

The Philippine Environmental Governance 2 Project

Year 2 Workplan

October 2005 - December 2006

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This project is implemented by Development Alternatives, Inc. with the support of its subcontractors:

- Cesar Virata & Associates, Inc.
- Deloitte Touche Tohmatsu Emerging Markets
- The Marine Environment and Resources Foundation, Inc.
- The Media Network
- Orient Integrated Development Consultants, Inc.
- Resources, Environment and Economics Center for Studies, Inc.

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PREFACE

The United States Agency for International Development (USAID), through its Mission to the Philippines, has contracted Development Alternatives, Inc. (DAI) to implement the Environmental Governance 2 Project (EcoGov 2) under Contract 492-C-00-04-00037-00. The effective date of the contract is October 1, 2004 through September 30, 2009, with a two year option period to September 30, 2011. DAI implements the project with the assistance of four Filipino organizations – Orient Integrated Development Consultants, Inc. (OIDCI); Resources, Environment and Economic Center for Studies (REECS); the University of the Philippines Marine Environment and Resources Foundation (MERF); and Cesar Virata & Associates (CVAI) – and two American firms – the Deloitte Emerging Markets Group (EMG) and The Media Network.

Prior to the close of each operating year, the Contract requires DAI to submit an annual work plan covering a period of fifteen months. Per the Contract, the work plan should present the performance objectives for the period, the expected activities, the relationship between the activities/objectives and overall contract objectives, the completion date for the activities, cost estimates for major contract elements, and critical assumptions to accomplish the work. Concurrent with submission of the work plan, DAI also submits a pipeline budget for the remainder of the period of performance.

This work plan consists of three major sections. The first is an overview of the project and the strategies for implementing the 2005/2006 work plan. The work plan then presents detailed plans for each of six Contract Line Item Numbers (CLINs), which themselves correspond to the target areas in the Contract Scope of Work. The final section consists of Gantt charts showing an estimated timeline for each activity area.

This work plan follows from the Life of Project Work Plan, submitted in December, 2004, and from feedback from the Philippines Department of Environment and Natural Resources and other counterparts at a workshop at Clark Field on August 31 and September 1, 2005. The document was originally submitted on September 30, 2005. The revised and final version here reflects the comments of USAID on October 17, 2005.

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October 27, 2005

TABLE OF CONTENTS

LIST OF TABLES.....	IV
ACRONYMS	V
1. PROJECT OVERVIEW	1
1.1. Strategies for Implementing the 2005/2006 Work Plan	3
1.2. Work Plan Organization	7
2. IMPROVED FOREST MANAGEMENT – CLIN 0002.....	8
2.1. Project Objectives and Link to DENR Objectives	8
2.2. Status of Forest Lands in EcoGov 2 Regions	8
2.3. Strategy for Achieving FFM Objectives	10
2.4. Policy Initiatives in FFM.....	14
2.5. Advocacy Initiatives in FFM.....	15
2.6. Performance Targets for Year 2	16
2.7. Critical Assumptions and Issues.....	16
3. IMPROVED COASTAL RESOURCES MANAGEMENT – CLIN 0003	17
3.1. Project Objectives and Link to DENR Objectives	17
3.2. Status of Coastal Areas in EcoGov 2 Regions	17
3.3. Strategy for Achieving CRM Objectives	18
3.4. Policy Initiatives in CRM.....	22
3.5. Advocacy Initiatives in CRM.....	22
3.6. Performance Targets for Year 2	23
3.7. Critical Assumptions and Issues.....	23
4. IMPROVED URBAN ENVIRONMENTAL MANAGEMENT – CLIN 0004.....	24
4.1. Project Objectives and Link to DENR Objectives	24
4.2. Status of UEM in EcoGov 2 Regions.....	24
4.3. Strategy for Achieving UEM Objectives	25
4.4. Policy Initiatives in UEM.....	28
4.5. Advocacy Initiatives in UEM.....	29
4.6. Performance Targets for Year 2	30
4.7. Critical Assumptions and Issues.....	31

5. MUNICIPAL FINANCE – CLIN 0005	32
5.1. Project Objectives and Link to DENR Objectives	32
5.2. Status of Municipal Finance in EcoGov 2 Regions.....	32
5.3. Strategy for Achieving Municipal Finance Objectives	32
5.4. Policy Initiatives in Municipal Finance.....	34
5.5. Advocacy Initiatives in Municipal Finance.....	35
5.6. Performance Targets for Year 2	35
5.7. Critical Assumptions and Issues.....	35
6. GOVERNANCE AND ADVOCACY – CLIN 0001	36
6.1. Project Objectives and Link to DENR Objectives	36
6.2. Status of Governance and Advocacy in EcoGov 2 Regions	36
6.3. Strategy for Achieving Governance and Advocacy Objectives	37
6.4. Performance Targets for Year 2	40
6.5. Critical Assumptions and Issues.....	41
7. MANAGEMENT AND ADMINISTRATION – CLIN 0006	42
7.1. Project Organization	42
7.2. Engagement of Grantees and Local Service Providers	46
7.3. Compliance with Local Employment Law	48
7.4. Year 2 Procurement Plan.....	48
7.5. Submission of Contract Modification 3	49

LIST OF TABLES

Table 1. Status of Forest Lands in EcoGov Targeted Regions.....	8
Table 2. Tenure Instruments in EcoGov Regions	10
Table 3. Regional Distribution of FFM Targets for 2005-2006.....	16
Table 4. Status of CRM in EcoGov Regions.....	18
Table 5. Regional Distribution of CRM Targets for 2005-2006	23
Table 6. UEM Targets in Northern Luzon	26
Table 7. UEM Targets in Central Visayas.....	27
Table 8. UEM Targets in Southern and Central Mindanao.....	28
Table 9. UEM Targets in Central Visayas.....	28
Table 10. Regional Distribution of UEM Targets for 2005-2006.....	30
Table 11. Regional Distribution of Municipal Finance Targets for 2005-2006.....	35
Table 12. Results of Governance Guided Self-Assessment	36

ACRONYMS

ADR	-	Alternative Dispute Resolution
ADSDPP	-	Ancestral Domain Sustainable Development and Protection Plan
AIP	-	Annual Investment Plan
AP	-	Assisting Professional
ARMM	-	Autonomous Region in Muslim Mindanao
CADC	-	Certificate of Ancestral Domain Claims
CADT	-	Certificate of Ancestral Domain Title
CBFM	-	Community-Based Forest Management
CBFMA	-	Community-Based Forest Management Agreement
CCEF	-	Coastal Conservation and Education Foundation
CCSPC	-	Cotabato City State Polytechnic College
CENRO	-	Community Environment and Natural Resources Officer
CFSA	-	Community Forest Stewardship Agreement
CLIN	-	Contract Line Item Number
CMU	-	Central Mindanao University
CPMPCC	-	Cebu Province Marine Protection and Conservation Council
CRFC	-	Coastal Resources and Fisheries Conservation
CRM	-	Coastal Resources Management
CVAI	-	Cesar Virata & Associates, Inc.
CWA	-	Clean Water Act
DA/BFAR	-	Department of Agriculture/Bureau of Fisheries and Aquatic Resources
DAI	-	Development Alternatives, Inc.
DAO	-	Department Administrative Order
DAP	-	Development Academy of the Philippines
DENR	-	Department of Environment and Natural Resources
DILG	-	Department of the Interior and Local Government
DOH	-	Department of Health
ECC	-	Environmental Compliance Certificate
EcoGov	-	USAID Environmental Governance 2 Project
ELA	-	Executive Legislative Agenda
EMB	-	Environmental Management Bureau
EMG	-	Deloitte Emerging Markets Group
ENR	-	Environment and Natural Resources
ENRC	-	Environment and Natural Resources Council
ENRO	-	Environment and Natural Resources Officer
ESWM	-	Ecological Solid Waste Management
FCM	-	Federation of Canadian Municipalities
FFM	-	Forests and Forest Lands Management
FISH BE	-	Fisheries Bio-Economic Model
FISH	-	USAID Fisheries Improved for Sustainable Harvest Project
FLET	-	Fisheries Law Enforcement Team
FLGLA	-	Forest Land Grazing Lease Agreement

