

**Memorandum Order
No. 3
January 25, 1990**

**SUBJECT: Applying Item 3.2 of Memorandum Order
No. 1 Series of 1988, to all Foreign-
Assisted Projects**

For efficiency, effectiveness, consistency and uniformity of financial disbursement operations for all Foreign-Assisted Projects, the delegation of authority to the Project Directors/Managers provided under Item No. 3.2 of Memorandum Order No. 1 series of 1988 is hereby made to apply to all on-going Foreign-Assisted Projects and to those that may hereafter be created.

This Order shall take effect immediately and supersedes all orders and instructions inconsistent herewith except to those that apply to specific DENR Foreign-Assisted Projects.

FULGENCIO S. FACTORAN, JR.
Secretary

Memorandum Order

No. 7

May 24, 1990

SUBJECT: Establishment of the Office in Naujan, Oriental Mindoro to be the Field Station of the Project Team Created by DENR Special Order No. 739

1. In the interest of the service, a Field Office is hereby authorized to be established in the Paitan Mangyan Reservation in Naujan, Oriental Mindoro for the use of the Project Team created by virtue of DENR Special Order No. 739, Series of 1989 (re: Creation of a Project Team for the Affirmation of Proclamation No. 809, otherwise known as the Paitan Mangyan Reservation).
2. The members of the Project Team are hereby directed to identify, renovate (if necessary) and furnish a suitable building of structure for the purpose of holding regular office thereat for the duration of the project.
3. This Order takes effect immediately.

GREGORIO L. MAGDARAOG
Assistant Secretary for
Field Operations, LUZON

Memorandum Order
No. 8
May 24, 1990

**SUBJECT: Formation of Department-Wide Policy
Units headed by Policy Liaison Officers**

In order to enhance the setting up to a Department-wide policy development system in DENR, all heads of Bureaus, Attached Agencies, Regional Offices, and major programs and projects are hereby directed to form their respective Policy Units (PU) to be headed by full-time Policy Liaison Officers, who should be occupying presently at least supervisory positions.

The main functions and responsibilities of each Policy Unit shall be as follows:

1. Assist in the formulation, analysis, evaluation and development of NR/E policies at respective levels, sectors, or areas of concern;
2. Assist in having central policy directives adapted to regional, local, field or sectoral conditions;
3. Coordinate natural resources and environmental policy matters with other government agencies and non-government organizations or private parties at the local, field or sectoral levels;
4. Conduct practical or applied policy studies or analyses particularly on the impact of such policies on NR/E management at the local, field or sectoral levels;
5. Actively seek feedback on policy impacts from DENR staff in regional, provincial and field offices, programs and projects or sectors -- and pass on such information to the Central Office;
6. To form the core unit for the policy mandate of the different sectoral bureaus in the future;
7. Submit periodic and other required reports;
8. Do other related functions.

The Policy Studies Office (PSO) at Office of the Secretary (OSEC) is hereby designated as the central clearing house for policy matters. As such, it has the responsibility among others to collate and analyze feedback and other information from field and other offices and to draft alternative or corrective policy recommendations for executive consideration.

As an initial compliance with this Memorandum Order, all Bureaus, Attached Agencies, Regional Offices, and major programs and projects are hereby directed to submit to OSEC the names and present position titles of the Policy Liaison Officers and members who will constitute the Policy Unit -- within five (5) working days after receipt of this Order.

All DENR Memorandum or administrative orders or issuances inconsistent with this order are hereby revoked or amended accordingly.

This Order shall take effect immediately.

FULGENCIO S. FACTORAN, JR
Secretary

RECOMMENDING APPROVAL:

RICARDO M. UMALI
Undersecretary for Planning, Policy
and Project Management

ELISEA G. GOZUN
Assistant Secretary for
Planning and Policy Studies

**Memorandum Order
No. 10
June 25, 1990**

**SUBJECT: Internal Guidelines in the Implementation
Economy Measures Pursuant to National
Emergency Memorandum Order No. 24
dated May 17, 1990 and Adoption of Other
Cost Saving Measures**

Pursuant to the provisions of National Emergency Memorandum Order No. 24 dated May 17, 1990, directing all government agencies under the Executive Department to adopt and implement further economy measures to generate funds for the immediate implementation of certain priority programs for CY 1990, all DENR officials and employees are enjoined to take an active part in implementing the following cost reduction measures. Notes are added pathetically to explain what are not covered by the prohibition.

