure of the SUSIMO to become more responsive to subproject activities;
- 3.2 To guide the DENR -in the identification of the operational requirements of the SUSIMO needed to ensure effective subproject management by the Peoples' Organization;
- 3.3 To establish standard norm or behavior between and among the SUSIMO staff as models in developing better partnership with the POs for ensuring greater community participation in the overall project implementation; and
- 3.4 To provide directions to the SUSIMO how to ensure the institutionalization of the processes and procedures of subproject implementation and management to the Peoples' Organizations.

Section 4. Coverage. The Administrative Order covers the following subprojects:

- 4.1 All watershed subprojects of the Forestry Sector Project funded under the Japan Bank for International Cooperation (JBIC); and
- 4.2 All mangrove subprojects of the Forestry Sector Project funded under the Japan Bank for International Cooperation (JBIC).

Section 5. Definition of Terms. For the purpose of this Administrative Order, the following terms and phrases are defined:

- 5.1 **Administrative Support** - refers to office management service assistance to the Subproject Management Officer (SMO) in executing office rules, controls, procedures and systems necessary to manage the activities, affairs and engagements of the SUSIMO.
- 5.2 **Assisting Professional (AP)**-- 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 requirements of the subproject.
- 5.3 **Community Organizing and Strengthening Activities (COSA)** refers to the processes of binding communities or people into all organization and continuously capacitating them to become knowledgeable and skillful in managing their resources thereby transforming them into self-sufficient and self-reliant communities through the assistance exclusively or in combination thereof through partnership by NGOs, APs or the DENR.
- 5.4 **Communities** - refers to the PO members and their immediate dependents who actively participated in the implementation of the site development activities.
- 5.5 **Comprehensive Site Development (CSD)** - refers to a set of land-based developmental activities designed to rehabilitate and reforest degraded portions of watersheds, mangroves and other land areas defined within a subproject. Specific activities include survey of land uses, nursery operations, reforestation, agroforestation, enrichment planting, assisted natural regeneration, rattan plantation establishment, bamboo stream bank stabilization, lookout tower, path/trail construction, water system installation, mangrove and/or nipa plantation establishment and structural and vegetative soil conservation measures.

- 5.6 **Forestry Sector Project (FSP)**- a Foreign-assisted project designed to rehabilitate degraded watersheds and mangroves through financing from the Japan Bank for International Cooperation (JBIC) and being implemented by the DENR.
- 5.7 **Financial Management** - involves formulation of policies on the use and allocation of funds, budgeting of funds, bookkeeping, preparation of financial statements, preparation of billing, payments of accountabilities and other activities related to the use of funds for the subprojects.
- 5.8 **Forest Resources Management** - refers to the application of integrated and sustainable development, regulation, production and conservation strategies for each of the different forest resources in a subproject site.
- 5.9 **Forest Resources** - include the soil and all elements found on it, above and below the ground in an area classified as forestland.
- 5.10 **Watershed-Based Subprojects** - refer to subprojects of the Forestry Sector Project located in watersheds financed under the Japan Bank for International Cooperation (JBIC).
- 5.11 **Mangrove-Based Subprojects** - refer to subprojects of the Forestry Sector Project located in mangrove areas financed under the JBIC.
- 5.12 **Technical Assistance** -- provision of assistance by a TA to DENR and/or to PO on how to carryout the different phases of the subproject to facilitate smooth subproject implementation and management to attain its objectives within a reasonable time frame.
- 5.13 **Organizational Management** - refers to the process of administration of an organization of people bound together to achieve a common objective through application of

procedures and systems using human, physical, financial, information and policy resources.

5.14 Subproject Site Management Office (SUSIMO) - refers to an office of the DENR that is established within the subproject and under the direct supervision of the CENR Office whose main function and responsibility is to manage and supervise subproject implementation.

5.15 People's Organization (PO) - A group of people, which maybe an association, cooperative, federation, or other legal entity, duly registered and established by the Community to undertake collective action to address community concerns and need and mutually share the benefits from the endeavor.

5.16 Soil Conservation - refers to land-based management practices for minimizing, if not totally eliminating, soil erosion and movements from higher to lower slopes to maintain fertility and productivity of the land. Soil conservation techniques may be in the form of vegetative, structural and combination of vegetative and structural approaches.

5.17 Supervision - refers to a more regular (day-to-day) overseeing by assigned personnel on implementers of subproject activities to ensure proper execution of processes and to achieve desired quality and quantity of subproject outputs

CHAPTER II ORGANIZATIONAL STRUCTURE, ADMINISTRATION, FUNCTIONS AND RESPONSIBILITIES OF THE SUSIMO

Section 6. Organizational Structure of the SUSIMO.

The organizational structure of tile SUSIMO is composed of the following four (4) units, namely:

6.1 Community Organizing and Strengthening Unit (COSU)

- 6.2 Site Development and Management Unit (SDMU)
- 6.3 Validation and Billing Unit (VBU)
- 6.4 Administrative Support Unit (ASU)

The organizational structure of the SUSIMO is presented in **Annex A**.