FLGMA	- Forest Land Grazing Management Agreement
FLUP	- Forest Land Use Plan
FMB	- Forest Management Bureau
FPE	- Foundation for the Philippine Environment
FRM	- Fishery Resource Management
FUNDES0-ASCOT-	Fundacion Desarrollo Sostenido-Aurora State College of Technology
GoAd	- Governance and Advocacy Sector
GOFAR	- Good Practices in Local Governance – Facility for Adoption and Replication Project
GPOA	- General Program of Action
GRP	- Government of the Republic of the Philippines
IBRA	- Illana Bay Regional Alliance
IEC	- Information, Education and Communication
IFMA	- Industrial Forest Management Agreement
ILFM	- Inter-LGU Fisheries Management
IPR	- Individual Property Right
IRR	- Implementing Rules and Regulations
ISWM	- Integrated Solid Waste Management
ITPLA	- Industrial Tree Plantation Lease Agreement
LCP	- League of Cities of the Philippines
LGSP	- Local Government Support Program
LGU	- Local Government Unit
LINAW	- USAID Local Initiatives for Affordable Wastewater Treatment Project
LMP	- League of Municipalities of the Philippines
LOP	- Life of Project
LPP	- League of Provinces of the Philippines
M&E	- Monitoring and Evaluation
MDC	- Municipal Development Council
MENRO	- Municipal Environmental and Natural Resources Officer
MERF	- Marine Environment and Resources Foundation
MFO	- Major Final Output
MGB	- Mines and Geosciences Bureau
MMAA	- Muslim Mindanao Autonomy Act
MoA	- Memorandum of Agreement
MPA	- Marine Protected Area
MRF	- Materials Recovery Facility
MSU	- Mindanao State University
MTPDP	- Medium Term Philippine Development Plan
NCIP`	- National Commission on Indigenous Peoples
NEDA	- National Economic and Development Authority
NGO	- Non-Government Organization
NIPAS	- National Integrated Protected Area System
NRMP	- Natural Resources Management Program
NSWMC	- National Solid Waste Management Commission
PAMB	- Protected Area Management Board

PASU	- Protected Area Superintendent
PAWB	- Protected Areas and Wildlife Bureau
PCRMO	- Provincial Coastal Resource Management Office
P-ENRO	- LGU Provincial Environment and Natural Resources Office
PENRO	- DENR Provincial Environment and Natural Resources Office
PFARO	- Provincial Fisheries and Aquatic Resources Office
PFCTF	- Philippine Foundation for the Conservation of Tropical Forests
PMP	- Performance Monitoring Plan
PNOC	- Philippine National Oil Corporation
PNP	- Philippine National Police
PO	- People's Organization
PPDO	- Provincial Planning and Development Office
PPFP	- Provincial Physical Framework Plan
PWMC	- Philippine Watershed Management Coalition
PWPA	- Philippine Wood Products Association
QSIP	- Quality Service Improvement Program
RA	- Republic Act
RED	- Regional Executive Director
REECS	- Resources, Environment and Economic Center for Studies
RSFMA	- Regional Sustainable Forest Management Act
SB	- Sangguniang Bayan
SCOTIA	- Sustainable Coastal Management in Asia
SIFMA	- Socialized Industrial Forest Management Agreement
SO	- Strategic Objective
SP	- Sangguniang Panlalawigan or Panlungsod
STTA	- Short-Term Technical Assistance
SWAPP	- Solid Waste Management Association of the Philippines
SWM	- Solid Waste Management
TAMIS	- Technical and Administrative Management Information System
TFCF	- Tropical Forest Conservation Fund
THW	- Toxic and Hazardous Waste
TWG	- Technical Working Group
UEM	- Urban Environmental Management
UNDP	- United Nations Development Programme
USAID	- United States Agency for International Development
USEC	- Undersecretary
WSP	- Water and Sanitation Program
WWF	- World Wide Fund for Nature

A note on capitalization: EcoGov documents capitalize directional place names only when they are formally applied; for example, Central Visayas (a formal area equivalent to Region VII) or South Cotabato (a province). When directional descriptions are used as adjectives, the word is not capitalized; for example: northern Luzon, southern Mindanao, central Mindanao, or western Mindanao.

1. PROJECT OVERVIEW

The Philippine Environmental Governance 2 (EcoGov 2) Project works with the Government of the Republic of the Philippines (GRP) Department of Environment and Natural Resources (DENR) to provide technical assistance for the implementation of activities resulting in improved environmental governance by the project's local and national counterparts, improved management of forests, coastal areas, and solid waste, and the promotion of local government investment in sanitation facilities. EcoGov 2 fits within USAID's Strategic Objective 4 (SO 4) for strengthening the management of productive and life-sustaining natural resources and within the overall Mission goal of enhanced security, governance, and capacity for sustainable and equitable economic growth. At the same time, the project complements or directly supports the GRP's Medium Term Plan for Development of the Philippines (MTPDP), the DENR's major final outputs (MFOs), and several of the DENR's general program of action (GPOA) targets.

EcoGov's long-term vision is to conserve biological diversity by addressing problems of open access and mitigating natural resource-based conflicts in priority eco-regions. By contract, EcoGov 2 runs from October 1, 2004 through September 30, 2009, with a subsequent two-year option.

EcoGov 2 works in five technical areas and four geographic regions in the country. It also incorporates several cross-cutting elements in its technical approach to improve national and local government policies and increase public awareness. The technical areas, which the implementation team refers to as sectors, correspond to five Contract Line Item Numbers (CLINs)¹, as follows.

CLIN 0001: Strengthened Government Institutions, with a five-year target of improving the capacity of 80 local government units (LGUs) to apply better governance practices in the management of their natural resources. The team uses a combination of advocacy, social marketing, public awareness (e.g., information, education and communication or IEC methods), and local-level policy support to achieve its goals in this sector. (Referred to in this report as the Governance and Advocacy sector, or GoAd.)

CLIN 0002: Improved Forest Management, aimed at reducing illegal logging and conversion of forest lands and with five-year targets of (a) placing over 250,000 ha of natural forest under improved management, and (b) improving the productive development of 14,000 ha of forest. (Referred to in this report as the forests and forest lands management sector, or FFM.)

¹ There is also a CLIN 0006 for Management and Administration. This CLIN accounts for those costs, such as office rent, that cannot be precisely allocated to a single sector.

CLIN 0003: Improved Coastal Resources Management (CRM), aimed at reducing destructive and over-fishing and with five-year targets of (a) placing 106,000 ha of coastal area under improved management, (b) establishing 20 new marine sanctuaries, and (c) improving the management of 50 existing marine sanctuaries. (Referred to in this report as the CRM sector.)

CLIN 0004: Improved Waste Management, with a five-year target of diverting 25 percent of solid waste from disposal sites (such as open and controlled dumps, and sanitary landfills) through recycling and composting in 90 LGUs. (Referred to in this report as the urban environmental management sector, or UEM.)

CLIN 0005: Municipal Investment in Sanitation, with a five-year target of promoting public and private investment in wastewater management in 20 LGUs. (Referred to in this report as the municipal finance sector.)

Certain elements of the project are not captured in any single CLIN, but are clearly part of the Contract and/or the approach. These include promotion of transparent, accountable, participatory, and gender inclusive processes; organizational strengthening of national- and provincial-level line agencies; the enhancement of policies and law enforcement; and a commitment to measuring improved health at a household level.

EcoGov 2 works in four broad geographic areas: northern Luzon; Central Visayas; and southern and western Mindanao. The project has established five offices to direct and manage efforts in these regions of the country:

Manila: maintaining Sector Leaders and senior policy specialists who work with national level agencies and who lead field efforts.

Solano: serving LGUs in northern Luzon's Region 2 and 3.

Cebu City: serving LGUs in Central Visayas.

Cotabato City: serving LGUs in the central, southern, and eastern portions of Mindanao, including partners from the Autonomous Region in Muslim Mindanao (ARMM). (As described later, the project intends to move this office to General Santos City in the coming year.)

Zamboanga City: serving LGUs in western/peninsular Mindanao and Basilan.

At the national level, EcoGov partners with the DENR and several of its bureaus. The Project also works with the national offices of the Leagues of Municipalities, Cities, and Provinces (LMP, LCP, and LPP, respectively). At regional and local levels, the project works with the provincial and municipal offices of the DENR, Department of Agriculture's Bureau of Fisheries and Aquatic Resources (DA-BFAR), Department of the Interior and Local Government (DILG), and directly with LGUs. At all levels, the project works with non-government and civil society organizations, academic institutions, and local service providers who are stakeholders or partners in project success.

1.1. Strategies for Implementing the 2005/2006 Work Plan

The first twelve months of EcoGov 2 served as a transition from EcoGov 1 – characterized by cultivation of LGU partners, analysis, planning, and initial implementation – to more active implementation and expansion in the second phase of the project. The project team continued to help municipalities carry out decentralized and devolved environmental management functions. The team strengthened its collaboration with the local offices of national government agencies, expanded its partnerships with several provincial governments, and clarified its support and assistance to the concerned bureaus of DENR, the Leagues, and NGO networks – particularly in relation to policy formulation, advocacy, and the expansion of project initiatives for broader impact. During this transition year, the team gained a deeper understanding of the strategies and approaches it must implement to achieve success. USAID, DENR, and the EcoGov team reached consensus on the project’s key performance indicators and necessary working arrangements at the national and local levels. These agreements have clarified Project planning and implementation. In total, the year informs our knowledge of macro-level constraints and influences the strategies we will pursue in the coming fifteen months.

Macro-Level Constraints

In formulating this work plan, the team recognizes that several macro-level and sector specific constraints may affect project implementation. While we discuss sector specific constraints in subsequent sections of this work plan, macro-level constraints include those discussed here. EcoGov can work within constraints, but does not necessarily have the mandate or ability to address them directly.