1. Deferment of construction of new office buildings or building annexes, renovations, except those already contracted as of the effectivity of this Memorandum Order No. 24, and those which are funded for the purpose of meeting bilateral or multilateral commitments.
[Note: Repairs of building facilities are still allowed]
2. Deferment of acquisition of land or land improvements, except infrastructure projects, projects to support tourism development and projects necessary to fulfill international commitments.
[Note: Contract reforestation which is treated as Land and Land Improvement is not included in this prohibition]
3. Disallowance of all official travels abroad, except travels which are fully funded by donor agency, or which involve attendance in meetings required to carry out international commitments (e.g., ASEAN, GATT), or attendance in government trade and loan negotiations.
4. Discontinuance to all in-house publications which are addressed to employees.
5. Limiting of the filling of positions to only 25% of vacant positions in the central office.
6. Suspension of gift givings, donations and contributions, as well as holding of athletic, cultural and sports activities, official entertainment and public relations, public biddings, as well as those concerned with informational and public service campaign.
7. Disallowance of paid media advertisements except those concerned with the issuance of agency guidelines, rules and regulations, public biddings, as well as those concerned with informational and public service campaign.

8. Limiting of disbursements of office supplies and materials as well as water and illumination to their 1989 actual levels.
9. Deferment of the purchase of management and staff vehicles.
10. Deferment of the purchase of office equipment, furniture and fixtures except those required in the development of information systems.
11. Discontinuance of the hiring of all consultants, except those needed in the implementation of foreign-assisted projects.
12. Disallowance of overtime payment of forty (40) hours per month except as may be authorized by the Department Secretary or the head of agency concerned pursuant to the provisions of Memorandum Order No. 228, Series of 1989.

In addition to the above measures, we are also adopting the following guidelines:

1. The use of available office space shall be maximized thru adequate planning and re-arrangement of existing office/furniture/fixtures and equipment including the disposition of unnecessary records/files. This would also create a workable and healthy working environment for the employees.
2. Incurring expenses for food/snacks during conferences committee meetings and other regular meetings which are attended by DENR employees and other officials and employees under the executive branch of the government intended to be charged against the Department's appropriation shall be allowed only within the limits of auditing regulations.
3. All requisitions for emergency purchase for supplies and materials shall be thoroughly screened and only those which are exceptionally urgent shall be approved.
4. The purchase of equipment which are intended for the development of information system shall be limited to computers, radio communications, cameras projectors, and reproduction machines.
5. Technical publications shall continue to be allowed but they should use cheaper kind of paper and, where possible, should be printed using the cheapest means, like mimeographing.
6. In-transit allowance for foreign travel shall not be granted.
7. The following other cost reduction and economy measures shall be adopted:

A. Use of Conditioners

1. Put off the conditioners when nobody is using the room.
2. Start the aircon with FAN, gradually switching to LOW, then finally, to HIGH.
3. When the desired temperature has been reached, tone down the thermostat.

4. The aircon filters must be cleaned at least once a month. Too much accumulated dust blocks the flow of air. The General Services Division/Section/Unit shall be responsible for this task.
5. In rooms where there are more than two aircons, put off one when the desired temperature has been attained.

B. Use of Lights

1. Put off lights when offices are not in use. Lights must be put off during noon time breaks.
2. Avail of natural light; reduce electric lights near windows. Use curtains or blinds only when sunlight creeps to the offices.
3. Lobbies should have minimal lighting at night.
4. In some places, the number of lamps will be reduced.
5. Diffusers must be cleaned every 15 days.

The General Services Division/Section/Unit shall be responsible for No. 4 and 5.

C. Use of Computers and Other Electrical Appliances Including Electric Typewriters, Fans Airpots

1. Put them off when not to be used.
2. Don't play computer games.

D. Office Supplies

1. For Typewritten drafts, use cheap paper or the back of used paper.
2. Limit requisition of office supplies to only what is necessary.
3. Short forms for internal use should use half sheets.
4. For internal routing of memos or letters that must be sealed, used envelopes can be recycled.
5. The use of copying machines must be regulated. Reproduced only what is needed. Over-copying not only increases cost; it also creates more pressure on filing space.

E. Use of Time

1. When personal appearance is not necessary, use the phone. It's faster but don't use it long enough to disrupt flow of other calls.
2. Organize your work, pay attention to details. Leaving out important details will result in redoing the work. Set work priorities. Pay attention to dates your outputs are required.
3. Come to work in time. Productivity suffers when working time is not spent wisely.

F. Use of Water

1. Leaking pipes and faucets should be repaired immediately. Inspection of pipes and faucets should be done daily by the General Services Division/Section/Unit.
2. Watering of lawns should be regulated.

G. Travels

1. Claims for taxi, jeep hire, boat hire and similar hirings will be scrutinized for veracity.
2. Local travels will be restricted to what are urgent and necessary.
3. Claims for per diems should correspond only to authorized and actual travel days.

Heads of offices should submit to the Office of the Secretary monitoring reports on the implementation of the cost reduction measures.

Attached is a copy of MEMO No. 24 for your reference and guideline.