Section 7. Administrative Supervision of the SUSIMO. The DENR Office that has direct administrative supervision over the SUSIMO is the Community Environment and Natural Resources Office (CENRO).

Section 8. Head of the SUSIMO and its Units. The head of the SUSIMO shall be known as the Subproject Management Officer (SMO). The head of each of the different units shall be known as the Unit Head. The SMO shall report directly to the CENR Officer. The Unit Heads shall report directly to the SMO.

Section 9. Functions and Responsibilities of the SUSIMO. The functions and responsibilities of this office are the following:

- 9.1 Ensure effective implementation and management of the subproject by the PO;
- 9.2 Coordinate, supervise and monitor subproject activities implemented by the PO;
- 9.3 Provide technical assistance to the PO on the following areas/subjects:
 - 9.3.1 Forestry Sector Project Processes and Policies;
 - 9.3.2 Concepts and Principles of Community-Based Forest Resources Management;
 - 9.3.3 Comprehensive site development requirements of the subproject;
 - 9.3.4 Organizational Management;

- 9.3.5 Financial Management;
- 9.3.6 Sustainable Forest Resources Management;
- 9.3.7 Agroforestry, upland farming practices;
- 9.3.8 Coastal Resources Management and Mangrove Development and Management; and
- 9.3.9 Other concerns that will enable the POs to enhance their capability in managing the subproject.

9.4 Assist the community or PO in the following:

- 9.4.1 maximizing yields and benefits from forestry, agronomic crops, marine and other resources to ensure attainment of the financial returns of the subprojects;
- 9.4.2 setting up the record system of the PO plantation records; and
- 9.4.3 financial records of the PO.

9.5 Validate PO accomplishments and prepare validation and billing reports,

9.6 Manage the efficient utilization of the Maintenance and Other Operating Expenses (MOOE) fund of the SUSIMO;

9.7 Conduct quarterly physical and financial audit of the subproject fund being used by the PO and AO by reviewing their book of accounts and accomplishment records without necessarily requiring them to submit official receipts for evaluation;

9.8 Document Subproject's processes, accomplishments, effects/impacts and lessons-learned;

9.9 Conduct basic and applied research studies supportive to the establishment and sustainable management of watershed and mangrove plantations;

9.10 Prepare and submit monthly subproject accomplishment reports to tile RED and the NFDO,

9.11 Prepare and submit monthly financial reports to the RED and the NFDO;

9.12 Perform other functions necessary to improve overall SUSIMO management and subproject assistance that may be assigned by the CENRO, RED and./or Central Office, through the NFDO, to ensure sustainability of the subproject

Section 10. Functions and Responsibilities of the SUSIMO Units. The functions and responsibilities of the different units of the SUSIMO are:

10.1 Community Organizing and Strengthening Unit (COSU)

10.1.1 Assist the community or PO and other SUSIMO Units in the conduct of the following.

10.1.1.1 assessment of their training needs as well as in finding ways on how to respond to such training needs through capability development strategies;

10.1.1.2 establish linkages and networks with private and other government organizations that can provide assistance and support to ensure sustainability of their organization and their communities especially along livelihood concern;

10.1.1.3 resolving conflicts among PO members and communities relative to the implementation of the project;

10.1.1.4 providing technical assistance to the community or PO on community organizing and strengthening whenever necessary;

- 10.1.1.5 validating accomplishments of the Community or PO;
 - 10.1.1.6 preparation of Community Resource Management Framework (CRMF), Annual Work and Financial Plan (AWFP), Resource Utilization Plan (RUP) and other required documents for the issuance of a CBFMA to the PO;
 - 10.1.1.7 coordination and implementation of on-the-job training to be undertaken by the SDMU and the VBU;
 - 10.1.1.8 setting up record system of the PO for their plantation records; and
 - 10.1.1.9 setting up financial records of the PO.
- 10.1.2 In coordination with the SMO, AP and other units of the SUSIMO, AO and PO, formulate on-the-job training designs, identify and invite resource persons, source training funds and implement same to develop and improve the needed skills of the PO or community.
- 10.1.3 Lead and coordinate with the community or PO and other concerned SUSIMO units in the conduct of hands-on-training on community organizing, organizational management, livelihood development and implementation and CBFM and its requirements.
- 10.1.4 Conduct periodic IEC activities and meetings with the PO or community to assess progress of work and other developments and to plan activities related to community strengthening.

- 10.1.5 Actively participate in any inter unit activities that may be assigned by the SMO.
- 10.1.6 Perform other functions relative to community organizing and strengthening that may be assigned by the SMO.

