

SUBPROJECT COMPLETION REPORT
of
PALOMPON MANGROVE REHABILITATION SUBPROJECT

Forestry Sector Project
Loan Agreement No. PH-P 135

I. Subproject Description

The Palompon Mangrove Rehabilitation Subproject site is located at the mudflat of Barangays Cruz, Plaridel, Baguinbin, Cangcosme, Dulhugan, Cantoha-on and Mazawalo, all in the municipality of Palompon, province of Leyte. It is geographically located at 10° 52'51.64" to 11° 30'06.84" north latitude and 127° 25'10.58" to



121124° 19'32.70" east longitude. During low tide, the site can be reached by hiking from the shoreline of each barangay. Natural features such as mudflat area, boat ways/canal, water logged areas are also visible during this period. The Subproject covers a gross area of 1,911.80 hectares of which 1,396.30 hectares is the established mangrove plantation, 92.0 hectares, the existing old growth forest plantation while the remaining 423.50 hectares is considered non-plantable areas that include canals, boat ways and water logged areas.

1. Purpose/Objectives

A) Original (at the time of appraisal)

Generally, the project aims to organize communities within its coverage into an empowered people's organization that can sustain the management of the mangrove plantation project.

Specifically, it aims to improve the coastal environment of Palompon, Leyte thru the establishment of 1,396.30 hectares of mangrove plantation within its plantable mudflat before the end of July 31, 2003 and to uplift the socio-economic condition of project participants through the implementation of CSD activities and viable livelihood enterprises.

B.) Modification

- a. Modified purpose/objectives N.A.
- b. Reasons for the modification N.A.
(with detailed explanation of the discrepancy between the original and modified basic plans, where applicable)

2. Subproject Scope and Dimension

A. Comparison of Original and Actual Scope & Dimensions

A.1 Please check: There has been (revision and/or modification or no revision and/or modification) of the subproject scope and dimensions.

A.2. If "revision and/or modification", please complete the Table.

ITEM	Original Scope and Dimensions (at the time of appraisal/planned)	Revised/Modified (Actual)
<p>1.REFORESTATION/ Watershed/CBFM A. SMP B. CO¹ Phase I (Y1- 2 Quarters)</p>	<p>NA 1,396.30 hectares Nov. 20,2000 to May 19, 2001</p> <ul style="list-style-type: none"> • Levelling-off with DENR officials, SUSIMO and AO. Courtesy calls and meetings with LGU Palompon • Update socio-economic profile of the communities • IEC Activity • Formalization of PO registration to SEC 	<p>NA 1,396.30 hectares Nov.20,2000 to June 30, 2001</p> <ul style="list-style-type: none"> • Levelling-off w/ DENR Officials, SUSIMO &AO. Courtesy calls and meetings with LGU Palompon • Update socio-economic profile of the communities • IEC Activity • Formalization of PO registration to SEC

<p>Phase II (Y1-Y2 6 Quarters)</p> <p>C. CSD</p> <p>1. SOIL EROSION CONTROL/SWC</p> <p>a. Infrastructure</p> <p>b. Trail and footpath</p> <p>c. Plantation</p> <p>2. VEGETATIVE MEASURES²</p> <p>a. Agroforestry</p> <p>b. Assisted Natural Regeneration</p> <p>c. Enrichment Planting</p> <p>d. Tree Plantation</p>	<ul style="list-style-type: none"> • Development of Training Designs • Assistance in CSD Contracting <p>Sep.11, 2001 to March 10, 2003</p> <ul style="list-style-type: none"> • Social Investigation • Information and Education Campaign • Documentation Process • Identification of Possible CBFMA • Organizing Activities • Assistance in the livelihood activity • Final report <p>1,396.30 hectares</p>	<ul style="list-style-type: none"> • Development of Training Designs • Assistance in CSD Contracting <p>Sep.11, 2001 to March 10, 2003</p> <ul style="list-style-type: none"> • Social Investigation • Information and Education Campaign • Documentation Process • Identification of Possible CBFMA • Organizing Activities • Assistance in the livelihood activity • Final report <p>1,396.30 hectares</p>
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<p>d.1 Bamboo d.2 Rattan d.3 Mangrove d.4 Plantation Sp. e. Timber Stand Improvement f. Agro-silvi- pasture</p> <p>3. INVENTORY RESIDUAL FOREST</p> <p>4. INCOME ENHANCEMENT</p> <p>5. INFRASTRUCTURE a. Main Office b. Sub-Field Office c. Temporary Nursery d. Lookout Tower</p> <p>D. INFRA. COMPONENT 1. Farm-to-market Road Junction - Brgy. Baguinbin Brgy. San Pedro - Brgy. Congcosme 2. Concrete pathway Brgy. Cruz - Brgy. Plaridel Sitio Hilum</p> <p>E. MONITORING & EVALUATION</p> <p>Physical Validation</p>	<p>1,396.30 hectares</p> <p>1 unit 3 units 4 units 5 units</p> <p>1,396.30 has. Dec. 2002 to Feb. 2003</p> <ul style="list-style-type: none"> • Verification of boundaries monuments 	<p>1,396.30 hectares</p> <p>1 unit 3 units 4 units 5 units</p> <p>Proj. length - 0.93 km. Proj. length - 0.814 km. Proj. length - 2.615 kms.</p> <p>1,396.30 has. Dec. 2002 to June 2003</p> <ul style="list-style-type: none"> • Verification of boundaries
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	<p>and block corner post</p> <ul style="list-style-type: none"> • Seedling production & Inventory & analysis • Survival counting w/ 20% sampling intensity • Height & diameter measurement • Inspection of Infrastructure • Project management cost & report prep. 	<p>monuments and block corner post</p> <ul style="list-style-type: none"> • Seedling production & Inventory & analysis • Survival counting w/ 20% sampling intensity • Height & diameter measurement • Inspection of Infrastructure • Project management cost & report prep.
<p>Institutional and Project Benefit Assessment</p>	<p>Dec. 2002 to Feb. 2003</p> <ul style="list-style-type: none"> • Pre-Assessment Meeting • Data collection and Preliminary Assessment • Formulation of Findings and Recommendations • Integration/Preparation of draft reports • Presentation of the draft reports • Final Report 	<p>Dec. 2002 to June 2003</p> <ul style="list-style-type: none"> • Pre-Assessment Meeting • Data collection and Prelim. Assessment • Formulation of findings and Recommendations • Integration/Preparation of draft reports • Presentation of the draft reports • Final Report
<p>2. SUSIMO Equipment provided to the Office³</p>		<ul style="list-style-type: none"> • 3 units Motorized banca • 3 units Motorcycle • 1 unit Power generator