LITO MONICO C. LORENZANA
Acting Secretary

Memorandum Order
No. 13
September 24, 1990

SUBJECT: Formulations of Department-wide Statistical Concerns Units in the CENROs, PENROs, Regional Offices, Bureaus and Attached Agencies to Ensure an Efficient Execution of DENRAO No. 133, Series of 1989

To ensure the execution of DENR Administrative Order No. 133, Series of 1989 and other statistical matters required by the National Statistical Coordination Board (NSCB), all CENROs, PENROs, Regional Offices, Staff Bureaus and Attached Agencies are hereby directed to form their respective Statistical Concerns and Coordination Units to be headed by full time Statistical Coordinating Officers, who should be occupying presently Senior positions for the CENROs and PENROs and Supervisory positions for the Regional Officers. The Staff Bureaus and Attached Agencies Statistical concerns and Coordinating Units should be headed by the Chief of the Division or Units Heads already assigned on statistical matters.

The main functions and responsibilities of each Statistical Concerns and Coordination Units shall be as follows:

1. Assist in the formulation, analysis, evaluation and development of environment and natural resources statistical matters at respective levels, sectors or areas of concerns;
2. Assist in having central statistical directives adopted to regional, local, field or sectoral conditions;
3. coordinate environment and natural resources statistical matters with other government agencies and non-government organizations or private parties at the local, field or sectoral levels;
4. Conduct practical or applied statistical studies or analysis particularly on the impact of such statistics on environment and natural resources management at the local, field or sectoral levels;
5. Actively seek feedback on statistical impacts from DENR staff in regional, provincial and field offices and pass on such information to the Central Office;

6. From the core unit for the statistical mandate of the different units;
7. Submit periodic and other reports as prescribed under DENR Administrative Order No. 133, Series of 1989;
8. Do other related functions.

The Research and Statistics Division, Planning and Policy Studies (OSEC) is hereby designated as the repository of DENR statistical data. As such, it has the responsibility among others to collate and analyze feedback and other information from field and other offices and to draft alternative or corrective recommendation for consideration of top management.

As an initial compliance with this Memorandum Order, all Bureau, Attached Agencies, Regional Offices, PENROs and CENROs are hereby directed to submit to the Assistant Secretary for Planning and Policy Studies Office (OSEC), the names and present position titles of the Statistical Coordinating Officers and members (each representing a sector for the CENROs, PENROs and Regional Offices) who will constitute the Statistical Concerns and Coordinating Units within five (5) days upon receipt of this Order.

All DENR memorandum or administrative orders or issuances inconsistent with this order are hereby revoked or amended accordingly.

This Order shall take effect immediately.

FULGENCIO S. FACTORAN, JR.
Secretary

RECOMMENDING APPROVAL:

RICARDO M. UMALI
Undersecretary for Planning, Policy
and Project Management

ELISEA G. GOZUN
Assistant Secretary for Planning
and Policy Office

**Department Circular
No. 2
March 14, 1990**

SUBJECT: Revised Guidelines and Procedures in the Administration of Pilot Project Trust Fund under the DENR Upland Development Program

In order to effectively carry out the objectives of the Ford Foundation-assisted DENR Upland Development Program through the implementation of pilot projects and to ensure more efficient administration of these Trust Fund, the following guidelines and procedures are hereby promulgated:

1. Adherence to the Approved Budget and Work Plan (BWP)

The Trust Fund shall be administered in accordance with the Budget and Work Plan, with quarterly breakdown, prepared by the Forest Community Organizer (FCO), endorsed by the Community Environment and Natural Resources Officer (CENRO), noted by the Provincial Environment and Natural Resources Officer (PENRO), recommended by the Regional Executive Director (RED) and approved by the Undersecretary for Field Operations and Chairman, Upland Development Working Group (UDWG).

2. Annual Release of Fund

- 2.1 Release of fund shall be made annually in accordance with the approved BWP of the pilot project.
- 2.2 Release of fund for the initial year shall be made immediately upon approval of the BWP. However, subsequent releases which should be made in the fourth quarter of the preceeding year, shall be made only if cash advances have all been properly liquidated and that all quarterly reports of financial status using DENR-UDP Form No. 3, and disbursement/accountability report using DENR-UDP Form No. 5 for the previous quarters, have all been submitted by the FCO to the UDP Accountant thru channels.