10.2 Site Development and Management Unit (SDMU)

The functions and responsibilities of this unit are:

- 10.2.1 Orient and guide the community or PO on the following:
 - 10.2.1.1 development requirements of the CBFM area based on approved comprehensive site development plan or appraisal report.
 - 10.2.1.2 application of guidelines and manuals on CSD, forest management, agroforestry and farm management coastal resources management and mangrove development and management.
- 10.2.2 Assist and supervise the community or PO in the conduct of the following activities:
 - 10.2.2.1 implementation of site development and forest management activities;
 - 10.2.2.2 preparation of CRMF, RUP, AWFP, Quarterly Task Plans (QTP) and CBFMA;
 - 10.2.2.3 identification of areas on the ground scheduled for development and allocation of same by PO members by barangay/sitio;

- 10.2.2.4 preparation and implementation of plans for plantation protection and maintenance;
 - 10.2.2.5 resolution of land and relevant conflicts (that may affect the implementation of the subprojects) among members of the community or PO in coordination with the COSU;
 - 10.2.2.6 documentation of the subproject particularly in the recording of plantation growth performance; and
 - 10.2.2.7 forest plantation development and management as well as in other aspects of the CBFM, agroforestry and farm management, soil conservation, coastal resources management and mangrove development and management product harvesting, processing and marketing.
- 10.2.3 In coordination with the COSU, lead in the formulation and implementation of on-the-job training on the following required aspects:
- 10.2.3.1 technical aspects of CSD and forest management including farm management practices, coastal resources management and mangrove development and management by the community or PO.
 - 10.2.3.2 yield and benefit maximization and how to implement skills learned and attain optimization of yields and financial benefit.
- 10.2.4 Ensure the quality of work of the PO on CSD and forest management by requiring the PO to strictly observe desired quality of output;

- 10.2.5 Coordinate with the other units of the SUSIMO and other government and private agencies on the following:
 - 10.2.5.1 the VBU in the validation of PO and AO accomplishments;
 - 10.2.5.2 the COSU in training management and coordination;
 - 10.2.5.3 other government and private agencies which can provide assistance or support to the CSD and forest management and other aspects of the subprojects;
 - 10.2.5.4 the VBU and COSU in the conduct of monthly meetings with the PO and AO; and
 - 10.2.5.5 the COSU in the technical aspects of livelihood development and infrastructure development.
- 10.2.6 Document CSD accomplishments, progress, impacts/effects and lessons-learned and submit monthly CSD progress and expenditure reports to the SMO;
- 10.2.7 Conduct basic and applied research studies with interested PO members in their farms that will support the establishment and management of plantations to ensure desired quality;
- 10.2.8 Actively participate in any inter unit activities that may be assigned by the SMO; and
- 10.2.9 Perform other functions that may be assigned by the SMO.

10.3 Validation and Billing Unit (VBU)

The functions and responsibilities of this unit are:

- 10.3.1 Lead in the training of the community or PO in financial management and in the preparation of billing requirements;
- 10.3.2 In coordination with the SUSIMO units and other DENR offices, perform the following:
 - 10.3.1.1 validate PO and AO accomplishments;
 - 10.3.1.2 prepare validation report and assist the PO in preparing billing reports;
 - 10.3.1.3 quarterly physical and financial audit by reviewing the book of accounts of the PO and AO;
 - 10.3. 1.4 assist the PO in preparation and submission of billing request to the SMO and follow up same at the CENRO, PENRO and regional level to ensure timely payment to the PO and/or AO
- 10.3.2 Monitor subproject fund status and utilization and prepare financial analysis for the SMO;
- 10.3.3 Actively participate in any inter-unit activities that may be assigned by the SMO; and
- 10.3.4 Perform other functions that may be assigned by the SMO.

10.4 Administrative Support Unit (ASU)

This unit shall perform the following functions and responsibilities:

- 10.4.1 Assist the SMO in the administration of the SUSIMO office;
- 10.4.2 Perform clerical activities as well as secretariat services to the SUSIMO;
- 10.4.3 Maintain and manage the SUSIMO office, equipment and other facilities, records and resources;
- 10.4.4 Procure supplies and materials for the SUSIMO;
- 10.4.5 Monitor use of the SUSIMO funds;
- 10.4.6 Prepare disbursement documents for the SUSIMO funds as required;
- 10.4.7 Update, record and manage subproject files, documents and relevant instructions, administrative orders, memoranda, memorandum circulars, rules, regulations and policies;
- 10.4.8 Actively participate in any inter unit activities that may be assigned by the SMO; and
- 10.4.9 Perform other functions that may be assigned by the SMO.

Section 11. Minimum Qualifications of the SUSIMO Personnel. The minimum qualifications of the personnel of the SUSIMO are:

- 11.1 **Subproject Management Officer (SMO)**- BS Forestry or BS Community Development or BS Sociology or BS Social

Work or its equivalent with at least 3 years experience in any people-oriented forestry development project. For mangrove subprojects, candidates should have at least 3 years experience in mangrove development.