1. Devolution of authority from national agencies to local entities without concomitant increases in funding at the local level has created severe challenges for LGUs. There is a disconnect between environmental objectives set at the national level and the technical, organizational, or financial capacity to achieve these objectives at the local level.
2. The national budget deficit will continue to limit the ability of government agencies to pursue environmental governance initiatives. The budget deficit has led to the restructuring of several government agencies, including the DENR, with the goal of reducing costs. In the short run, this restructuring has contributed to implementation delays, but could have a positive effect by encouraging partnerships among national agencies, local governments, and non-government organizations (e.g., through co-management of forest lands).
3. Based on feedback directly from project personnel working in eighty LGUs, as well as anecdotal accounts in the media, LGUs have expressed lukewarm responses to national policy pronouncements that require strict local compliance to targets and standards (e.g., RA 9003 requirements for waste diversion by

- certain deadlines). While sometimes a spur to action, the deadlines have also created legal confrontations between LGUs, environmental NGOs, and national government agencies, creating an atmosphere that impedes proposals of reasonable and step-wise approaches.
4. The suspension of issuance of various forest tenure instruments (e.g., Industrial Forest Management Agreements, Social Integrated Forest Management Agreements, and Community-Based Forest Management Agreements) in August 2005 and the continuing suspension of timber harvesting rights on public forest lands by CBFMA and IFMA-holders has undermined investment in, and protection of, these lands. The suspension of tenure instrument issuance undermines the MoAs between LGUs and the DENR: open access will remain open without secure rights, and LGUs will have no incentive to implement their FLUPs. Similarly, the “log ban” has affirmed the perception among many investors and local communities that these agreements fail to provide secure tenure, discouraging investment or effort to protect forests, and encouraging land clearing for agriculture. These suspensions will directly affect EcoGov initiatives in upland (FFM) and mangrove (CRM) areas.
 5. Political and economic uncertainties will make 2006 a critical year for the project. We expect that environmental issues will receive little attention should the GRP Congress become embroiled in the shift to a parliamentary and federal form of government. Also, provincial and local elections are scheduled for 2007, so we expect local leaders will avoid difficult decisions related to environmental management (e.g., raising local taxes for waste management). The challenge for the project is to show local officials that a good environmental agenda is not necessarily contrary to a winning political agenda – that a mayor who solves environmental problems will be remembered fondly at the polls.
 6. On December 1, 2004, (under G.R. No. 127882), the Supreme Court upheld the constitutionality of the Philippine Mining Law and its implementing rules and regulations, insofar as they relate to financial and technical agreements. This decision allows for more liberal local and foreign investment in the mining industry. It also implies an important upcoming role for the DENR and other public sector agencies responsible for reconciling the possible negative environmental impacts of mining on forests and coasts. Understanding that this is an important issue of environmental governance, EcoGov 2 may provide strategic advice to the GRP related to the mining sector. For example, we will promote policies and decision-making tools for effective land use allocation among competing uses for public lands. There are at least two EcoGov sites – Quirino and South Cotabato – where alternative dispute resolution could help weigh the value of land for mining, biodiversity conservation, production forest lands, or ancestral domain. In turn, we will use the lessons we learn from mining disputes and operations to inform our position on national policies.

Cross-Cutting Implementation Strategies

EcoGov 2 employs several strategies that cut across each of its sectors. We employ these strategies to deepen and expand project impact.

- **The project focuses assistance on clusters of cities and municipalities in partnership with provincial governments, alliances, DENR, and local partners.**

The project will expand by adding LGUs around existing clusters. We will work in new clusters based on demand, with a selection criteria being that the new areas have the active participation of the provincial government, DENR, and other agencies. Each sector will have its own cluster highlight, as follows:

- FFM efforts will focus on the large areas of forest lands in the provinces of Quirino, Nueva Vizcaya, Negros Oriental, Davao, and Sarangani.
- CRM efforts will continue to focus in Baler Bay, the Camotes Islands, Zamboanga-Sibuguey Bay, and Illana Bay to support marine sanctuary networks and improve the management of mangroves.
- UEM efforts will concentrate on urbanized LGUs (e.g., Davao City, Tagbilaran City) that promise economies of scale for waste management facilities.
- The project expects to demonstrate multi-sector integration in at least two locations to show the benefits from linking upland management on city water supplies [in Davao City] and urban environmental management on coastal resources [in Panglao Island and Davao City.]

Clusters are advantageous for several reasons. They create financial economies of scale for waste management facilities and they create geographic economies of scale for terrestrial and marine protected areas. They also create institutional economies of scale that allow for networks of LGUs, GRP partners, and civil society to work together, share information, and encourage one another's progress.

- **The project tries to change the environment within which environmental management decisions are made by supporting national policy reforms, promoting enactment of local ordinances, and conducting targeted information dissemination, advocacy, and social marketing campaigns.**

Recognizing that forest, coastal, and solid waste management decisions do not occur within a vacuum, EcoGov will work to change the enabling environment. This includes trying to promote change from the bottom by building public awareness and lobbying directly to local leaders. Through coordinated social marketing and advocacy, we will change the political will of decision-makers, such that they enact local ordinances protecting the environment and allocate funds for enforcement and activities the project promotes.

The project will also take experience directly from LGUs in the field to the national level where broader policies are made. These policies change the potential risks and rewards facing local resource users, particularly regarding secure property rights. EcoGov will continue to provide technical support and guidance in modifying the IRRs of RA 9003, NIPAS, and the proposed Omnibus forestry guidelines so that these policies will be more governance-oriented, encourage more active participation and support from LGUs, and stimulate private sector investment.

The project will build coalitions for policy change by working with the DENR, the Leagues, theme networks (e.g., wood producer’s association, SWAPP), and respected members of the academic and NGO communities.

- **The project will promote alternative dispute resolution to address resource allocation.**

Now that the ADR DAO has been signed, EcoGov will conduct an orientation for top-level DENR officials (USEC/Director level) on how to implement the DAO, considering the different applications in the various sectors. EcoGov will provide resource persons for trainings to be organized by bureaus or field offices.

- **EcoGov will deepen and broaden its impact through “technical” means: building the capacity of DENR field offices, provincial governments, and other local partners. EcoGov will also achieve this goal through “management” means: deploying local service providers and grants.**

For EcoGov to deepen and broaden its impact from 80 partner LGUs to 1,600 LGUs in the country requires project partners and stakeholders to take over or replicate our methods. The DENR field offices, provincial government offices, professional networks, and larger NGOs are capable of taking our message and spreading it further. Thus, we will provide direct training to these partners and, whenever possible, facilitate their involvement in field events.

The project will also expand its influence – or complement its work in current locations – through the disbursement of small grants to civil society and non-government organizations. We will use these grants to test new ideas, catalyze the formation of networks, and improve awareness.

A challenge facing the project is sustainability. Meeting this challenge requires, among other things, that organizations have the capacity to carry out EcoGov-type work after the project is complete. The project strategy is to engage local service providers (LSPs) to deliver technical assistance and services to partner LGUs. LSPs include private firms, NGOs, academic institutions, and not-for-profit organizations that have the capacity to act, in essence, like a subcontractor to DAI. Ideally, many of the LSPs we use will at least be regionally based, rather than large organizations in Manila. In the process of engaging LSPs, we will further build their technical capacity and reputation, such that our

LGU partners recognize them as the experts. At some point, it is conceivable that LGUs would even pay directly for LSP engagement.

1.2. Work Plan Organization

As mentioned previously, EcoGov 2 has five technical contract line items and a sixth for management and administration. We address these in the subsequent report in the following order:

- CLIN 2: FFM
- CLIN 3: CRM
- CLIN 4: UEM
- CLIN 5: Municipal Finance
- CLIN 1: Governance and Advocacy
- CLIN 6: Management and Administration

We follow this order because issues related to forestry, coastal resources, and the urban environment each have a clear constituency and sector focus. Municipal finance, while closely associated with solid waste and sanitation, also has a clear focus. We discuss Governance and Advocacy last among the sectors because its work is cross-cutting; the activities we will conduct in this area make more sense in the context of the previous sectors.

In our discussion of each CLIN, we describe how the project objectives link to DENR's objectives, the current status of our activities, strategies and activities for the coming year, cross-cutting policy, governance, and advocacy activities for the coming year in relation to that sector, performance targets for the coming year, and critical assumptions for the sector. We display the timing of all activities in a project-wide Gantt chart in Annex 1. The cost estimates for major contract elements are included in a pipeline budget separate from this document.

2. IMPROVED FOREST MANAGEMENT – CLIN 0002

Expertise in FFM

Sector Leader:	Gem Castillo
Manila:	Ernie Guiang (Chief of Party)
N. Luzon:	Roger Serrano (regional coordinator), Bien Dolom (specialist), Ansel Cabrera (AP), Ruel Lazaro (AP, Madella)
C. Visayas:	Rudy Aragon (specialist), Justino Briones (AP), Fidel Vicente (AP, Bais City)
S. Mindanao:	Nick Uriarte (regional coordinator), Casimiro Olvida (specialist), Edwin Camacho (AP, Kidapawan), Mark Ramirez (AP)
W. Mindanao:	Roi Cabangon (AP, Isabela City)

2.1. Project Objectives and Link to DENR Objectives

The long-term objective of the sector is to reduce illegal logging and the conversion of forest lands into other land uses. In the short term, the objective is to place open-access areas under tenure and to improve management of forest lands already under tenure or government allocation instruments. Strategies to achieve these objectives will directly contribute to the DENR's national target of rehabilitating, developing, protecting, and conserving forest lands and water bodies (DENR MFO 2, OVI 2.1), and placing forest lands under sustainable resource management or tenure instruments (DENR MFO 2, OVI 2.2).