<p>Researches conducted</p> <p>Trainings⁴</p>		<ul style="list-style-type: none"> • 1 unit Computer • 1 unit Printer • 1 unit UPS • 1 unit GIS mapitude • 1 unit GPS 2 units Handheld radio • 1 unit Base radio • 2 units Forester transit • 1 unit Manual typewriter • 3 units Brunton compass • 2 units Steel nylon tape • 2 units Diameter tape • 1 unit Planimeter • 3 units Abney hand level • 1 unit Rain gauge • 3 units Binocular • 1 unit Lettering set • 1 unit ZIP drive • 2 units Steel cabinet • 1 unit Drafting table w/ chair • 5 units Tables and Chairs • 2 units Camera <p style="text-align: center;">NONE</p> <ul style="list-style-type: none"> • Orientation course of SUSIMO staff of Mangrove FSP Subproject. • Training on GIS/GPS operations
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Others:		<ul style="list-style-type: none"> • Re-orientation course of SUSIMO for FSP JBIC Subproject • OJT on GIS/GPS Operations • FSP Phase-out/Phase-In Planning Workshop • FSP Assessment and Planning Workshop • FSP Packaging of Terminal Report. • Subproject Management Office Made of concrete materials 5 SUSIMO Staff • Cross visits to: Successful Subprojects in Region IV, V, VI & VII
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¹ Please refer to Table 1 for the details on trainings attended by the POs

² Table 2 details the subproject performance in terms of area planted

³ Table 3 shows the details of the equipment provided to the SUSIMO

⁴ Please refer to Table 4 for the trainings attended by the SUSIMO staff

B. Reasons for Revision/Modification of scope and Dimensions

B.1. Where there has been "revision/modification" of the Subproject scope and dimensions.

Please choose the reason(s) from the following list and check.

- Revision of the superior plan (e.g. sector development plan, etc.)
- Revision of the supply-and-demand estimate
- Large fluctuation in the Subproject cost
- Substantial revision of design due to the unforeseeable physical condition at the time of the original design (e.g. poor soil condition, etc.)

- Natural disaster/Bad weather
- Unusual circumstances beyond the control of the Executing Agency
- Structural and organizational problems of the agencies concerned (e.g. lack of staff, inadequate coordination with other agencies, etc.)
- Availability of funds (e.g. lack of funds, use of contingency, fluctuation of the exchange rate, etc.)
- Unrealistic initial plan/Technical problems
- Procurement problems
- Performance of contractor/supplier
- Performance of consultant
- Change in construction period
- Others

B.2 Detailed statement of reasons (with background)

Others

On Infrastructure Component (added component of the FSP)

An intensive review and assessment of the status of each subproject was conducted by the NFDO through the Technical Assistant team in CY 2000. Results of the assessment justified the inclusion of the Infrastructure Support Project in the FSP to complement the livelihood development of the People's Organization. One project is the rehabilitation of the road condition that used to hamper accessibility and transport of farm products to the market.

On SUSIMO Creation (Project Management Office Initiative)

Results of the assessment likewise compelled NFDO to institute a system that would provide effective and efficient management of the Subproject on the ground. Creation of the Subproject Site Management Office (SUSIMO) manned by the DENR permanent personnel was deemed to be the proper approach, hence, the issuance of Department Administrative Order (DAO) No. 2000-65 that mandated the regional offices/field offices to install the SUSIMO for each subproject site. Simultaneous with this was the capability building of SUSIMO staff through the provision of technical, financial and management trainings. Each SUSIMO was likewise provided its own building and equipment.

C. Contribution of Subproject to Relevant (Sub) Sector(s)

C.1. (Sub) Sector(s) to which the Subproject belongs

- | | | |
|---|---|---|
| <input type="checkbox"/> Electric power and Gas | <input type="checkbox"/> Telecommunication | <input checked="" type="checkbox"/> Social services |
| <input type="checkbox"/> (Multipurpose) Dams supply | <input type="checkbox"/> Telecommunications | <input checked="" type="checkbox"/> Water |
| <input type="checkbox"/> Power Plants | <input type="checkbox"/> Broadcasting | <input type="checkbox"/> Sewerage |
| <input type="checkbox"/> Transmission lines | | <input type="checkbox"/> Education |
| <input type="checkbox"/> Distribution Systems | <input type="checkbox"/> Irrigation and Flood control | <input type="checkbox"/> Health |
| <input type="checkbox"/> Gas | <input type="checkbox"/> Irrigation | <input checked="" type="checkbox"/> Tourism |
| <input type="checkbox"/> Others | <input type="checkbox"/> Flood control | <input type="checkbox"/> Others |
-
- | | |
|--|---|
| <input type="checkbox"/> Transportation | <input checked="" type="checkbox"/> Agriculture, Forestry and Fisheries |
| <input checked="" type="checkbox"/> Roads | <input checked="" type="checkbox"/> Agriculture and Forestry |
| <input type="checkbox"/> Bridges | <input checked="" type="checkbox"/> Fisheries |
| <input type="checkbox"/> Railways | |
| <input type="checkbox"/> Airport | <input type="checkbox"/> Mining and Manufacturing |
| <input type="checkbox"/> Ports | <input type="checkbox"/> Mining |
| <input type="checkbox"/> Marine Transportation | <input type="checkbox"/> Manufacturing |

C.2. Original (At the time of appraisal/Planned)

Item	Description
1. Mangrove Restoration and Rehabilitation	<ul style="list-style-type: none"> • Stumpage build-up. There is an expected accumulation of wood biomass because of project implementation. • Marine products augmentation . The diversity of marine ecosystem will be improved, yield of fishery harvest expected to increase by the diversification. • Soil nutrient revitalization. Soil nutrient (NPK) will be recharged by the litter falls of the mangrove forest rehabilitated by the Project. Benefit of recharged soil nutrient is estimated by replacing the recharged nutrient with the equivalent