- 11.2 **Community Organizing and Strengthening Staff** - BS Forestry or BS Sociology or BS Community Development or any relevant BS degree with experience in community organizing, livelihood development and people-oriented forestry development project with at least 1 year experience in any of the above fields.
- 11.3 **Site Development and Management Staff** - BS Forestry with at least 1 year experience in any of the following: watershed management, soil conservation, nursery operations, forest and agroforest plantation establishment and management. For mangrove sites, with at least 1 year experience in mangrove development or coastal resource management.
- 11.4 **Validation and Billing Staff** - BS Forestry with at least 1 year experience as SC or CIC or in CSD and/or CO validation work or in M & E of CSD activities. Familiar with sampling and inventory of nursery seedlings, planted seedlings, perimeter survey and grading of planted seedlings.
- 11.5 **ASU Head** - preferably with at least 2-year experience as Administrative Assistant and familiar with office procedures and management.
- 11.6 **Technical Clerk** - graduate of a two-year certificate in forestry or secretarial work or any field with at least 1 year experience in clerical work.
- 11.7 **Driver** - professional license holder with at least 1 year experience in driving 4-wheel vehicle.

Section 12. Criteria for the Selection of SUSIMO Personnel. In addition to the minimum qualification requirements defined in **Section 11** hereof the candidates for personnel/staff of the SUSIMO shall be evaluated based on the following criteria:

- 12.1 Good moral character, no pending case(s) in any courts or administrative bodies;
- 12.2 For the SMO and the Unit Heads, he/she should have proven managerial capability, articulate especially in the local dialect, can easily establish good rapport and can work effectively in an adverse work environment;
- 12.3 For the Unit members, can easily establish good relations among themselves and with the PO members;
- 12.4 Permanent, contractual or casual employee of the DENR;
- 12.5 Must be physically, mentally and clinically fit to conduct site visit and/or long term field work;
- 12.6 At least with satisfactory performance in previous assignment or position: and
- 12.7 Strictly not related by, consanguinity or affinity, to any of the selecting, approving/appointing officers of the DENR.

Section 13. Search, Evaluation and Selection Process of SUSIMO Personnel. All prospective candidates to the different positions in the SUSIMO shall be searched, evaluated and selected following the standard procedures for designating personnel and contractual in DENR Regional Office. Priorities shall be given to existing personnel of the NFDO at the Central Office and Regional Office, Site Coordinators and CIC members at the CENRO and PENRO who are qualified.

**CHAPTER III
DESIGNATION AND PERIOD OF ASSIGNMENT
OF SUSIMO PERSONNEL**

Section 14. Designation of SUSIMO Personnel. Ten (10) days, upon receipt of this order, all regions implementing JBIC-funded subprojects shall submit to the NFDO, Central Office nominees for the personnel requirements of the SUSIMO whose names and functions to be indicated in a Special Order to be approved by the DENR Secretary. The required number for every subproject is shown in **Annex B**.

Section 15. Period of Assignment. The personnel of the SUSIMO shall be assigned on a **Full-Time Special Detail** in the subproject co-terminus with the funding of the subproject. They shall be assigned full-time in the subproject without any other functions from their original or mother units aside from those defined in this administrative order. Upon termination of the subproject, the personnel shall report back to their original work assignments or mother units.

**CHAPTER IV
CONTRACTING OF ASSISTING PROFESSIONALS**

Section 16. Technical Assistance. Provision of technical assistance to the PO shall be the responsibility of the SUSIMO. In case the SUSIMO needs additional expertise, the DENR Central Office shall contract the services of the APs. The field of expertise that may be availed of include, but not limited to, the following:

- community organizing and strengthening
- organizational management
- financial management
- livelihood development and implementation
- plantation establishment and management
- watershed conservation and soil erosion control

- land-use management
- other aspects of community-based forest management that may be identified later on.

The duration of the AP's contract shall depend on the needs of the subproject. Specific Terms Of Reference (TOR) for each required expertise shall be formulated by the NFDO in coordination with the Region and the SUSIMO. The level of effort or man-month for each required expertise depends on the nature of activities to be undertaken and the extent of beneficiaries requiring technical assistance.

Section 17. Availability, Publication and Posting of APs' Positions. All positions for APs shall be posted in the CENRO, PENRO, Region and Central Office Vacancy Bulletin boards. No AP positions shall be filled up without following this procedure to insure transparency and wide selection of applicants.

Section 18. Where to Apply. All prospective APs shall file their applications in the Regional Office addressed to the RED, attention the ARED for Operations or the FSP Focal Person. The RED shall forward the AP's application together with their credentials to the NFDO for evaluation and short listing.

Section 19. Selection and Contracting of APs. The NFDO shall evaluate and short lists the applications and selects the best candidate for an AP position. The best candidate for a specific subproject shall be selected from the short list. The DENR Central Office shall contract the qualified AP.

