

**Department Circular
No. 4
June 4, 1991**

TO: All Regional Directors, Regional Technical Directors for Forestry and Research, Regional ISF Chiefs, PENROs, CENROs, ISF Unit Chiefs/Community Development Officers, Community Development Assistant, Forest Community Organizing Coordinators of the FORD-Supported Upland Development Program

SUBJECT: Guidelines and Procedures in the Conduct of the UDP Regional Upland Development Committee Meetings

An important activity of the Upland Development Program (UDP) is the conduct of meetings every two months by the Regional Upland Development Committees (RUDCs) created under DENR Special Order No. 642, Series of 1989. Following are some guidelines for these meetings.

Section 1: ORIENTATION AND OBJECTIVES OF THE UDP.
The RUDCs shall prepare for and conduct its meetings, and all other regional UDP activities, in ways consistent with the UDPs development perspective as outlined hereunder.

1.1 UDP Perspective

- a. Upland development aims to restore the ecological health and productivity of the uplands for the benefit of the nation in general and the upland dweller in particular.
- b. Upland development means more than rehabilitating, managing, and protecting the uplands. It means the development of the upland dwellers into strong, self-reliant communities capable of managing their resources and organizing themselves to meet the exigencies of life in the uplands.
- c. Development cannot be "accomplished for" one entity by another. To gain ability and the confidence to act on seemingly insurmountable problems, people need to experience firsthand the processes of decision making, planning, implementing, managing and evaluating their own projects, and enjoying the rewards of their own efforts. Ultimately, the

people determine and undertake their development and that of the uplands.

- d. To set the development process in motion, government can only provide the opportunities for uplanders to undergo decision making and other project activities, work alongside them, and help them transform these opportunities into meaningful changes in their lives and the environment.
- e. Finally, financial support without the necessary social preparation can subvert rather than facilitate the development process. A long-term perspective emphasizing sustainability and replicability is needed to identify the appropriate support to provide. This perspective requires innovations to focus on technical and organizational skills development.

1.2 UDP Objectives and Strategies. In the UDP, the abovementioned development perspective is translated into two main program objectives: (1) developing appropriate methodologies for involving uplanders actively in resource management and development; and (2) developing the DENRs institutional capacities to use these participatory methodologies. The learning-oriented strategy employed to accomplish these objectives has the following aspects:

- a. Pilot projects serve as laboratories for learning what is required to provide field workers and upland communities the appropriate technical, management, and policy support.
- b. Documentation (through process documentation or process monitoring research, among others) of the processes and problems arising from field activities provide windows into the pilot projects and serve as a vital learning aid.
- c. Regular discussions between DENR field workers and officers at various management levels are needed to discover the causes and consequences of field problems and to identify the appropriate technical, administrative, or policy solutions needed to adequately support project efforts.
- d. Such discussions will be greatly enriched if the regional, provincial, and community-level managers themselves occasionally visit the project site.
- e. In the learning process, it is recognized that errors will be made. Errors are viewed as opportunities for learning. Documentation, such as process monitoring research reports, should thus not be used as basis for punitive actions.

Section 2. PREPARING FOR MEETINGS. The following guidelines are provided to aid RUDCs in preparing for their meetings:

- 2.1 **Notice of Meeting.** RUDCs should confirm the date, time, and venue of the meeting with the UDP Support Staff at the DENR Central Office at least ten (10) days prior to the meeting. The RUDC Secretary shall provide enough lead time to RUDC and Upland Development Working Group (UDWG) members intending to attend and use any effective means of communication to relay information on the meeting.
- 2.2 **Agenda Preparation.** At least a week prior to the meeting, the Forest Community Organizing Coordinator (COC), and Community Development Officer (CDO) shall draft a recommended agenda for the meeting. The CDO and the RUDC Secretary shall subsequently finalize the agenda.
- 2.3 **Materials Preparation.** The RUDC Secretary shall oversee the production and distribution of the following materials for the RUDC members:
 - * Minutes of the previous meeting
 - * FCO reports and two-month activity plan
 - * Process Monitoring report (for sites in which Process Monitoring Research is being implemented)
 - * Other materials needed for the meeting
- 2.4 **Transmittal of Reports.** Copies of FCO and process monitoring reports, minutes of meetings, and other RUDC meeting materials shall be sent to the UDP Support Staff by the RUDC Secretary after the meeting as soon as possible.

Section 3. CONDUCT OF THE MEETINGS. The RUDC meeting shall proceed as follows:

- 3.1 **Discussion of agenda.** The RUDC agrees on following or modifying the agenda prepared by the FCO, CDO, COC and RUDC secretary.
- 3.2 **Discussion of minutes of previous meeting.** The minutes as prepared by the RUDC secretary shall be commented on and approved by the RUDC.
- 3.3 **Matters arising from the minutes of the previous meeting.** The discussion shall pursue the concerns raised in the previous meeting, the agreements made, and the tasks set unless included as separated items in the present meeting agenda.
- 3.4 **Presentation of FCO status report.** The status report shall cover the period after the previous RUDC meeting. The presentation shall include a brief description of project activities as prescribed by the ISF implementation framework (contained in the implementation Manual for Particularly ISF Projects), and a

discussion of the issues and problems that arose in relation to these activities and to ISF concerns on:

- * land tenure (e.g., selling of CSCs, boundary conflicts, etc.)
- * agroforestry and soil/water conservation (e.g., seedling mortality, draught, etc.)
- * community organizing (e.g., demand for wages in community activities, rivalry between leaders);
- * linkaging (e.g., need for technical explanations to problems dealing with dropping systems);
- * project administration (e.g., release of funds); and
- * other concerns (e.g., illegal logging).

- 3.5 Process monitoring (PM) research report. If the site has a process monitor, that person shall add to the FCO's report. Thorough examination of the causes and consequences of problems shall be held after the FCO and PM reports.
- 3.6 General discussion of key points for action. At the end of the report on the project, the RUDC shall hold a general discussion of the key problems requiring immediate, intermediate, and long-term actions; in this regard, the RUDC shall explore various ways of responding to these problems, forming task forces that will undertake further discussions or actions on them. The RUDC shall also identify the field approaches found to be effective and discuss ways by which these could be used in other/subsequent project activities.
- 3.7 Presentation of FCO's plans for next two months. The FCO shall present the project's activity plans for the next two months. These shall include the key activities and sub-activities, the individuals who will be involved, and the type of support needed from RUDC members. Discussions on the manner of accessing or providing the support shall then be discussed.
- 3.8 Agreement on the next RUDC meeting. The date, time, venue of the next RUDC meeting, including what each member is expected to accomplish and/or report on by then, shall be agreed upon by the group.
- 3.9 Wrap-up of meeting. The presiding officer summarizes the key points discussed in the meeting, including the key problems raised, the agreements reached on these, and the expectations for the next meeting.

This circular shall take effect immediately.

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