<p>2. Livelihood Dev't. Project⁵</p> <p>3. Community Organization/People</p>	<p>nutritious content of commercial organic fertilizer.</p> <ul style="list-style-type: none"> • Due to restoration of natural ecosystem, fish population is expected to increase in the areas. • Protection of coastal areas from erosion • Protection of the community from strong winds. • Protection of the marine ecosystem from community wastes by the massive root system. • Provision of habitat and spawning ground for wildlife and migratory birds. • Improvement of vegetative cover and aesthetic contribution to the environment. <ul style="list-style-type: none"> • Livelihood project will enhance the economic welfare of the community. • Fishing operation will be sustained when fish population is increased in the area • Existing livelihood projects will be expanded and strengthened through the empowerment of the communities in financial and institutional aspects • There will be an increase in income among project beneficiaries and target communities due to effective implementation of livelihood projects. • The project will directly contribute to improvement of living condition and economic situation of the communities. • Imbibing among the participants sense of pride and ownership for the
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Organization	<p>mangrove area. What they consider their property they will protect thus, deter illegal fishing and cutting mangrove.</p> <ul style="list-style-type: none"> • It will promote environmental awareness among adjacent communities.
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⁵ Please refer to Table 5 for the livelihood project being implemented by the POs

C.3. Present situation and outlook for the future

Item	Description
1. The Community	<p>The PO (BAKHAW, Inc.) was formally organized and registered under Securities and Exchange Commission. A CBFMA has been issued to the PO as a means to secure their stay on the project site for a period of 25 yrs. During the three years of project implementation, members have undergone various technical, managerial and leadership trainings in all aspects of project operations (e.g. CSD, Livelihood, etc.), essential for the sustainable management of the CBFMA area by the PO. With this, the PO can continuously manage and supervise the project as well as their own livelihood projects even without the financial support from the government.</p>
2. Area Development	<p>From a mere 92.0 ha. natural mangrove forest before the implementation of the project, the mangrove forest now occupies a total of 1,488.00 has. after the 1,396.30 has. was rehabilitated. In the next 10 years, it is expected that spawning of marine resources will be developed, therefore, abundant supply of marine products such as fishes, shells, crabs will be increased.</p>

<p>3. Socio Economic Benefit</p>	<p>The implementation of the CSD raised the members' annual household income from PHP 64,764.00 to PHP 73,510.00 per year or 14% increase in income. The PO has also invested P1, 884,806.85 in nine livelihood projects that have so far yielded a total net income of P361,236.32 as of year 2003. For the same year, the PO posted a net revenue of PHP 3,154,915.00 which can be used again to finance other livelihood projects.</p>
<p>4. Eco-Tourism</p>	<p>The existence of 1,396.30 ha. of man-made mangrove plantation plus a 92-ha. 2nd growth mangrove forest is a potential eco-tourism destination in Palompon, Leyte. The PO will earn additional income from entrance fees of visitors should this materialize. This will also help sustain LGU support to the PO in terms of protecting the existing mangrove plantation.</p>
<p>5.. Infrastructure</p>	<p>The Subproject caused the rehabilitation of the farm-to- market road to support the livelihood projects of the PO. This facilitates transport of farm products to market and provides mobility to members of the communities as well.</p> <p>The newly-completed farm-to-market road and concrete pathway have also paved the way for other means of transport to serve the coastal barangays in bringing their produce to the market. Public conveyance (motorcycle, PUJs) are now available in the barangays at regular schedules. This development assures sustainability of livelihood income for both direct and indirect beneficiaries of the Subproject.</p>
<p>6. LGU Support</p>	<p>With the strong support from the LGU as manifested by the agreement it has</p>

	<p>forged with the DENR, it is expected that the PO can sustain Subproject management. LGU support assures maintenance of the rehabilitated road and concrete pathway for long term benefit for the communities.</p>
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II. SUBPROJECT IMPLEMENTATION

1. Organizations for Implementing Subproject

Function in the Subproject Implementation	Name of Organization		Reasons for Change
	(1) Original	(2) Changed	
1. NGO for SMP 2. AO for CO 3. PO for CSD 4. NGO for M&E 5. Contractor for Infra	N.A. Eco-Environmental Dev't. Concern Ass'n., Inc. (EDCAI) Bililhong Ani sa Katunggan Hangtud sa Walay Katapusan (BAKHAW), Inc. Dev't. Worker for Under Privilege Community and Environment, (VIRTUE), Inc. Taft People's Economic Council Ass'n., (TPEC) Inc. Adelfa & Charlie Enterprises (A&C)		

Please state:

1.1 Reasons for the change N.A.

1.2 Problems arising, counter measures adopted and results:

On Comprehensive Site Development (CSD)

1. Low survival rate of 100 ha. seaward plantation during initial CSD implementation.

Some 100 ha. of mangrove plantation located along the seaward portion of the CSD area was established by the PO with the assistance of the SUSIMO using nursery-raised seedlings. However due to its location, the mortality rate of the plantation was observed to be high because the root system of the seedlings were adversely affected by wave action.

Because of the alarming result, the PO through the SUSIMO requested for change of planting scheme using direct planting of bakauan species instead of nursery-raised seedlings. With the approval of the request by the DENR Region 8 RED, the plantation showed good result. The inspection conducted by the DENR showed that the BAKHAW, Inc. had an average survival rate of 83%.

2. Destruction of established plantation during fishing by non PO members using "baling" and "sud-sud" specially during high tide.

The PO, SUSIMO and AO Staff coordinated with the LGU of Palompon as well as the concerned barangay councils and facilitated the following activities:

- a. Intensified conduct of IEC among barangays residents through meetings, community assemblies and dialogues.
- b. Conducted film showing that focused on the various benefits from mangrove forests and possible effects caused by mangrove forest destruction, on the other hand.
- c. Project orientation, dissemination of information focused on the zoning of CSD areas (includes location of boat ways, canals, areas not included to planting and areas set aside for fishing activities of the fishermen, shell gatherers, etc.)
- d. Installation of bill boards and sign boards inside CBFMA areas to indicate areas off limits to fishing and areas set aside for the same, and location and direction of the boat ways.
- e. Strengthening of tie-ups with the LGU Palompon through the Bantay Dagat Group for the strict implementation of existing laws pertinent to illegal fishing.

Through these strategies, damage was gradually minimized. At present, replanting, maintenance and protection activities of the established plantation are continuously undertaken by the PO in coordination with the SUSIMO staff. Average survival rate of the plantation establishment is 85.85%.

1.3 The latest organization chart (or equivalent) for the implementation of the Subproject is (attached or not available).

The organizational chart for CO, PO, M&E, SUSIMO and Infrastructure are marked as Annex 1a, 1b, 1c, 1d, and 1e respectively.