Section 20. Functions and Responsibilities of the Assisting Professionals. The functions and responsibilities of the Assisting Professional depend on the needs of the subproject. It is expected, however, that the APs shall:

20.1 Guide the SUSIMO in insuring an effective and efficient implementation of the subproject components by the PO;

- 20.2 Prepare manuals on required subjects based on his TOR;
- 20.3 Orient, train and provide direction to any relevant unit of the SUSIMO and the PO on any relevant concerns within his/her line of expertise;
- 20.4 Prepare plans, systems, methods and procedures designed to improve certain aspects of subproject implementation improvement:
- 20.5 Coordinate with the other relevant units of the SUSIMO in matters pertaining to any relevant SUSIMO operations;
- 20.6 Prepare and submit monthly accomplishment report to the SMO, the RED and the NFDO;
- 20.7 Perform other functions and responsibilities that may be assigned by the SMO;

CHAPTER V
LOCATION OF THE OFFICE OF THE SUSIMO
AND FUNDING FOR ITS CONSTRUCTION

Section 21. Place of Assignment. The place of assignment of the SUSIMO shall be in the office currently allocated for the Site Coordinators and CIC members in the PO Subproject Office. Housing the SUSIMO in the PO Subproject Office will bring closer professional relationships between and among its staff and the AO and PO.

Section 22. Additional Office Space. If the office space in the PO Subproject Office is not enough for the SUSIMO, an annex office with sufficient space for other SUSIMO functions and activities may be constructed. A simple sketch design and a construction plan shall be prepared showing which part of the PO subproject office the SUSIMO will be annexed, the floor plan bill

of materials and total construction cost. These documents shall be submitted to the NFDO for funding approval.

Section 23. Funding and Maximum Amount for Office Construction. The fund to be used in the construction of the SUSIMO office shall come from the DENR. The maximum amount of PHP200, 000.00 shall be allocated for each subproject to be used in the construction of the said office.

After ten (10) working days upon deployment of the personnel of the SUSIMO in the Subproject site, the SUSIMO shall submit a letter to the NFDO, favorably endorsed by the CENRO, PENRO and RED requesting for fund to be used in the construction of the office. The required documents that should be attached to the letter are:

- Sketch design of the SUSIMO annex office (drawn to scale)
- Construction plan (Gantt Chart)
- Bill of Materials (Matrix showing type, quantity, specification, unit cost and total cost, and place of procurement)
- Cost estimate for both labor and materials.

Section 24. Construction of the SUSIMO Office. PO members who are knowledgeable in building construction shall have the priority to construct the Office of the SUSIMO. If the PO is not interested, non-PO members may be hired by the SUSIMO. The SMO shall designate the Head of the ASU to supervise the construction of the SUSIMO Office. The construction of the office shall strictly follow the approved design and schedule.

Section 25. Payment Scheme of Office Construction Workers. All the construction workers shall be paid according to an agreed payment scheme between the contractor and the SUSIMO as stipulated in their contract.

CHAPTER VI
EFFECTIVE WORK TIME, VALUES AND
ATTITUDES OF THE PERSONNEL OF THE SUSIMO

Section 26. Effective Work Time. The SUSIMO work period in the subproject is 30-31 days a month or 12 months a year on a work shift basis. All the personnel shall work for 8 hours a day or 20 days a month. To maintain continuous presence of the SUSIMO in the subproject site and to sustain subproject implementation assistance, the SMO shall draw a work schedule that maintains presence of its staff in the subproject. Such schedule of work shall have the following features:

- 26.1 work shift of personnel working during ordinary days each completing 5 days work a week.
- 26.2 work shift of personnel working during some of the ordinary days and some of the Saturdays, Sundays and Holidays each completing 5 days work a week.
- 20.3 work shift of personnel working during summer seasons extended up to 12 midnight a day each personnel working 8 hours a day for forest fires monitoring and control.

The work schedule shall be consistent with existing Civil Service Laws, Rules and regulations on the matter.

Section 27. Work Values. All the personnel of the SUSIMO are required to strictly adhere to Republic Act 6713 otherwise known as the Rules of Conduct and Ethical Standards for Public Officials and Employees. Likewise they must abide by the approved norms and standards of work as defined in the Civil Service Law and Rules, work ethics prescribed by the DENR and professional ethics prescribed by the Professional Regulation Commission.

Section 28. Prohibited and Undesirable Attitudes and Practices. The following prohibited and undesirable attitudes and practices in addition to those detailed in the Civil Service Law and Rules shall be strictly avoided by personnel of the SUSIMO as

well as the PO or AO which shall be used as grounds for disciplinary action:

- 29.1 Connivance with other members of the PO or other subproject implementers for purposes of influencing financial management decisions in their favor and interest;
- 29.2 Sowing conflicts among the members of the subproject implementers at the detriment of the subproject;
- 28.3 Supply of material inputs to the subproject implementers for financial gain;
- 28.4 Dishonesty;
- 28.5 Oppression;
- 28.6 Neglect of duty;
- 28.7 Misconduct;
- 28.8 Disgraceful and immoral conduct,
- 28.9 Discourtesy in the course of official duties;
- 28.10 Inefficiency and incompetence in the performance of official duties;
- 28.11 Receiving for personal use of a fee, gift or other valuable thing in the course of official duties or in connection therewith when such fee, gift or valuable thing is given by any person in the hope or expectation of receiving a favor or better treatment than that accorded other persons, or committing acts punishable under the anti-graft laws;
- 28.12 Conviction of a crime involving moral turpitude;
- 28.13 Improper or unauthorized solicitation of contributions from subordinate employees and by teachers or school officials from school children.
- 28.14 Violation of existing civil service law and rules, or reasonable office regulations;
- 28.15 Falsification of official document;
- 28.16 Frequent unauthorized absences or tardiness in reporting for duty, loafing or frequent unauthorized absences from duty during regular office hours,
- 28.17 habitual drunkenness;
- 28.18 Gambling prohibited by law;
- 28.19 Refusal to perform official duty to render or render overtime service;