EcoGov wishes to highlight that land that is *de jure* under tenure may be *de facto* open access if there are no active or effective forest management activities in the area. Placing forest land under tenure is a necessary, but not sufficient, step to improved management.

2.2. Status of Forest Lands in EcoGov 2 Regions

Table 1. Status of Forest Lands in EcoGov Targeted Regions

Region	LGUs	Existing Tenure Agreements	Forest Lands with Tenure (ha)	Open Access Forest Lands (ha)
Northern Luzon	8	88	338,977	38,934
Central Visayas	11	45	79,436	8,599
Southern Mindanao	8	38	86,497	77,222
Western Mindanao	3	10	4,120	6,593
Total	30	181	509,030	131,348

EcoGov 1 assisted thirty city or municipal government units prepare and legitimize their forest land use plans (FLUPs), and/or develop co-management arrangements with the DENR. At the beginning of EcoGov 2, twenty of these FLUPs had been legitimized by the LGUs. By the end of September 2005, six more FLUPs will have been legitimized and approved by DENR. To date, twelve LGU-DENR co-management agreements have been signed.

While having legitimized and approved FLUPs or signed co-management agreements is an important accomplishment, these are insufficient to guarantee effective on-site management unless the LGUs, local DENR, and local citizenry ensure the tenure holders live up to their agreements. The agreements state that tenure holders must have:

- Prepared and submitted a resource management plan to the DENR or NCIP (in the case of CADCs/CADTs) for approval.
- Allocated sufficient budget or made other commitments to carry out annual management and protection activities. (Commitments include volunteer labor from community members; revenues from resource use rights or other enterprises; adequate working capital; public subsidies [for government-managed forest lands]; grants or donations; or other support from LGUs.)
- Established functional management organizations with clearly defined rules, roles, and responsibilities for the officers and committees.
- Adopted a system of recognizing and finalizing prior claims for those occupants in the tenured areas. (The plan would entail an approved community map of a part of the CBFMA tenured area showing existing property claims that will be issued sub-agreements or stewardship certificates.)

In addition, tenure holders should meet at least two of the criteria below:

1. An established user fee linkage with a water user organization or water district.
2. An established transparent and widely-known working mechanism for resolving conflicts within the organization and tenured area.
3. An organized system for monitoring management performance, with up to-date maps and a defined monitoring unit, performance standards, and reporting flows.
4. Forest protection activities within the area by trained forest guards or community members with operating budgets, incentives, and recording and reporting systems in place.
5. Established formal linkages (through contracts, agreements and formal letters) with external organizations – including DENR and other LGUs – for assistance in training, site development, livelihood development, and forest protection.

Table 2 summarizes how forest lands are managed in 23 LGUs within EcoGov's target regions. Of the 181 tenure holders, 131 are communities, of which 78 are in Northern Luzon. Most of these 131 communities hold CBFMAs, which is a result of regional DENR emphasis.

Table 2. Tenure Instruments in EcoGov Regions

Tenure Allocation	Northern Luzon	Central Visayas	Southern Mindanao	Western Mindanao	Total Number	Total Hectares
Allocations to Communities	78	30	15	8	131	294,161
Allocation to Local Governments (Co-Management)	11	1	2	1	15	75,446
Allocation to Other Agencies	2		2		4	20,649
Allocation to the Private Sector		43	17	1	22	18,506
Allocation for the State (DENR-Managed Protected Areas)	7		2		9	100,268
Total	88	45	38	10	181	509,030

EcoGov conducted an evaluation of the tenure holders using the criteria for improved forest management. We found that approximately 75 percent need assistance developing resource management plans; 80 percent require resources (volunteer labor, funds, revenues, grants, donations, subsidies) to conduct regular protection and maintenance; 60 percent need to define IPR policies; 60 percent need to establish or strengthen their management organizations; and 75 percent need to develop an M&E system.

When issuing tenure instruments, the GRP expects the tenure holders to assume responsibility for the management, protection, and rehabilitation of forest lands. However, ten years of experience (dating back to the USAID-funded NRMP 1 contract) shows the majority of CBFM peoples' organizations, protected area management boards (PAMBs), and watershed reservation managers require some form of government support or subsidy to meet these responsibilities. Moreover, current policies do not provide sufficient incentive to the tenure holders to encourage their investment in forest management.

2.3. Strategy for Achieving FFM Objectives

Issuance of tenure remains the first step in closing open access and creating the conditions for productive economic activity. Thus, EcoGov will continue to work with the many stakeholders who are party to that goal. At the same time, we will work through LGUs to strengthen the management ability of existing tenure holders, and to strengthen property rights that lead to investments in forest lands.

The project will use MoAs between LGUs and the DENR CENROs and PENROs to create mutual commitments. The LGUs will accept accountability and responsibility for forest management while the DENR will commit technical assistance and a willingness to ease the FLUP process.

In the coming year, EcoGov will actively encourage tenure holders to abide by their commitments for forest management. Improved forest management is a shared responsibility of the tenure holders, the multiple levels of LGUs, the DENR, and in some cases, the NCIP. In particular, we will work with LGUs and local DENR offices to strengthen their ability to support and monitor tenure holders. (Note that LGUs, the DENR, and other government agencies are themselves “tenure holders” who would benefit from capacity building.)

The FFM team will employ the following strategies alone or in combination:

- Advocate for LGU investment into forest land management and advocate for national policy changes leading to further investment.
- Develop and facilitate LGU-DENR agreements for establishing co-management arrangements and making them functional.
- Assist LGUs to attract private sector investment into tenured areas.
- Assist LGUs and DENR in providing assistance to community-based tenure holders to promote private investment in forestlands.
- Help LGUs in promoting economic enterprises around forest lands, including ecotourism and non-extractive activities.
- Promulgate FFM training and IEC materials for use by both EcoGov partner and non-partner LGUs.
- Conduct management assessments of (a) tenured mangrove areas, and (b) tenured areas crossing the boundaries of two or more municipalities or provinces in order to develop management protocols for such areas.
- Test approaches to institutionalize water user fees in selected sites as the means to generate income for investment in improved watershed management efforts.
- Strengthen the chain of assistance from Provincial Core Teams to municipal/city FLUP teams to tenure holders, either by building the capacity of any of those units, or facilitating the connection from one to the next.
- Subject to CTO approval, provide support to the Philippine Tropical Forest Conservation Foundation (PTFCF) on strategic planning and organizational development (including legal and technical advice), reflecting the interest of the GRP and USAID to make the Foundation fully functional.

Apart from these overall strategies, the team will follow specific strategies at a regional level.

Northern Luzon

Compared to the other EcoGov regions, Northern Luzon has the largest concentration of natural forest. Much of this forest is under CBFM, large protected areas and/or the jurisdiction of indigenous peoples [and hence NCIP.] The project will improve the management in these tenured areas, which itself will entail getting buy-in from groups at the national, provincial and local level.

The mining sector has identified Northern Luzon as an area for development, promising the benefit of increased revenue to the national government. EcoGov anticipates conflicts from mining and other sectors that may impede effective forest land management. We will use feedback from Northern Luzon to inform our positions on national policies. In addition, the team will:

- Increase advocacy efforts with the governors of Nueva Vizcaya and Quirino to secure their support for municipal FLUPs, co-management, tenure holder management, and the province-wide integration of FLUP.
- Facilitate LGU and DENR collaboration with the NCIP in assisting IPs in Nagtipunan, Quirino in zoning ancestral domains and development of ADSDPP.
- Focus FLUP implementation on enterprise and forest development such as agroforestry, giving emphasis to property rights arrangements prior to introducing these activities.
- Facilitate the engagement of LSPs to provide services to local government units, particularly in Aurora.
- Strengthen the ability of the local DENR and municipal agencies to review and process tenure applications.

Central Visayas

EcoGov will focus its efforts on Negros Oriental, as this province contains the largest concentration of remaining natural forests. Central Visayas has a relatively large amount of social capital, with a robust private sector and academic community in Cebu City and Dumaguete, active provincial governments, and strong leadership from DENR Region VII. The FFM team in this region will:

- Engage LSPs to provide technical assistance through LGUs to tenure holders.
- Work with the provincial FLUP teams and DENR to expand FLUP to non-partner LGUs.

- Develop the institutional arrangements in Bayawan City leading to the establishment of water user fees that can be directed toward improvements in watershed management and protection.
- Strengthen the institutional arrangements for implementing co-management agreements in Talibon, Bayawan, and Dauin.
- Promote small enterprise that relies on sound environmental management, such as firewood production on bare forestlands.
- Strengthen municipal LGU organizations for forest management.