1.4 If the organizational chart (or equivalent) is not available, please state the reason.

2. Implementation Period

A. Comparison of Original Schedule and Actual Period

Please fill in the following blanks with actual period for each item.

ITEM	ORIGINAL SCHEDULE	ACTUAL PERIOD
1.SMP	N.A.	N.A.
2.Contract of AO for CO	Nov. 20, 2000 to March 2003	Nov.20, 2000 to March 2003
3. Contract of PO for CSD	Dec. 2000 to Dec.2003	Dec. 2000 to July 2003
4. Contract of NGO for M&E	December 2002 to Feb. 2003	December 2002 to June 2003
5. Contract of Infrastructure Component	Dec. 8,2002 to April 2003	December 8, 2002 to June 2003
⊙ Completion (completion of Subproject)	Dec. 30, 2003	July 31, 2003

Please refer to Table 6 for the subproject status report

Notes: Completion of the Subproject was defined as (completion ceremony or final disbursement or other than the above.

The completion date was scheduled for June 2003 (at the time of appraisal) and is indicated (thus ⊙) in the above Table.

B. Reasons for Delay or Early Completion.

B.1. In case of delay or early completion, please choose the reason(s) from the following list and check.

- Change in scope/dimensions
- Natural disaster/Bad weather (e.g. earthquake, typhoon, etc.)
- Shortage of funds/Fluctuation of the exchange rate
- Problems in procurement
- Inflation
- Unusual circumstances beyond the control of the Executing Agency
- Structural and organizational problems of the agencies concerned (e.g. lack of staff, inadequate coordination with other agencies, etc.)
- Legislative matters
Unrealistic initial plan/Technical problems
- Performance of contractor/supplier
- Performance of consultant
- Others

B.2. Reasons and background for delay or early completion

Change in Scope and Dimensions

A. Comprehensive Site Development (CSD)

The early completion of the Subproject was attributed to the FSP termination in June 2003. With this, the Subproject was implemented for only two years and seven months.

B. Monitoring and Evaluation

The completion of the two M & E contracts on Physical and Institutional and Project Benefit Assessment was delayed due to the failure of the contractors during the panel presentation to provide some missing information. Both the M & E contractors were advised to review and revalidate their data/findings in the Subproject site.

C. Infrastructure

The completion of the infrastructure project was delayed due to the request of the PO to include three (3) variations from the original design such as: 1) As-staked, 2) Dike masonry 3) Dike

masonry Since these items have not been included in the original plan, it resulted to an increase in the bill of materials.

B. Remedial Action Taken in Each Case of Delay

Comprehensive Site Development (CSD)

The DENR initiated the revision/amendment of the WFP and the corresponding contract of the PO. All the remaining activities of the Subproject implementation were programmed until FSP termination in June 2003. The PO did fast tracked all CSD activities without sacrificing quality of outputs. All CSD accomplishments were properly evaluated by the DENR evaluating team and found out to be in accordance with DENR policies.

Monitoring and Evaluation (M & E)

The M & E contractor for Physical and Institutional Benefit Assessment considered the recommendation given by the panel to review and revalidate their data/findings and incorporate all the missing information in the final report. Both the M & E contractors requested for four (4) months extension of their contract taking into consideration the comments and suggestions during the M & E report deliberation. The Regional Office approved the requests.

Infrastructure Component

The PO coursed the request for the inclusion of the three variations order through the DENR Region 8 technical working committee. The request was forwarded to the FSP-TA for evaluation. The request was approved after the conduct of actual assessment and evaluation by the DENR Central Office TA on infrastructure. Likewise, the request of A & C Enterprises for an extension of 65 days was approved by the regional office.

3. Subproject Cost

- **Comparison of Original Estimated Cost and Actual Expenditure (by Component).**

ITEM	Original Cost (based on appraisal) in M pesos)	Actual Expenditures (in M pesos)
Survey, Mapping & Planning	(0.558520)	-
Community Organization	2.246545	2.246545
Comprehensive Site Development	20.216000	20.216000
Monitoring & Evaluation	1.031546	1.031546
Infrastructure Dev't.	4.975536	5.430122
Subproject Coordinating Office	1.957649	1.957649
TOTAL	30.427276	30.881862

Please refer to Tables 7, 8, 9a-c, 10 for the details on cost of SMP, CO, CSD and M&E.
List of infra project/s with its corresponding cost is also attached as Table 11.

B. Reasons for Difference between Original Estimated Cost and Actual Expenditure

B.1. If there is any difference between Column 2 and Column 3 in Paragraph a, please choose the reason(s) from the following list and check.

- Increase in reconstruction cost arising from natural disaster/unreasonable weather (e.g. earthquake, typhoon, etc.)
- Increase or decrease arising from a change in construction period
- Increase or decrease arising from inflation
- Increase or decrease arising from fluctuation in the exchange rate
- Increase or decrease arising from a change in the scope/work volume of the Subproject
- Decrease arising from keen competition in tender
- Unusual circumstances beyond the control of the Executing Agency
- Unrealistic cost estimates/Technical problems
- Others (activity was accomplished using other fund source)

B.2. Description of the detailed reason(s) and background

On Infrastructure Component:

The increase in the actual cost of the infrastructure projects was attributed to the increase in the bill of materials, inclusion and approval of the three (3) variations of the infrastructure plan.

Others - (activity was accomplished using other fund source)

The estimated amount of P558,520.00 was allocated for the conduct of survey, mapping and appraisal of the Subproject. However, the activity was accomplished using funds from Asian Development Bank (ADB), hence, disbursement was not reflected in the above table.

The projected amount was not included in the total original estimated cost per component and per year.

C. Action taken in Case of Cost Overrun and Results:

Additional amount of P454,585.77 has been obligated and a new contract was awarded to the A & C Enterprises amounting to P5,430,121.50.

D. Comparison of Original Estimated Expenditure and Actual Expenditure (by Year)

(i M pesos)

Calendar Year	Original Cost (based on appraisal) in M pesos)	Actual Expenditures (in M pesos)
CY 2000	0.113000	0.113000
CY 2001	17.097167	5.602542
CY 2002	4.938633	11.335286
CY 2003	8.278476	13.831034
TOTAL	30.427276	30.881862

Please refer to Table 12 for the details of the Annual Work and Financial Plan.

4. Comments on Performance of Assisting Organizations (Aos), Assisting Professionals (APs), Peoples Organizations (POs), M&E and Infrastructure contractors.

Please describe the performance of each organization after checking the item(s) in the relevant lists on which you have any comment.