- 28.20 Disgraceful, immoral or dishonest conduct prior to entering the service;
- 28.21 Physical or mental incapacity or disability due to immoral or vicious habits;
- 28.22 Borrowing money by superior officers from subordinates or lending by subordinates to superior officers;
- 28.23 Lending money at usurious rates of interest;
- 28.24 Willful failure to pay, just debts or willful failure to pay taxes due to the government;
- 28.25 Contracting loans of money or other property from persons with whom the office of the employee concerned has business relations ;
- 28.26 Pursuit of private business, vocation or profession without the permission required by the Civil Service Rules and Regulations:
- 28.27 Insubordination;
- 28.28 Engaging directly or indirectly in partisan political activities by one holding, a non-political office;
- 28.29 Conduct prejudicial to the best interest of the service;
- 28.30 Lobbying for personal interest or gain in legislative halls or offices without authority;
- 28.31 Promoting the sale of tickets in behalf of private enterprises that are not intended for charitable or public welfare purposes and even in the latter case if there is no prior authority;
- 28.32 Nepotism as defined in Section 59 of the Civil Service Law and Rules.

Any personnel guilty of any or combination of the above prohibitions shall be dealt with according to processes and procedures defined in tile Civil Service Law and Rules (E.O. 292) and relevant DENR Rules and Regulations on Personnel Management.

Section 29. Incentives for Deserving SUSIMO Staff.

All SUSIMO personnel who are dedicated with very satisfactory performance in their functions and responsibilities shall be given the following incentives:

- 29.1 Priority in the Usufruct Project of the DENR located adjacent and/or nearest to the subproject site;
- 29.2 Priority in any local and foreign training opportunities, study tours and other opportunities that could improve their performance in assisting POs in subproject management;
- 29.3 Promotion; and
- 29.4 Others that may be considered later on.

CHAPTER VII COUNTERPART PERSONNEL OF THE PEOPLE'S ORGANIZATIONS TO THE SUSIMO

Section 30. Institutionalization of Subproject Implementation and Management to the PO. It is the objective of the DENR through the SUSIMO to transfer skills and knowledge in CBFM and other concerns and to ensure the institutionalization of subproject implementation and management to the PO for its sustainability as well as that of the subproject.

Section 31. Counterpart PO Personnel. The counterpart personnel of the PO to the SUSIMO are:

- 31.1 PO President is the counterpart of the SMO;
- 31.2 The Chairman of the Committee on Education or its equivalent with one representative from every barangay is the counterpart of the COSU;
- 31.3 The Chairman of the Committee on Site Development and Management (SDM) or its equivalent with one representative from every barangay is the counterpart of the SDMU;
- 31.4 The Chairman of the Committee on Finance or equivalent or the Treasurer/Bookkeeper with representative from every barangay is the counterpart of the VBU;

31.5 The Administrative Officer of the PO or its equivalent with one representative from every barangay is the counterpart of the ASU.

Section 32. Roles of the Counterpart Personnel. The counterpart personnel shall perform the following roles:

32.1 Lead in the implementation and management of the subproject;

32.2 Prepare what is required of them in their contract and in the CSD and CBFMA;

32.3 Consult and request the SUSIMO for technical assistance or to identify strategies to improve subproject implementation and management;

32.4 Participate in an on-the-job training and learn the day-to-day activities of the SUSIMO staff;

32.5 Conduct guided seminar/orientation to disseminate skills that they have learned in their respective barangays;

32.6 If confident and knowledgeable already on what, when, where and how to do subproject implementation and management activities, carryout similar activities in their respective barangays during the absence of the SUSIMO staff; and

32.7 Continue the functions and responsibilities of the SUSIMO staff after their phase out.

Section 33. Funding for the Expenses of the Counterpart Personnel. All reasonable expenses to be incurred by the counterpart personnel in attending to their tasks to the SUSIMO shall be exclusively charged to the Project Management Cost of the PO in their CSD contract. Counterpart personnel shall not be allowed to charge expenses not related to their roles as

counterpart to the SUSIMO. Adjustment of the WFP of the CSD contract of the PO to include such expense items shall be modified accordingly and approved by the RED.