Southern and Central Mindanao

While lacking in the social capital of Central Visayas, Southern and Central Mindanao offer high potential for private sector forestry and agroforestry due to suitable agro-climatic conditions. At the same time, local government executives in the region are under pressure to convert forest lands into industrial plantations of high-value export crops. Without definite land use planning and property rights arrangements, such pressure could lead to development that is not ecologically sound or equitable.

One notable feature in this region is that large tracts of natural forests are designated NIPAS areas (e.g., Mt. Apo) that cover several local government units. EcoGov will work to foster collaboration among these LGUs, and to the extent possible, bring in the private sector, to promote better protected area management. We will also work to link LGUs with other external assistance providers promoting investment in forest lands. In particular, the team will:

- Provide targeted technical assistance to existing tenure holders [through LGUs] to improve their management practices.
- Engage provincial governments and NGOs to close open access forest lands.
- Increase advocacy efforts at the provincial level in Sarangani and North Cotabato to support FLUP formulation in other municipal LGUs.
- Promote provincial level planning of forest lands to provide a basis for making decisions on private investments.
- Assist the Sarangani provincial government to develop and implement a program of assistance for CBFMA holders in the province.
- Promote integrated governance of critical watersheds in Davao City that takes into account urban development and coastal resources issues.

- Facilitate LGU-DENR co-management in Lebak and Kalamansig (mangroves) and Bumbaran, and to the extent possible, engage an LSP to assist in implementation.
- Engage an LSP to assist the municipality of Wao (Lanao del Sur) process tenure instruments.

Western Mindanao

Western Mindanao suffers from limited local government involvement and private investment in forest lands due to peace and order problems. The team's priorities in this region include:

- Provide targeted technical assistance to existing tenure holders [through LGUs] to improve their management practices.
- Promote co-management arrangements for mangroves.
- Develop institutional mechanism to establish water user fees in Lamitan, Basilan, and direct these toward improvements in watershed management.
- Initiate FLUP preparation for the Zamboanga Sibugay LGUs of Ipil, Tungawan, RT Lim, and Naga, with increased participation and accountability of the provincial government and DENR.
- Facilitate co-management of two watersheds for Zamboanga City.
- Strengthen municipal LGU organizations for forest management.

2.4. Policy Initiatives in FFM

There are several policy issues in the forest sector that prevent better management and investment into forest lands. The team will:

- Work with the FMB and PAWB for improving the IRR of existing policies and in drafting an omnibus forest policy. The IRR and new policy will strengthen property rights, streamline the process for the issuance of tenure instruments, streamline the review of resource management planning, further the devolution of control to co-management bodies, and provide incentives for investment.
- Promote a rational policy on mangrove use and management.
- Promote a refined protocol and guidelines on lease regulations of foreshore (i.e., mangrove) areas. The guidelines may be adapted as LGU ordinances to enforce

foreshore easements or as guidelines for DENR in issuing and monitoring foreshore leases.

- Assist with implementation of selected provisions of the IRR of MMAA 161 (Regional Sustainable Forest Management Act of Muslim Mindanao).
- Prepare guidelines on assessment of large tenured areas that cover more than one local government unit (e.g., protected areas, IFMA, land assigned to government agencies).
- Review existing laws and policies on payment of environmental services (e.g., surcharges on water fees for watershed protection and management) to determine whether additional policy changes are need to facilitate the capture and transfer of funds from service users to watershed management bodies.
- Review options for the DENR to allocate subsidies for the management of protected areas, watershed reservations, and CBFMAs.

2.5. Advocacy Initiatives in FFM

As with the other sector teams in EcoGovernance, in the FFM sector, we will seek to increase public awareness, lobby for change, strengthen political will, and build networks for mutual support and information dissemination. In all, these will expand (“up-scale”) and deepen our reach.

- We will try to establish selected provincial and municipal LGUs as “learning centers” that other LGUs can visit. Specifically:
 - Sarangani, Quirino, and Negros Oriental as centers for CBFM and CADT.
 - Bohol as center for co-management of specific forest lands.
 - Davao City and Zamboanga City as centers for urban watershed management.
 - Lamitan and Bayawan City as centers for upstream-downstream links for watershed management and the payment of water users fees.
- The Regional Coordinators and Specialists will encourage provincial governments to incorporate the FLUP process and enforcement into planning and instruments such as the PPF, Provincial Environment Codes, ELA and AIPs.
- The Manila-based team will actively solicit the involvement of business (corporate social responsibility), civil society (support for strengthening POs), and academic institutions (for research and development and technical support).
- The Southern Mindanao team will work with the Sarangani provincial government to support a network of CBFM POs as key partners for forest protection.

- The regional Specialists will position local DENR personnel as experts for advising LGUs in forest management. The Specialists will do this by facilitating semiformal small group dialogues between DENR offices and LGU stakeholders and by assisting CENROs in providing technical assistance to LGUs.
- The Manila-based team will help the League of Provinces (LPP) develop its Environment Agenda. Specifically, with the LPP Secretariat, we will co-sponsor discussions on forest management, conduct a situation analysis on forest governance, and provide technical input to the LPP in supporting its members.

2.6. Performance Targets for Year 2

By the close of Year, EcoGov will have achieved the following physical targets:

- 44,755 hectares of natural forests will be under improved management (18 percent of the overall project target).
- 5,400 hectares of bare forest land will be put under productive development (38 percent of the overall project target).²

Table 3. Regional Distribution of FFM Targets for 2005-2006

Region	Natural Forests Under Improved Management	Bare Forest Land Developed for Productive Use
Northern Luzon	30,811	200
Central Visayas	3,500	4,000
Southern Mindanao	9,244	700
Western Mindanao	1,200	500
Total Target	44,755	5,400

2.7. Critical Assumptions and Issues

DENR offices at all levels – national, provincial, local – are critical implementing partners in achieving project targets. LGUs, while our beneficiaries, are also our partners. Project success is predicated on these partners committing political effort, leadership, and funds to support CBFMA areas, watersheds, and protected areas.

² A supplemental output of these targets is carbon sequestration, the amount of which is a function of forest growth rates and the silviculture systems in place.

3. IMPROVED COASTAL RESOURCES MANAGEMENT – CLIN 0003

Expertise in CRM

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3.1. Project Objectives and Link to DENR Objectives

The project addresses critical threats to the country's coastal areas, including overfishing and destructive fishing practices. The goals of increasing the amount of coastal area under improved management, establishing new MPAs, and strengthening existing MPAs all contribute to DENR goals. In particular, EcoGov activities support MFO 2 to maintain/stabilize the ecological functions of critical coastal habitats (OVI 2.2.) and increase the area under sustainable resource management (OVI 2.3). EcoGov activities also support MFO 3 regarding of environmental violations detected and addressed (OVI3.1).

3.2. Status of Coastal Areas in EcoGov 2 Regions

In EcoGov 1, 24 LGUs received technical assistance in CRM, resulting in the legitimization of 11 municipal CRM and/or fisheries management plans and completion of 16 marine sanctuary management plans. Additionally, four LGUs in Baler Bay and eight LGUs in Illana Bay legitimized inter-LGU fisheries management plans. In 2005, another LGU completed a municipal CRM plan while four more marine sanctuaries were established.

In year 1 of EcoGov 2, partner LGUs received technical assistance to develop LGU and inter-LGU level management bodies in support of implementation in two coastal management zones, including improving fisheries enforcement and effort regulation. Two of the most advanced LGUs – Dinalungan in Aurora and Tabina in Zamboanga del Sur – have improved the management of 21,768 hectares of coastal areas. This means that both LGUs have:

- Legitimized CRM and FRM plans.
- Approved annual budget allocations.
- Functional LGU organizations responsible for implementing the plan and for coastal law enforcement.
- Implemented two actions related to enforcement and regulation of fishing effort.

Also, Tabina improved the management of its existing marine sanctuary.

Table 4. Status of CRM in EcoGov Regions

Region	Potential Hectares for Improved Management	Actual Hectares Under Improved Management	Number and Hectares of EcoGov 1 Established Marine Sanctuaries	Number and Hectares of Existing Marine Sanctuaries Under Improved Management	Number and Hectares of New Marine Sanctuaries Established
N. Luzon	63,317	11,769	2 (56)		1 (58)
C. Visayas	50,790		6 (236)		1 (179)
W. Mindanao	63,791	14,368	8 (1,631)	1 (95)	2 (70)
Total	177,898	26,137	16 (1923)	1 (95)	4 (307)

3.3. Strategy for Achieving CRM Objectives

The project works with the DENR, DA-BFAR, and LGUs to improve the management of coastal resources. The project focuses on issues of coastal law enforcement, fishery effort regulation, management of marine sanctuaries, mangrove and foreshore management, and management of other coastal zones.

The project uses a baywide/ecosystem approach to build institutional economies of scale and to have relevance for biodiversity conservation. We are building networks and alliances for coastal law enforcement and marine sanctuary management in Baler Bay, the Camotes Sea, Illana Bay, and Sibuguey Bay, all complementing the national marine sanctuary strategy.