A. Performance of Assisting Organizations & Assisting Professionals (if any) Peoples Organizations, M&E and Infrastructure contractors.

- A.1** Overall performance Design
 Contract administration Construction supervision
 Expertise Staff qualifications
 Coordinating ability Compliance with Contracts
 Performance related to any other than the Subproject scope, if any
 Others

A.2 Description (in detail)

Overall Performance

The Assisting Organization (EDCAI)

The overall performance of the AO was satisfactory inasmuch as they accomplished all the activities within the contract period (Phase I & II). Although, there was some delay in the packaging of the documentation report, the actual conduct of CO activities were undertaken per work plan schedule.

The PO (BAKHAW, Inc.)

The PO was able to accomplish all the CSD targets prior to the termination of the three-year (3) CSD contract, which resulted to the full utilization (billing) of CSD fund. The survival rate of the established plantation based on the M&E result was 85.85%. The PO was able to establish nine (9) livelihood projects that are profitable business ventures. Generally, BAKHAW, Inc. delivered an outstanding performance since all the elements for sustainability (enhanced administrative & technical capabilities, capitalization, on-going livelihood project, etc.) have been effectively institutionalized within the organization.

M&E Contractors (TPEC-MPDAI & VIRUE, Inc.)

The performance of the two (2) M&E contractors was satisfactory. Activities conducted by the contractors were all in accordance with the schedule. After panel presentation of the M & E report, the NGO conducted minor revision/revalidation of their evaluation activities for the proper rectification of the M & E report.

Infrastructure contractor (A&C Enterprise)

The contractor performance was very satisfactory because all the activities were accomplished based on the specifications of the infrastructure plan before the termination of FSP funding. The contractor likewise had the required manpower and equipment. The completed activities included the three variations of the infrastructure plan.

Contract Administration and Compliance with Contracts

The Assisting Organization (EDCAI)

The assisting organization (AO) was able to undertake all the contracted activities (Phase I & Phase II) as stipulated in the CO work and financial plan. However, the AO had to request for a one (1) month extension of Phase I to enable them to finish the preparation/finalization and packaging of documentations. The total contracted cost for CO covering Phase I & II (Php2,246,545.26) was billed by EDCAI as per schedule.

The PO (BAKHAW, Inc.)

All the CSD targets were accomplished by BAKHAW, Inc. five (5) months earlier than the scheduled contract termination. The three- year contract was originally scheduled from December 2000 to December 2003, but CSD activities were completed as early as July 2003.

M&E Contractors (TPEC-MPDAI & VIRTUE, Inc.)

The M&E for physical and Institutional & Project Benefit Assessment was conducted from December 2002 to February 2003 by TPEC-MPDAI and VIRTUE, Inc, respectively to cover one pass evaluation. Although, both contractors started its activities on December 2002, the final M&E reports were completed in June 2003, four months (4) behind the target completion schedule.

Infrastructure Contractor

The contract on infrastructure project awarded to A&C Enterprises was from December 8, 2002 to June 19, 2003. Actual implementation started on the scheduled date but implementation

was extended for 65 days due to the approved variations. All targets and specifications for infrastructure were completed and billed by the contractor in compliance with the FSP fund termination schedule.

Coordinating Ability

The Assisting Organization (EDCAI)

The AO showed significant performance in terms of coordinating abilities and establishing formal linkages with relevant institutions which are very important for the PO to sustain management of the project. Tie-ups were formalized through approved MOA between PO and the concerned institutions. These tie-ups include DTI, for the marketing and promotions of products and approval of feasibility studies; BFAR, for the conduct of trainings and provision of technical assistance on livelihood projects(sea weed production); LGU-Palompon, for the approval of business permits, provision of technical and administrative support; Pryce Gas Company, for the supply of LPG & administrative support of the trading system; PACCI; for credit services; ATI-LSU, for the training and cooperative management; Maritime Police, for the permits of motorboat for hire, and the concerned barangay councils of the beneficiary community. The services provided by these institutions had contributed to the success of the PO.

The AO has the ability to closely coordinate with DENR (SUSIMO, CENRO, PENRO, Regional Office) prior to the execution of CO activities, hence quality CO activities were achieved and led to the completion of all contracted CO activities.

The PO (BAKHAW, Inc.)

The linkage established by the AO with the different institutions was continued by the PO even after the exit of the AO from the project site. The president and the committee in charge of the PO coordinated closely with these institutions, thereby enjoying the needed services (trainings, technical assistance, etc.) of the Project. They have also adopted a system of consulting and seeking approval of the Board of Directors (BOD) prior to the execution of planned activities. Resolution from the BOD is a requirement before any planned activity can be implemented. Close

coordination with the DENR specially with the SUSIMO was also adopted by the PO.

M&E Contractors (TPEC-MPDAI & VIRTUE, Inc.)

The contractors have the ability to coordinate with the concerned parties prior to actual M & E implementation. They coordinated closely with the PO and SUSIMO specially on the process of conducting the M & E. A series of orientations, meetings and open forum were conducted by the contractors prior to the actual implementation of the activities based on MC No. 04, series of 2000. After the field activities, initial result of the M & E was presented by the contractors to the SUSIMO and PO for discussion and confirmation. Final report of the results of the M&E was also presented to the management of DENR Region 8 for comments with the presence of SUSIMO and PO. The M & E activities were properly undertaken by the contractor as a result of the close coordination with the DENR and the PO.

Infrastructure contractor (A&C Enterprise)

The contractor closely coordinated with all the concerned parties (LGU's, PO, DENR,) and smoothly implemented the infrastructure projects. In spite of the three (3) variations made as additional work targets, the contractor was able to complete the infrastructure project on June 30, 2003.

Expertise and Staff Qualification

The Assisting Organization (EDCAI)

Most of the staff of EDCAI were foresters. However, except for the AO president, they had limited experiences in actual community organizing. All the contracted community organizing activities under (Phase I & II) were properly conducted based on the approved contract in the context of the project objectives (Sustainable Forest Management of the PO).

The PO (BAKHAW, Inc.)

Majority of the BOD of BAKHAW, Inc. had attended formal high school/education. The general literacy of the entire PO membership is considered low as majority had only an elementary education. Although, BAKHAW, Inc. was properly trained in all

aspects of project operations (planning, budgetary, etc.), the BOD is still dependent on the SUSIMO particularly in terms of policy making and decision-making. Hence, SUSIMO staff has recommended its gradual pull out from the project site until such time when the PO can sustainably manage their activities independently without any supervision from the DENR.