CHAPTER VIII
ROLES OF THE COMMUNITY ENVIRONMENT AND
NATURAL RESOURCES OFFICE (CENRO), THE
PROVINCIAL ENVIRONMENT AND NATURAL
RESOURCES OFFICE (PENRO), THE REGIONAL
EXECUTIVE DIRECTOR'S (RED) OFFICE, THE
NATIONAL FORESTATION DEVELOPMENT OFFICE
(NFDO) AND FSP FOCAL PERSON

Section 34. Roles of the CENRO. The CENRO is expected to perform the following roles over the SUSIMO:

- 34.1 Identify and favorably recommend to the NFDO who among the CENRO technical and administrative staff are capable and interested in joining the SUSIMO;
- 34.2 Provide administrative support to the SUSIMO, if necessary,
- 34.3 Ensure a speedy processing of SUSIMO documents within a reasonable time;
- 34.4 Evaluate and endorse all SUSIMO documents,
- 34.5 Provide additional technical support for the SUSIMO using other technical staff of the CENRO, if necessary;
- 34.6 Ensure proper utilization of SUSIMO resources exclusively for its operations for assisting the PO in the implementation and management of the subproject;
- 34.7 Investigate SUSIMO.-related problems which may arise and result to negative effects to the subproject;

- 34.8 Recommend the best course(s) of action(s) to be undertaken to resolve SUSIMO-caused problems;
- 34.9 Conduct inspection of the SUSIMO and its staff as well as the members and the plantations of the PO to see whether work progress is within expectation;
- 34.10 Compile and synthesize accomplishment reports of the SUSIMO for its purpose; and
- 34.11 Perform other functions and responsibilities that may be assigned by the RED through the PENRO.

Section 35. Roles of the PENRO. The PENRO's roles over the implementation and management of the SUSIMO and the subproject are:

- 35.1 Identify and favorably recommend to the NFDO who among the CENRO technical and administrative staff are capable and interested in joining the SUSIMO;
- 35.2 Provide administrative support to the CENRO, if necessary;
- 35.3 Ensure a speedy processing of SUSIMO documents within a reasonable time;
- 35.4 Evaluate and endorse all SUSIMO documents;
- 35.5 Assign a PENRO representative to the VBU who will actively participate in the validation of accomplishments and preparation of validation reports of PO, AO and AP;
- 35.6 Conduct inspection of the CENRO, SUSIMO and its staff as well as the PO officers and members and the plantations,
- 35.7 Compile and synthesize accomplishment reports of the SUSIMO for its purpose; and

35.8 Perform other functions and responsibilities that may be assigned by the RED in relation to SUSIMO Operations and the Subproject.

Section 36. Roles of the ARED for Operations and the FSP Focal Person. The roles of the ARED for Operations and the FSP Focal Person over the SUSIMO:

36.1 For the ARED for Operations:

36.1.1 Coordinate with the RED on matters pertaining to subproject and SUSIMO documents that require decision/action;

36.1.2 Instruct the FSP Focal Person to provide administrative and technical assistance in subproject-related concerns ;

36.1.3 Countersign SUSIMO and subproject-related documents that require approval/signature of the RED;

36.1.4 Set up records of the SUSIMO and the subproject:

36.1.5 Prepare subproject-related reports for the information of the RED; and

36.1.6 Perform other functions and responsibilities that may be assigned by the RED.

36.2 For the FSP Focal Person:

36.2.1 Review billing reports from the SUSIMO as to consistency and completeness and contents and supporting documents;

- 36.2.2 Prepare a voucher and a memorandum to be signed by the ARED for Operations to the RED recommending payment of the billing;
- 36.2.3 Monitor fund status and utilization and record all payments made to the PO chargeable front the PO contract;
- 36.2.4 Assist the ARED for Operations in setting up records of the subproject and the SUSIMO;
- 36.2.5 Keep track of pertinent documents in other regional offices, NFDO, PENRO and CENRO and determine actions/decisions done at these levels ;
- 36.2.6 Consolidate accomplishment and progress reports of the PO, AP, AO and the SUSIMO for submission to the NFDO through the RED;
- 36.2.7 Coordinate with the NFDO and the RED on matters pertaining to the implementation and management of the FSP;
- 36.2.8 Assist the SUSIMO, AP, AO and PO personnel in following up payments and other documents requiring actions/approval of the RED; and
- 36.2.9 Perform other functions and responsibilities that may be assailed by the ARED I-or Operations in relation to the SUSIMO and the subproject.

Section 37. Roles of the RED. The roles of the RED over the implementation and management of the SUSIMO and the subproject are:

- 37.1 Provide overall directions to the SUSIMO and the subproject by formulating policies and plans as well as recommend improved procedures and systems;

- 37.2 Identify and favorably recommend to the Central Office through NFDO who among the regional technical and administrative staff are qualified and interested in joining the SUSIMO;
- 37.3 Provide full support to the PENRO, CFNRO, SUSIMO, PO, AO and AP in their effort of ensuring subproject success;
- 37.4 Evaluate and select APs;
- 37.5 Evaluate, select and designate SUSIMO personnel and recommend them to the Secretary for official designation and deployment to the subproject site through a Special Order;
- 37.6 Process billing documents and pay the APs, POs, AOs based on their validated accomplishments within expected period of processing;
- 37.7 Issue orders to promptly act on or retrieve SUSIMO, PO, AO and AP documents that are unreasonably not acted upon from the office of the PENRO, CENRO and other regional offices/officers that may cause unnecessary delay to the processing of SUSIMO documents;
- 37.8 Evaluate and endorse pertinent SUSIMO documents to the Central Office or NFDO, if necessary;
- 37.9 Assign a regional representative to the VBU who will actively participate in the validation of accomplishments and preparation of validation reports of the accomplishments of the PO, AO and AP;
- 37.10 Conduct inspection of the SUSIMO and its staff as well as the PO and the plantations;
- 37.11 Compile and synthesize accomplishment reports of the SUSIMO for its purpose; and

37.12 Perform other functions and responsibilities that may be assigned by the Secretary in relation to further improving SUSIMO Operations and Subproject implementation.