This CLIN has three targets. We employ slightly different strategies for each of these, described here. For consistency with the other sectors, and for the ease of readers with regional-specific interest, we then describe strategies and activities by region.

Hectares of coastal area under improved management

- Continue to provide technical assistance to LGUs with legitimized CRM and fisheries management plans, focusing on fishery law enforcement and fishery regulation.
- For those LGUs with legitimized CRM plans, help them move beyond MPAs and fisheries management to develop strategies for foreshore and mangrove management (e.g., Tungawan, Balamban).
- Provide assistance for coastal zoning plan in Davao City, including studies on marine transport and navigation zones.
- In collaboration with USAID/SCOTIA, CRFC, and local tourism councils, work with the UEM team to assess the feasibility and determine the interest of stakeholders in the implementation of a beach/reef monitoring system in support of sustainable coastal tourism in Panglao Island.

- With the FFM specialists, improve management and tenure of mangroves in Western Mindanao and Central Visayas.
- Develop the fisheries bio-economic model (FISH BE) for baywide fisheries management and compile a library of models to broaden utilization of the model as a decision-support tool. Training on data gathering for utilization of FISH BE will be conducted for local partners and selected organizations to help them use the model in making informed decisions, and appropriate actions with respect to coastal and fisheries management.

Existing marine sanctuaries placed under improved management

- The team will continue to develop the capabilities of LGUs to manage marine sanctuaries, conduct biophysical monitoring and evaluation, and raise local awareness to improve enforcement in no-take areas and improve regulation of fishing effort in adjacent areas.
- Initiate the establishment of at least two marine sanctuary networks. Each network will be comprised of clusters of at least three marine sanctuaries in three LGUs within an ecologically meaningful area. This will be initiated for two clusters in Central Visayas and one cluster in Zamboanga del Sur using targeted grants and LSPs. The team will facilitate inter-LGU marine sanctuary meetings to encourage the exchange of experiences and build further networks.
- Develop a sustainable financing strategy for marine sanctuary networks and assist partners in carrying out the strategy to leverage financing for these networks.

New marine sanctuaries established

- Establish at least eight new marine sanctuaries in the Camotes Sea, Baler area, and Western Mindanao.
- Train LGU partners, LSPs, and regional BFAR and DENR personnel in marine sanctuary establishment, management, and networking.

Northern Luzon

Baler Bay is an important fishing ground and region of biodiversity. Approximately thirty percent of the people living in the four main coastal municipalities in the region rely on fishing. In addition, part of the bay is claimed as ancestral domain by indigenous tribes, further complicating resource management issues. EcoGov anticipates phasing out its full-time field presence in Baler by the close of Year 2.

- Improve management of coastal areas in at least two of the three LGUs: Baler, Dipaculao, and San Luis.

- Strengthen enforcement in the marine sanctuaries in Dinalungan and Dipaculao.
- Assist core teams with budget, organization, and monitoring and evaluation.
- Strengthen the inter-LGU CRM committee and facilitate further support from the provincial government.
- Work with the provincial inter-LGU CRM group and ASCOT on the inter-LGU reporting system and coordination of the baywide IEC campaign in support of improved fishery law compliance.

Central Visayas

The Central Visayas region has benefited from a relatively large amount of CRM development assistance. There are over 200 marine protected areas in the region, however the majority of these are very small (less than 10 hectares) and not effectively managed. EcoGov focuses on the one area within the region that has received relatively little assistance, the Camotes Island group, which represents an important fishery and ecosystem and offers good opportunities for sanctuary networking. The region also offers several opportunities for the use of grantees and engagement of LSPs.

- The project will continue to assist four coastal LGUs in the Camotes Sea (i.e., Danao, San Francisco, Tudela and Poro) and Balamban in the implementation of their CRM/FRM management plans.
- EcoGov will strengthen the inter-LGU alliance for fishery enforcement within the Camotes Sea. We will advocate to the LGUs, seeking their participation and commitment. The team will seek to leverage technical and financial support from the Cebu Provincial Government to support these alliances.
- DENR Region VII is crafting a protocol on foreshore management which EcoGov intends to test in Balamban.
- The regional specialist and APs will train partner LGUs in marine sanctuary enforcement, participatory biophysical monitoring and evaluation, and related IEC. The team will also assist San Francisco, Danao, Compostela or Carmen in establishing at least two new marine sanctuaries.
- EcoGov will continue to work with the provincial government of Cebu and the Cebu Province Marine Protection and Conservation Council (CPMPCC) as vehicles for sharing good governance practices with other coastal LGUs in the province.

Southern and Central Mindanao

- EcoGov will provide Lebak and Kalamansig with limited assistance to improve their implementation of their legitimized fisheries management plans, including support for fishery registration/licensing and enforcement. As these LGUs are relatively far from other CRM core areas, we will try to link stakeholders from this region with activities in Western Mindanao.
- EcoGov will assist Davao City's CRM TWG in zoning and in consolidating fisheries/coastal enforcement initiatives. We will also the economics of the city's navigational and coastal industrial zones to determine if these can generate revenue to finance other CRM activities.

Western Mindanao

Western Mindanao is an important fishery and biodiversity area; however, it is also an area of intense resource use, limited economic development, and peace and order difficulties.

- EcoGov works with the LGUs that compose IBRA 9. Project focus will be on strengthening the regional fisheries law enforcement team (FLET) by providing training in reporting systems, fisheries profiling, landed catch monitoring, deputation, paralegal training, and social marketing.
- In the three IBRA 9 LGUs with CRM plans (Tabina, Tukuran and Dinas), training will include implementation activities in other management zones (e.g. tourism area for Tukuran; mangrove areas for Tabina and Dinas). There will likewise be training on budgeting and financing for CRM activities. Assistance to these more advanced LGUs should allow EcoGov to phase out efforts in Year 3.
- We will conduct similar trainings in Tungawan, but in addition, will assist the LGU address tenure rights issues in mangroves and foreshore areas.
- The field specialists and APs will conduct activities to strengthen the management of the existing and newly-established marine sanctuaries in Zamboanga del Sur (Tukuran, Tabina, Dimataling and Dumalinao) and Zamboanga Sibugay (Tungawan, RT Lim, Naga, and Payao).
- We will conduct an MPA summit for IBRA 9 and Zamboanga Sibugay to facilitate sharing and learning of experiences.
- The project aims to establish new marine sanctuaries in Zamboanga del Sur (San Pablo, Pagadian, and Labangan), Zamboanga Sibugay (Siay), and Basilan (Isabela and Lamitan).

3.4. Policy Initiatives in CRM

At the local level, the project will support provincial and local ordinances that further institutionalize bay-wide LGU alliances and MPA networks, provide a legal basis for enforcement, and that allow for the sound planning of mangrove and foreshore areas.

At the national level, the project will explore the link between NIPAS and MPAs. Some of the NIPAS areas were created without regard to the presence of communities and long-standing fishing activities. We will work with the GRP and NGOs to consider removing protected area status from those areas that do not have significance for marine biodiversity conservation. Such decommissioned areas could then be managed by communities as MPAs under the Fisheries Code, rather than under the more restrictive NIPAS law. At the same time, the project will work with the DENR to better define the institutional link between MPAs and NIPAS, and advocate for revisions in the Fisheries Code to improve provisions related to MPAs.

3.5. Advocacy Initiatives in CRM

The project will build the awareness of the citizenry living in coastal areas, raising their appreciation of the value of marine sanctuaries, adhering to fisheries regulations, and participating in enforcement activities. We will work with local IEC groups and support development of their products.

The project will be an advocate at the provincial level to build links from the governor, PFARO, PENRO, and PPDO to municipal LGUs. While LGUs have been empowered with the responsibility of managing their coastal areas, they need provincial support in enforcement and baywide cooperation.

At both the local and provincial level, the project will use its FISH BE model to illustrate the benefits derived from supporting LGU alliances to improve fishery protection and management.

3.6. Performance Targets for Year 2

The table below shows the targets for Year 2 in CRM sector.

Table 5. Regional Distribution of CRM Targets for 2005-2006

Objectives and Targets (Outcomes)	Distribution of Targets and LGUs		
	N. Luzon	C. Visayas	W. Mindanao
Place 50,800 hectares under improved management (bringing total to 52% of LOP goal)	16,000 ha (Dipaculao, Baler, San Luis)	23,000 ha (San Francisco, Danao)	11,800 ha (Tukuran, Tungawan)
Strengthening 13 existing marine sanctuaries and achieve total enforcement for 4 (bringing total area to 30% of LOP goal)	2 (Dinalungan, Dipaculao)	3 (Poro, Tudela, Pilar)	8 (Tukuran, Dimataling, Dumalinao, RT Lim, Naga, Ipil)
Establish 8 new marine sanctuaries (bringing total to 60% of LOP goal)	1 (Baler)	2 (San Francisco, Danao, Compostela)	6 (San Pablo, Pagadian, Labangan, Isabela, Lamitan, Siay)
Other Targets			
Strengthen at least 2 MPA networks		2 (Camotes Sea, southern Cebu)	1 (Tabina-Dimataling-Dinas)
Strengthen inter-LGU alliances for baywide management	4 LGUs in Baler Bay with Aurora Province	4 LGUs in Camotes Island with Cebu Province	8 LGUs in IBRA 9 with ZDS Province

3.7. Critical Assumptions and Issues

There are several critical assumptions in the CRM sector. First is that LGUs will show commitment to their legitimized CRM plans by actually following through with budget allocations and institutionalizing the CRM bodies they have created. Second, we assume the DENR, DA/BFAR, police, and coast guard will meet their obligations for enforcement activities. The final assumption is that LGUs that have formed networks will be able to capture the economic benefits of doing so, underpinning the sustainability of the network.