M&E Contractors (TPEC-MPDAI & VIRUE, Inc.)

Both M & E contractors (TPEC-MPDAI for physical and VIRTUE for institutional benefit assessment) of the project have the expertise in conducting the M & E activities. Both contractors have technical staff composed of foresters, sociologist, engineers and agriculturist who conducted the actual field activities based on the guidelines.

Infrastructure contractor (A&C Enterprise)

The A & C Enterprises as contractor has several staff composed mostly of engineers. The contractor had the expertise and experience to complete the required specification as stated in the contract. They had enough manpower to provide good quality outputs for the projects.

5. Other matters relating to Subproject Implementation

Please choose the item(s) from the following list on which you have any comment, check it (them), and describe it (them) with measure and results in (B) below.

- A. Technical Financial Institutional Economic
 Social/Distributional Others

- **Description (in detail)**

- Technical**

- a. Change of species (from bungalon, pagatpat species to bacauan lalaki and babae) and planting scheme (from planting of nursery seedling to direct planting using propagules).

- Out of the original target of 696.30 hectares plantation establishment using nursery-raised seedlings, only 100 hectares was established during middle of second year (CY 2002) operation. The 100 hectares mangrove plantation located at the seaward portion was

planted with nursery raised seedlings of bungalow and pagatpat species. After two months of planting, the survival of the said scheme was noted to be very low from the standard of 80% survival rate. Hence, the remaining target of nursery-raised seedlings was shifted to direct planting and the 100 hectares already established plantation was replanted with the same scheme using Bacauan bato and lalaki species. The said modification considered the fact that bakauan species planted through direct planting at the CSD area has higher survival rate as compared to nursery-raised seedlings. The modification was made only after the approval of the request by DENR region 8 management as submitted by the PO through the SUSIMO.

After meeting the target of 1,396.30 hectares, succeeding activities like replanting, Bakauan lalaki and Bakauan bato were henceforth used through direct planting. Results of the modification revealed that the survival rate increased to 85.85%.

b. Area and location (Inclusion of adjacent mudflat as part of the CSD area)

The original CSD area was located within the plantable mudflat of Barangays Cruz, Baguimbin, Plaridel and Congcosme with a target area of 1,396.30. The project however, encountered shortfall of CSD area during establishment phase (CY2001 and CY 2002) with respect to this original planting site. The presence of canals and water logged areas located within the original planting site further contributed to the situation in terms of availability of planting site. On this, the fishermen, shell gatherers and other mudflat users demanded Project to delineate specifically the areas not to be included for planting and areas for boat ways.

As a result, the CSD area was expanded to adjacent plantable mudflat of Barangay Duljugan, Cantoha-on and Mazawalo, Palompon, Leyte to complete the 1,396.20 hectares CSD target area.

c. Change of Staking to Fencing

The conversion from staking of individual planting spots into fencing of the plantation parcel was made after the establishment of some 150 hectares mangrove plantation. Per actual implementation and computation expenses, the cost per bamboo stake was PHP 1.20 (labor and materials) while the budget stipulated under the WFP was only PHP 0.25. Provision of bamboo stakes prior to planting therefore was

not financially feasible on the part of the PO. A request was made by the PO to the DENR Regional Office to allow the conversion of staking activity into fencing including appropriation for budget. The request was also approved by DENR regional management on the basis of financial feasibility and since fencing would also provide protection of the established mangrove plantation.

- d. Delay in the provision of technical assistance from the JBIC-TA to the PO, AO & SUSIMO staff prior to the start of the plantation establishment particularly in the site characterization and site species matching. Had it been provided immediately, the actual expenses of the PO in raising 325,000 seedlings and the corresponding cost for the establishment of 100 ha. mangrove plantation using nursery seedlings would have been avoided. The replanting of the 100 ha. through direct planting using bacauan lalaki and bato propagules was observed to have higher survival rate than using nursery-raised seedlings per approved appraisal report of the project. The 100 ha. mangrove plantation originally established using nursery-raised seedlings is located at the seaward portion of the CSD area.
- e. FSP Subproject implementation is technically feasible as to project area and its objectives. It helped improve the socio-economic condition of the subproject community while developing the coastal environment of Palompon, Leyte particularly the barangays covered by the project. Although, there were some lapses in the implementation, the project generally provided various benefits to the community.

III. ACTION TAKEN BY THE AOS, APS AND POS RELATING TO RECOMMENDATION(S)

1. Recommendation(s) made by SUSIMO

SUSIMO check: This article is (applicable. or not applicable. There has been no recommendation with regard to the Subproject).

- The SUSIMO recommended direct planting instead of employing nursery raised seedlings especially on the seaward portion of the area to have quality plantations.
- The SUSIMO recommended to the AO the training of PO officers on IEC and the continuation of IEC campaign to PO members, officers as well as to the whole community.

- Transparency was also recommended especially on the financial aspects. This is very important considering that the PO has nine existing livelihood projects.

2. Action Taken and Results

- The PO requested the Regional Office for a change in planting scheme using direct planting instead of nursery-raised seedlings. As approved by the Regional Office, the PO adopted the direct planting especially on the sea ward portion of the plantation resulting to high survival rate.
- The AO strengthened their IEC campaign by conducting meetings, dialogues, film showing on the importance of the mangrove plantations. Additional billboards within the CBFM area were posted by the PO so that the community will be guided accordingly.
- There has been regular reporting on the financial aspects including livelihood projects during regular board meetings. Likewise, the status of the financial aspects of the PO posted on the PO bulletin board every quarter.

IV. INITIAL OPERATION AND MAINTENANCE OF SUBPROJECT FACILITATES

1. Present Condition of Facilities

- A. Please check: this article is (applicable due to problems(s) or not applicable. No particular problem has occurred since the initial operation started). If there have been any problems, please check the relevant space in the Table.