Section 38. Roles of the National Forestation Development Office. The roles of the NFDO over the SUSIMO:

38.1 Formulate and facilitate approval of policies and strategies at the Central Office designed to improve project implementation and management,

38.2 Disseminate approved policies and strategies to the RED, PENRO, CENRO, SUSIMO, AP, AO and PO;

38.3 Evaluate credentials of APs for short listing and forward the short list of All candidates to the RED for final selection; prepare a draft Special Order for the appointment and deployment of SLJSIMO personnel to their respective assignments;

38.4 Coordinate with appropriate field offices through channels on SUSIMO and subproject matters pertaining to accomplishment reports, problems and issues, payments and other concerns that need immediate response/action at the SUSIMO level;

38.5 Coordinate with the RED, PENRO, CENRO and SUSIMO during project evaluation mission by the funding institution and/or other government agencies;

38.6 Train the SUSIMO personnel in coordination with concerned field offices;

38.7 Consolidate (Monthly, quarterly and annual) progress and accomplishment reports of the subprojects;

- 38.8 Conduct of annual planning/reprogramming of subprojects with all the SUSIMOs;
- 38.9 Monitor fund utilization of the SUSIMOs and the subprojects and consolidate Statement of Expenditures for submission to the funding institution;
- 38.10 Prepare documents affecting replenishments of funds for the Region, PENRO, CENRO and SUSIMO; and
- 38.11 Document FSP's progress, accomplishments, research results conducted by the SUSIMO and lessons-learned based on the following prescribed timing:
- FSP progress and accomplishments ---- semestral and annual;
 - Basic and applied research studies conducted by SUSIMO ----- annual
 - Lessons-learned -----as they occur and annual consolidation
- 38.12 Perform other functions and responsibilities that may be assigned by the Secretary.

Section 39. Funds of the CENRO and PENRO. The expenditures of the CENRO and PENRO incurred during the conduct of their tasks defined in Chapter VII, Sections 37 & 38 hereof, shall be charged to their corresponding MOOE. In no case shall the specified amount be reduced or reallocated by the Region and/or PENRO unless cleared by Central Office.

CHAPTER IX EQUIPMENT SUPPORT AND BUDGET FOR THE OPERATIONS OF SUSIMO

Section 40. Equipment Support. To facilitate execution of SUSIMO activities and to avoid delay in Subproject

implementation, the SUSIMO shall be provided with the equipment listed in **Annex C**. This equipment shall be kept at the SUSIMO Office and shall be used exclusively for SUSIMO operations. All equipment shall be properly booked as government properties and a corresponding Memorandum Receipt shall be issued to the SUSIMO personnel who will be responsible for use of the said equipment.

Section 41. Management of the Equipment. All the equipment provided to the SUSIMO shall be managed effectively to optimize their use in the subproject. Any non-functional equipment shall be repaired as necessary while the damage is still manageable. The Administrative Support Unit shall regularly update all equipment status record.

Section 42. Budget for the SUSIMO Operations and the APs. The DENR through the NFDO shall provide funds necessary for the operations of the SUSIMO and the APs. The Regions are required to prepare and submit all Annual Work and Financial Plan as basis for fund allocation.

CHAPTER X ADMINISTRATIVE SANCTIONS

Section 43. Penalties. The penalties that will be imposed to erring DENR personnel shall be consistent with Section 22 of the Omnibus Rule of the Civil Service Law and Rules. Excerpts from Section 22 classifying the administrative offenses with corresponding penalties are presented in **Annex D**. Applicable provisions of RA 6713 shall likewise apply corresponding to the type of offense committed.

CHAPTER XI MISCELLANEOUS PROVISION

Section 44. 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 head level. In cases where there are different interpretations of any provisions of this Administrative Order, the party concerned shall seek clarification from NFDO for referral to appropriate legal body for official interpretation.

Section 45. Repealing Clause. All other regulations, memoranda, circulars, issuances or parts thereof, that are inconsistent with the provisions or this Order are hereby repealed or modified accordingly.

Section 46. Separability Clause. Any provision of this Administrative Order that is held invalid, all the other provisions not affected thereby shall remain valid and in effect.

Section 47. Effectivity. This Order shall take effect immediately.

(Sgd.) ANTONIO H. CERILLES
Secretary

Note:

Annexes omitted: Original copies can be found in PSS or Records Section