4. IMPROVED URBAN ENVIRONMENTAL MANAGEMENT – CLIN 0004

Expertise in UEM

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4.1. Project Objectives and Link to DENR Objectives

The long term objective is to improve the management of municipal solid wastes to reduce threats to human health and adverse impacts on the environment. EcoGov’s target is to help 90 LGUs divert at least 25 percent of their solid waste from disposal sites to composting and recycling. Achieving this target entails helping LGUs implement their ISWM plans, drafting ordinances on segregation, establishing incentives and penalties for proper waste disposal, instituting users fees, establishing composting facilities, organizing the recycling sector, and raising public awareness to change behavior.

In carrying out these activities, EcoGov will support DENR’s MFO 1 (1.3 and 1.4) on plans and policies developed, promoted, implemented, monitored and evaluated; MFO 2 (2.1) on ecosystems and natural resources development, protected, conserved, enhanced and degraded ones rehabilitated; and MFO 3 (3.1, 3.2 and 3.3) on appropriate and comprehensive regulations and standards, implemented, monitored and enforced. These strategies also address and support the GPOAs on Environment Sector I (support to operations; a and b) and Sector II (water quality management, implementation of CWA, THW management, and Ecological Solid Waste Management).

4.2. Status of UEM in EcoGov 2 Regions

Thirty one of the EcoGov’s partner have begun implementing their respective solid waste management activities. Although no LGU has fully met the diversion target, we have achieved the following, putting the conditions in place to make a significant change in waste management:

- LGUs with controlled dumpsites: 3.
- LGUs with composting activities: 13.
- LGUs that have enacted ISWM ordinances: 11.
- LGUs with operational MRFs: 14.
- LGUs with ongoing IEC activities on ISWM: 31.
- LGUs that will complete and legitimize ISWM plans by October 1, 2005: 6.
- LGUs that will complete and legitimize ISWM plans by December 31: 7.

4.3. Strategy for Achieving UEM Objectives

Achieving the waste diversion target requires work in several areas: engineering and infrastructure; economics, policy, and finance; and public awareness and behavioral change. In Year 2, without neglecting the other areas, EcoGov will add greater emphasis to effecting behavioral change through social marketing. In terms of infrastructure, the project will continue to focus on the “point sources” of solid waste within an LGU, as we have found that addressing these points alone account for 21 percent of waste. Such point sources include the commercial business districts, public markets, and large public facilities.

The UEM sector provides much scope for the engagement of LSPs and use of grants. We anticipate using LSPs to lead ISWM planning efforts, write plans, provide training in collection and composting, assist in obtaining environmental compliance certificates, monitor effluent, and conduct end-of-pipe waste assessments. We also anticipate disbursing multiple small grants in this sector (i.e., as small as \$1,000) to jump-start activities. For example, we would welcome grant applications to purchase simple composting technologies or to run IEC campaigns. The United States Peace Corps has volunteers in the provinces of Quirino, Bohol, and Negros Oriental who all may be useful in linking potential grantees with the project.

The UEM team works closely with the Municipal Finance team (CLIN 0005), which promotes investment into sanitation facilities. Overall, the project follows a parallel approach for solid waste and wastewater. Thus, in the text below, there is some discussion of wastewater as well as solid waste.

Apart from these overall strategies, the team will follow specific strategies at a regional level.

Northern Luzon

- Technical assistance in northern Luzon will focus on the provinces of Nueva Vizcaya and Quirino. For logistics reasons, there will be minimal UEM operations in Aurora, although we will try to include LGUs representatives from that province in regional training activities. In particular, we will try to achieve the 25 percent waste diversion target in five LGUs: Cauayan City, Bambang, Bayombong, Diffun and Madella. Our northern Luzon team will advocate for ordinances, promote composting and recycling, and help to strengthen the solid waste management bodies in these LGUs.
- The project will try to engage such organizations as St. Mary University, Madella Institute of Technology, and Nueva Vizcaya State University through the most appropriate contractual mechanism (e.g., grant, subcontract) to further expand our reach.

- The project will strengthen the partnership between provincial UEM core teams and the DENR, DOH, and QSIP to replicate our work.
- The team will promote clustering of LGUs in the Metro Solano area.
- The project will establish a relationship with the Department of Trade and Industry to assist in expanding the market base for recyclables.

Table 6. UEM Targets in Northern Luzon

Activities	LGU Targets
Waste diversion	Cauayan City, Bambang, Bayombong, Diffun, Madella
Clustering of LGUs for disposal management	Metro Solano cluster
Legitimization of ISWM plans	Nueva Vizcaya (Dupax del Norte, Bagabag, Quezon, Solano); Isabela (Cauayan City); Aurora (Ma. Aurora)
ISWM planning and implementation through Provincial UEM Core Groups	Nueva Vizcaya (Aritao, Dupax Sur, Sta Fe, Diadi), Qurino (Saguday, Nagtipunan), Aurora (Dipaculao, San Luis, Baler)

Central Visayas

- EcoGov will focus its assistance on seventeen LGUs, eleven of which have yet to legitimize their ISWM plans. Considering the large number of LGUs that seek our assistance and the relatively high capacity in the region, we anticipate a gradual increase in the use of LSPs.
- The large metropolitan clusters in the region present an opportunity for common disposal facilities. The project has made significant progress in facilitating agreement of the Metro Tagbilaran LGUs for such a facility, and we seek to replicate this in Jagna-Duero (also in Bohol), in Negros Oriental (among the LGUs of Santa Catalina, Bayawan, and Basay), and in the Danao area of Cebu. We will involve the DENR/EMB of Region VII and the provincial ENROs so that they take “ownership” of the clustering process and further facilitate it.
- The project will assist Bayawan City and Tagbilaran City to modify their waste management ordinances to include toxic and hazardous waste.
- The UEM and CRM specialists will hold discussions with USAID/SCOTIA, the Panglao Island Tourism Council, CRFC and the Bohol Marine Triangle on developing water quality standards and an M&E system for near-shore ocean waters as part of a commitment to safe beaches and sustainable tourism.
- As discussed further below, the project will take the first steps in a social marketing campaign to improve waste management in one of the urban clusters, most likely Metro Tagbilaran. In the first two quarters of the year, this will entail developing and testing outreach messages for different target audiences. These messages will not be

the “business as usual” messages saying “please recycle,” but will be crafted to effect behavior change in a way that makes other specific interventions (e.g., a landfill, an imposition of a fee for garbage collection) more viable.

Table 7. UEM Targets in Central Visayas

Activities	LGU Targets
Legitimization of ISWM plans	Maribojoc, Cortes, Corella, Dauin, Amlan, San Jose (Negros Oriental); Panglao, Duero, Pamplona, Sta. Catalina (Bohol); Toledo City (Cebu)
Implementation of waste diversion plans	Amlan, Bayawan City, Dauin, Sta. Catalina, Pamplona (Negros Oriental); Jagna, Alburquerque, Maribojoc, Corella, Cortes, Talibon (Bohol)
Toxic and hazardous waste management	Bayawan, Tagbilaran
Disposal management clustering	Metro Tagbilaran cluster; Sta. BayaBas cluster; Jagna-Duero cluster
Beach/reef monitoring	Panglao Island

Southern and Central Mindanao

- EcoGov will help the seven LGUs with legitimized ISWM plans to move to implementation.
- After relatively few activities in the past year, the project will increase activities in Sultan Kudarat and Parang in Maguindanao, focusing on waste diversion from public markets and commercial business districts.
- The team will begin implementation for wastewater management activities from small point sources in four cities in Central Mindanao: Kidapawan, Koronadal, Tacurong, and General Santos.
- In Year 1, EcoGov conducted a mapping study to determine the best location for a clustered landfill in the province of South Cotabato. We will present this study to DENR Region XII and the provincial government for further investigations and as a basis for clustering of LGUs. We will further assist the province with pre-feasibility studies and analysis of financing options for the common disposal facilities. If successful, this will be replicated in Sultan Kudarat and North Cotabato.
- EcoGov will provide “pre-packaged” SWM modules to the South Cotabato provincial technical working group and DENR, which can then provide training to several LGUs beyond project reach.
- The project will provide short term expertise to assist Kidapawan and Koronadal address toxic and hazardous waste issues, particularly in public hospitals.