For the PO:

Item	Status	Initial Operation	Mainten ance	Management	Others
1. Building	Serviceable				
2. Transporation Equipments	Serviceable		✓		
3. Communication Equipments	Serviceable				
4. Tools & other accessories	Serviceable		✓		
5. Office furniture	Serviceable				
6. Office equipments	Serviceable				

7. Livelihood Tools and equipments	Serviceable				
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For the SUSIMO:

Item	Status	Initial Operation	Maintenance	Management	Others
1. Building	Serviceable				
2. Computer	Serviceable		✓		
3. Motorcycle	Serviceable				
4. Motorboat	Serviceable		✓		
5. Power Generator	Serviceable				
6. Radio base	Serviceable				
7. Type writer	Serviceable				
8. GPS	Serviceable				
9. UPS	Unserviceable				
10. Handheld radio	Serviceable				

B. Please check: The Problem(s) has arisen owing to the following reason(s).

- Technical
 Financial
 Institutional
 Economic
 Social/Distributional
 Others

C. Description (in detail)

During the initial project implementation, the SUSIMO had experienced problem on the maintenance of equipment specifically, computer and motor boat engine. In the case of the computer, repair could not be undertaken right away because of lack of spare parts in Ormoc City. The repair was completed only when the repair center received order of spare parts from the supplier in Manila. On the other hand, the availability of a technician who has the expertise on marine engine holds the key in solving the maintenance problem of motorboat engine. There were times when the SUSIMO had experienced 2-3 days delay in the repair because of the unavailability of the technician.

To resolve the problem, SUSIMO and PO scheduled with the technician a quarterly check-up of motorboat engine.

The PO also experienced problem in the maintenance of communication equipment like hand-held radio. The battery pack for

hand-held radio is still secured at Cebu City which normally entails traveling cost when there are no available units in Palompon, Leyte.

D. Aspect of utilizing the Subproject facilities

For the SUSIMO :

Item	Original Plan	Actual Operation
1. Building 2. Computer 3. Motorcycle 4. Motorboat 5. Power Generator 6. Radio base 7. Type writer 8. GPS 9. UPS 10. Handheld radio	For the SUSIMO of Palompon Subproject, Palompon, Leyte	Used by the SUSIMO of Palompon Subproject, Palompon, Leyte

For the PO :

Item	Original Plan	Actual Operation
1. Building 2. Transportation Equipments 3. Communication Equipments 4. Tools & other accessories 5. Office furniture 6. Office equipments 7. Livelihood Tools and equipments	For the BAKHAW, Inc.	Used for the BAKHAW, Inc.

2. Organization for Operation and Maintenance

A. Name of PO

A.1. Please give the name of PO and/or Body in charge of O/M.

PO : Bililhong Ani sa Katungan HAngtud sa Walay katapusan (**BAKHAW**), Inc.

SUSIMO : SUSIMO-Palompon Mangrove Rehabilitation Subproject

A.2 Please Check:

The latest organization chart (or equivalent) for O/M of the Subproject facilities is (attached or not available).

A.3. If the organization chart (or equivalent) is not available, please state the reason.

B. Number of staff/workers of the PO or Body for Operation and Maintenance of Subproject Facilities.

PO = 9
SUSIMO = 5

C. Please check and explain the following.

C.1. The number of staff is currently sufficient or insufficient). If "Insufficient", please describe your estimate of the optimum number of staff and your plan for providing them.

The present manpower complement of the PO is sufficient enough for the maintenance and operation of the facilities. However, with their plan to purchase computer unit, one staff with background in computer operation and maintenance will be needed. On the other hand, the project facilities provided to the SUSIMO are secured by the ASU.

C.2. Average employment period of the present staff

PO = 3 years
SUSIMO = 12 years

C.3. Availability of training program to promote the vocational ability of the staff, its contents and expected effects.

There is no training program available at present. However, the PO through its training and education committee most likely will develop training plans to enhance vocational ability of its staff based on the livelihood enterprises that the PO may engage with. The CBFM Unit of CENRO-Albuera, Leyte will assist the PO on this activity.

2. Annual Budget or Actual Expenditure for Operation and Maintenance

(by Year)

A. Original Expected Expenditure

For the SUSIMO

(Unit: Mil Pesos)

Item Calendar Year	Maintenance	Operation	TOTAL
2000	-	0.050000	0.050000
2001	0.106586	0.225214	0.331800
2002	0.040000	0.260000	0.300000
2003	0.100000	0.559000	0.659000
TOTAL	0.246586	1.094213	1.340800

For the PO :

(Unit: Mil Pesos)

Item Calendar Year	Maintenance	Operation	TOTAL
1. Building 2. Transportation Equipments 3. Communication Equipments 4. Tools & other accessories 5. Office furniture 6. Office equipments 7. Livelihood Tools and equipments			The PO did not have any prepared budget on this as the items were acted upon as the need arose.

B. Actual and Currently Expected Expenditures

For the SUSIMO

(Unit: Mil Pesos)

Item Calendar Year	Mainten ance	Operation	Maintenance (For Expanded	Operation Portion)	Total
<u>2001</u>					
1. Office		0.056981			0.056981
2. Motorcycle	0.014907				0.014907
3. Computer					
Sub-Total	0.014907	0.056981			0.071888
<u>2002</u>					
1. Office		0.026223			0.026223
2. Motorboat	0.003500	0.006500			0.010000
3. Motorcycle	0.011450	0.003500			0.014950
4. Computer	0.002250	0.015450			0.017700
5. VHF Radio					
6. GPS					
Sub-Total	0.017200	0.051673			0.068873
<u>2003</u>					
1. Office		0.006030		0.006627	0.012657
2. Motorboat			0.000600	0.001400	0.002000
3. Motorcycle			0.000600	0.002400	0.003000
4. Computer	0.003244	0.046770		0.016400	0.066414
5. VHF					
6. GPS					
Sub-Total	0.003244	0.052800	0.001200	0.026827	0.084071
<u>2004</u>					
1. Office			0.005000	0.015000	0.020000
2. Motorboat			0.010000	0.005000	0.015000
3. Motorcycle			0.010000	0.010000	0.020.000
4. Computer					

Sub-Total			0.025000	0.030000	0.055000
Grand-Total	0.035351	0.161454	0.026200	0.056827	0.279832

For the PO :

(Unit: Mil Pesos)

Item Calendar Year	Maintenan ce	Operation	Maintenanc e (For Expanded	Operation Portion)	Total
2001					
1. Building/Office	0.005649	0.300638			0.306287
2. Transportation equipment	0.005650	0.245188			0.250838
3. Communication equipment		0.022850			0.022850
4. Tools & other accessories		0.015000			0.015000
5. Office furniture & fixture		0.017600			0.017600
6. Office equipment					
7. Livelihood tools & equipment					
Sub-Total	0.011299	0.601276			0.612575
2002					
1. Building/Office		0.779050			0.779050
2. Transportation equipment	0.009600	0.042811			0.052411
3. Communication equipment	0.007900	0.009954			0.017854
4. Tools & other accessories		0.018779			0.018779
5. Office furniture & fixture		0.028050			0.028050