3. Depository Bank

The DENR UDP Treasurer shall remit the fund through interbank transfer in favor of the following current accounts in accordance with existing policies and rules:

- a. "DENR Benguet Upland Development Trust Fund" for the project in Sablan, Benguet;
- b. "DENR La Union Upland Development Trust Fund" for the project in Caba, La Union;
- c. "DENR Qurino Upland Development Trust Fund" for the project in Dumapata, Quirino;
- d. "DENR Zambales Upland Development Trust Fund" for the project in Botolan, Zambales;
- e. "DENR mindoro Upland Development Trust Fund" for the project in Mansalay, Oriental Mindoro;
- f. "DENR Laguna Upland Development Trust Fund" for the project in Sta. Maria, Laguna;
- g. "DENR Catanduanes Upland Development Trust Fund" for the project in Baras, Catanduanes;
- h. "DENR Guimaras Upland Development Trust Fund" for the project in Buenavista, Guimaras Island;
- i. "DENR Alcoy Upland Development Trust Fund" for the project in Alcoy, Cebu;
- j. "DENR Catmon Upland Development Trust Fund" for the project in Catmon, Cebu;
- k. "DENR Tacloban Upland Development Trust Fund" for the project in Bo. Camansihay, Tacloban City;
- l. "DENR Zamboanga Upland Development Trust Fund" for the project in Pamucutan, Zamboanga City;
- m. "DENR Labason Upland Development Trust Fund" for the project in Labason, Zamboanga del Norte;
- n. "DENR Misamis Upland Development Trust Fund" for the project in Alubijid, Misamis Oriental;
- o. "DENR Davao Upland Development Trust Fund" for the project in Magsaysay, Davao del Sur; and
- p. "DENR Sultan Kudarat Upland Development Trust Fund" for the project in Pamantingan, Sultan Kudarat.

4. Disbursement

All expenses chargeable against the Trust Fund shall be disbursed under the following conditions:

- 4.1 Withdrawals of fund shall be limited to the approved Estimated Monthly Expenses using the prescribed DENR-UDP Form No. 4, prepared by the FCO, noted by the CENRO, and approved by the

PENRO provided that expenses greater than Thirty Thousand Pesos (P30,000) shall be approved by the RED.

4.2 Each withdrawal shall be supported by duly approved DENR-UDP Form No. 1 prepared, and certified as to availability of funds, by the FCO; expenses certified by the CENRO; and approved by the PENRO.

4.3 All project expenses shall be paid out of the monthly cash advance drawn from the current account using properly accomplished check. Checks are prepared and signed by the FCO and countersigned by the PENRO.

4.3.1 **Personal Services.** Payments of monthly subsistence allowance and expenses of similar nature shall be based on duly accomplished payroll using DENR-UDP Form No., 2 and Daily Time Record of the project personnel.

4.3.2 **Travel.** Expenses under this category shall be paid upon presentation of the approved travel order, itinerary of travel and voucher. Tickets, Certificate of Appearance, Reimbursement Expense Receipts (RER), and travel accomplishment report shall be submitted within one week after the completion of travel.

4.3.3 **Supplies and Materials including semi-expendable Equipment such as Farm Implement.** These shall be paid on the basis of approved Requisition and Issue Voucher (RIV). Receipts evidencing purchase and certification as to reasonableness of price in the locality shall be submitted for liquidation immediately upon conclusion of the business transaction. Issuances/use of supplies and materials shall be properly recorded in an appropriate log book maintained for the purpose. Memorandum Receipts shall be issued to recipients of equipments procured by the project/program.

4.3.4 **Sundries.** Payments of expenses other than those mentioned above shall be covered by DENR-UDP Form No. 1 supported by receipts or documents evidencing transaction.

All documents paid under 4.3 shall be stamped PAID showing date of payment.

4.4 Monthly disbursement/accountability reports using DENR-UDP Form No. 5 shall be used to liquidate cash advances. These shall be submitted by the FCO

- 4.5 No cash advance shall be granted unless the previous cash advance has been liquidated.
- 4.6 If cash advance for a given month is insufficient to cover all expenses incurred by the project for that period, said unpaid expenses shall be included in the succeeding month.
- 4.7 Cash advance for the succeeding month shall be limited to the estimated total monthly expenses less the excess of the previous cash advance.

5. **Book of Accounts**

All books of accounts and bank records shall be kept by the FCO while paid voucher/payrolls shall be submitted to the Undersecretary for Field Operations and Chairman of the UDWG through the Program Executive Secretary. These shall be filed with the Accountant and Auditor of the Program, and should be made available to other personnel authorized to conduct an audit following a prescribed procedure.

6. **Reporting**

Quarterly reports of financial status using DENR-UDP Form No. 3 and disbursement/accountability report using DENR-UDP Form No. 5 shall be submitted to the Undersecretary for Field Operations through the Program Executive Secretary.

The members of the Regional Upland Development Committee are hereby enjoined to familiarize themselves with procedures governing the custody, handling and accounting of the Pilot Project Trust Fund.

This Circular takes effect immediately and amends/revokes all previously issued circulars, memoranda and orders that are inconsistent herewith.

VICTOR O. RAMOS
Undersecretary for Field Operations

**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.

VICTOR O. RAMOS
Undersecretary for Operations