6. Office equipment		0.039670			0.039670
7. Livelihood tools & equipment		0.020500			0.020500
Sub-Total	0.017500	0.938814			0.956314
2003					
1. Building/Office		0.226603	0.020345	0.076966	0.323914
2. Transportation equipment	0.008300	0.058411	0.012400	0.018200	0.097311
3. Communication equipment		0.013551		0.012703	0.026254
4. Tools & other accessories		0.025578		0.011199	0.036777
5. Office furniture & fixture		0.051411		0.030583	0.081994
6. Office equipment		0.023014		0.020350	0.043364
7. Livelihood tools & equipment		0.029820		0.018374	0.048194
Sub-Total	0.008300	0.428388	0.032745	0.188375	0.657808
TOTAL	0.037099	1.968478	0.032745	0.188375	2.226697

Note: Actual and currently expected expenditure for expansion, replacement or any

other improvement purposes

Please describe the basis for the above estimate and your financing plan for the same.

The basis for the maintenance and operation cost (expanded portion) which includes the mandatory expenses for electricity, water and repair of Subproject facilities was the actual expenditure of the SUSIMO during project implementation.

3. Maintenance Method

Content of Method

The maintenance of the SUSIMO facilities and equipment was carried out by the ASU of the SMO. The MOOE budget (e.g. object 23-repair and maintenance) was utilized for the repair of the SUSIMO facilities to maintain its serviceability.

The ASU conducted pre-inspection of the computer and motorboat engine in coordination with the VBU and the technicians with expertise in computer and motor engine maintenance. After determining the nature of repair and cost requirement, the ASU prepared all the necessary documents so that the billing on the repair could be processed at the Regional Office.

The repair of the PO equipment and facilities was also done through pre-inspection to determine the nature and cost, with the property custodian of the PO doing follow-ups for the completion of the repair. Payment was done through the resolution of the BOD allowing release of funds for the repair. All PO facilities and equipment are recorded in the logbook of the PO property custodian, with the end users issued memorandum receipt (MR). In the case of the motorized bancas, four pump boat operators who were assigned each, were also responsible for the maintenance of their units. The audit committee of four members is responsible for the conduct of yearly inventory for all project facilities in coordination with the property custodian.

Frequency

A quarterly check-up of the motorcycle was undertaken by the SUSIMO. Maintenance of other facilities and equipment is done as the need arises. Registration of motorcycles is done by the SUSIMO-ASU yearly.

The same process is true for PO facilities and equipment. A quarterly check-up especially for the transportation equipment is done. All other facilities are maintained as the need arises.

A. Others, if any. (not applicable)

V. BENEFITS DERIVED FROM SUBPROJECT

1. Indirect Effects

A. Please choose and check the item(s) which are dealt with this Article by you.

- Technological transfer (e.g. application of technology used in the Subproject to other similar projects and subprojects)
- Employment creating (e.g. during construction, contribution to the sector(s) after completion)
- Income-raising (e.g. income of the residents in the region)
- Other intended or unintended effects on the relevant sector(s) and/or the region concerned

B. Please give details for each of the item(s) you checked.

Technological transfer (e.g. application of technology used in the Subproject to other similar projects and subprojects)

The positive results of adopting direct planting scheme of Bacauan lalaki and Bacauan babae, as manifested by good survival rate encouraged the LGU of Palompon, Leyte to adopt similar strategy in the implementation of the Mangrove Rehabilitation Project under CBRMP in Palompon, Leyte.

Employment creating (e.g. during construction, contribution to the sector(s) after completion)

The implementation of the CSD activities, involvement in infrastructure projects generated employment in the community that benefited not only PO members but non-members as well. There were about 90,685 man days generated by the Subproject. Employment opportunities have been enhanced even more with the implementation of several livelihood projects by the BAKHAW.

Income raising

Employment in the Subproject either as hired laborers or involvement in livelihood projects upgraded the socio-economic status of both PO members and non-members in the four FSP barangays. The monitoring and evaluation (M & E) particularly on Institutional and Project Benefit Assessment conducted by VIRTUE, Inc. for the final year of the project revealed that:

- annual household income of PHP 64,764.00 gradually increased to PHP 73,510.00 per year or 14% increase equivalent to PHP 8,746.00
- increase in income enabled 55% to improve their houses while 20% bought appliances and furniture, 10% were able to send their children to school; 5% acquired fishing gears and 10% used the money for other uses.

Other Benefits

The rehabilitation of the road provided the community mobility and ease in the transport of farm and marine products that is significant in the improvement of the residents' living condition.

The PO also involved and committed itself in socio-economic services. The rehabilitation of 1,396.30 ha. of mangrove area provided the marginal communities with various livelihood opportunities and long-term benefits.

VI. Others

The SUSIMO, PO and AO staff actively participated/hosted the following activities;

1. Kochi University Mission to Palompon FSP-JBIC Subproject Site dated August 2002.
2. SAPI Mission to Palompon FSP-JBIC Subproject Site dated November 2002.
3. Educational /cross visit tour in successful reforestation projects in Region IV and Region V on April 2003
4. Educational /cross visit tour in successful reforestation projects in Region VI I Region V1 on November 2003.

VII. CONCLUSIONS AND RECOMMENDATIONS:

- The implementation of the Palompon Mangrove Rehabilitation Subproject on the whole is very satisfactory.
- The creation of SUSIMO with capable staff and deployment of credible NGO (EDCAI) to cater to the requirements of the Subproject site played a great role in the successful Subproject implementation.
- The strong support of DENR top management inspired implementers to give utmost best for the Project.
- Integrity of people directly involved in the Subproject implementation from the Region, PENRO, CENRO and the SUSIMO staff, and support from the LGUs (municipal and barangay level) and other relevant institutions was a strong motivation for all concerned.
- The PO possesses strong commitment to sustainably manage the Subproject even after the presence of the government in the site.
- It is recommended that an in-depth study be conducted during the project appraisal period to come-up with a more realistic project development plan.
- It is recommended that CSD fund releases conform with the schedule of CSD activities as indicated in the WFP to avoid delay of project implementation.
- There must be a review of the project cost (e.g. Field supplies, labor, etc.) to determine the need for contingency measures.
- Concerned CENRO & PENRO must be given the privilege to select SUSIMO Staff for the project.