- The team will assist the city ENROs of Davao City and General Santos City complete analysis of their solid waste generation data, then help in finalizing the city ISWM plans. In Davao City, we expect these plans to focus on the industrial and highly urbanized coastal districts, thus demonstrating an area of convergence between the UEM and CRM sectors.

Table 8. UEM Targets in Southern and Central Mindanao

Activities	LGU Targets
Implementation of waste diversion plans	Tacurong City, Koronadal City, Kidapawan City, Lebak, Kalamansig, Wao, Sultan Kudarat, Parang, Maguindanao
Toxic and hazardous waste management	Kidapawan City, Koronadal City
Common disposal facility (clustering)	South Cotabato, Tacurong, Kidapawan

Western Mindanao

- The team will advocate for the legitimization of the Pagadian ISWM plan.
- The team will promote implementation of ISWM plans in five LGUs, of which two are expected to meet the 25 percent diversion target.
- The team will promote establishment of a common disposal facility for the island of Basilan or for its larger municipalities.
- The Regional Coordinator for Western Mindanao will advocate within the provincial governments of Zamboanga del Sur and Zamboanga Sibugay to adopt EcoGov ISWM training modules and extend these to their constituent LGUs.

Table 9. UEM Targets in Central Visayas

Activities	LGU Targets
Legitimization of ISWM plans	Pagadian
Implementation of waste diversion plans	Buug, Ipil (Zamboanga Sibugay); Isabela City, Lamitan (Basilan); Pagadian (Zamboanga del Sur)
Identify common disposal sites	Zamboanga Sibugay, Zamboanga del Sur, Basilan

4.4. Policy Initiatives in UEM

With conceivably 1,600 mayors affected by RA 9003, the UEM sector has a large natural constituency for policy change.

- EcoGov will continue to support the development of national policies, guidelines and regulations, through the NSWMC on: (a) the approval process of local ESWM plans (draft resolution awaiting action); (b) guidelines for pre-identification of suitable sites

for disposal facilities (draft procedure in discussion); (c) measuring and monitoring waste diversion; and (d) phased compliance with the requirements for disposal facilities (draft resolution awaiting action).

- We will develop guidelines to enable LGUs to comply with simplified procedures and requirements (such as ECC) to establish waste disposal facilities under the different categories of phased compliance. This will include simplifying requirements for ESWM projects. It also entails supporting the adoption and modification of SWM processes to fit the requirements of smaller and less urbanized LGUs and thus become more replicable. The guidelines may be adapted as amendments to ECC regulations or guidelines endorsed by the Leagues to its members.
- EcoGov will prepare model ordinances on SWM that address solid waste collection and management, toxic and hazardous waste, and waste diversion. The team will work with participating LGUs to select and adapt model ordinances that are most relevant to their needs.
- We will hold workshops for LGUs to share experiences in enforcement of ESWM ordinances such as waste segregation and fee collection.

Please note that the above is not an exhaustive list of all the policy issues in the UEM sector in the country. There are several others of import to our counterparts in the LGUs and in DENR/EMB, including toxic and hazardous waste, manufacturing guidelines for recyclable products, and EIA guidelines. If EcoGov chooses to address such issues, it will be because our counterparts present a compelling case to do so, and because our counterparts show a commitment to address such issues to the fullest. EcoGov would also choose to address such issues in relation to the main contractual targets, asking if they contribute significantly to the 90 LGU/25 percent diversion target.

4.5. Advocacy Initiatives in UEM

EcoGov intends to deploy a U.S.-based subcontractor, The Media Network, to test a social marketing approach to waste management in the Central Visayas region. The Media Network specialists and locally-hired experts, working under the direction of the Manila GoAd Sector Leader, Central Visayas Regional Coordinator May Ybañez, and regional outreach specialist Chit Bigornia, will craft messages that effect behavior change. Then, diverting from traditional IEC approaches, they will actually test the messages on target audiences, expand the campaign to a larger audience, and measure behavioral change. This approach has been used successfully in the health sector, but to our knowledge, has never been tried for the UEM sector in the Philippines.

The project plans to promote clustering of LGUs for specific waste diversion efforts. The social marketing campaign will focus on one of these cluster: Metro Tagbilaran,, Bais City-Tanjay City, or Danao-Compostela. This will not be a typical IEC campaign raising awareness about waste management. Rather, we will tailor the messages in a way that

complement specific interventions. For example, perhaps we will determine that for municipal composting to work, it requires a certain volume of input from households, and it requires households to pay for a certain amount of the collection costs. In that case, the campaign would try to create behavior changes of (a) households conducting curbside segregation of waste, and (b) household acceptance of increased fees.

The project will also promote “learning centers” from among partner LGUs and use networks to expand its reach. We will identify high-achieving LGUs and organize study tours for other groups to visit. We will also work with the LMP, LCP, and LPP to assess the needs of their constituents, advocate for national policy change, and provide training in RA 9003 compliance. For example, we will continue the Year 1 activity of assisting the LMP link mayors to UEM training courses.

Together with the Leagues, we will convene round table discussions with the NSWMC, EMB, and MGB to discuss and advocate for immediate actions on the policy initiatives that EcoGov prepared for the DENR and NSWMC in Year 1 of project.

4.6. Performance Targets for Year 2

Table 10. Regional Distribution of UEM Targets for 2005-2006

Objectives and Targets (Outcomes)	Indicative Distribution of Targets and Prospective LGUs			
	N. Luzon	C. Visayas	S. Mindanao	W. Mindanao
Assist 44 LGUs with waste diversion, 24 of which will reach the 25 percent target	5	11	6	2
Activities Leading to the Targets				
Work with 9 clusters of LGUs for disposal management	Bayombong/Solano	Metro Tagbilaran, Jagna-Duero, Santa Bayabas, Danao	South Cotabato, Tacurong-Isulan, Kidapawan-Makilala	Isabela-Lamitan
Assist 5 urban centers on toxic and hazardous waste		Bayawan City, Tagbilaran City	Koronadal, Kidapawan	
Promote legitimization of 17 ISWM plans	Dupax del Norte, Bagabag, Quezon (NV), Cauayan City (Isabela)	Panglao, Duero, Marbojoc, Corella, Cortes, Amlan, San Jose, Dauin, Sta Catlina, Pamplona, Toledo City	Sultan Kudarat	Pagadian

Please note that the Year 2 goal is for 24 LGUs to achieve twenty five percent waste diversion, while the life-of-project target is for 90 LGUs to achieve this milestone. A natural question to ask is how the project will reach the remaining 66 LGUs in Years 3-5. Several aspects of the preceding strategy help understand the answer to this question.

First, waste diversion does not occur on an “all or nothing” basis. While we aim for 24 LGUs to achieve twenty five percent diversion, we expect at least 20 other LGUs to achieve some portion thereof. Second, we will be working with provincial governments, leagues, local service providers, and grantees to expand our reach; so, even if we are working directly in only 44 LGUs, we will be indirectly reaching even more than the 90 targeted by the Contract. Third, if our social marketing efforts are successful – if we develop methods to truly change behavior in one set of LGUs in Year 2 – we will employ these methods on a much larger scale to reach many more LGUs in the coming years of the project.

4.7. Critical Assumptions and Issues

The target of reaching 90 LGUs in this sector is daunting. Logistics, personnel constraints, and the intensity of technical assistance and advocacy needed to make LGUs address waste management issues all present hurdles that the project cannot overcome. For our activities to be successful, we assume the DENR will become more active in advising LGUs how to comply with RA 9003. At the same time, we assume the NSWMC will work to streamline requirements for compliance.

5. MUNICIPAL FINANCE – CLIN 0005

Expertise in Municipal Finance and Sanitation

Sector Leader: Hector Florento

Manila STTA: Romy Sison, Ben Geronimo, Lydia Oriol, Lilanie Magdamo, Annie Mendoza, Casiano Abrigo, Reynar Rollan, Manny Vargas

C. Visayas: Stella Salas (specialist, STTA)

S. Mindanao: Mateo Ty (specialist, STTA)

5.1. Project Objectives and Link to DENR Objectives

The long term project objective is to improve the management and treatment of sewage and septage to reduce threats to human health and adverse impacts on the environment. The project will achieve this by helping twenty LGUs invest in sanitation facilities. Achieving this target supports DENR's MFO 1.3 and 1.4 on plans and policies developed, promoted, implemented, monitored and evaluated; MFO 2.1 on ecosystems and natural resources development, protected, conserved, enhanced and degraded ones rehabilitated; and MFO 3.1, 3.2, and 3.3 on appropriate and comprehensive regulations and standards, implemented, monitored and enforced. These strategies also address and support the GPOAs on Environment Sector I (support to operations) and II (water quality management and implementation of CWA).

5.2. Status of Municipal Finance in EcoGov 2 Regions

The Municipal Finance team has analyzed the access to credit of the partner LGUs in preparation for presenting options on the financing of environmental services. Six LGUs in Central Visayas and four in southern and central Mindanao have expressed interest in working with EcoGov to invest in wastewater management projects. Of these, we expect three to begin investment activities for treatment of wastewater from slaughterhouses and public markets before end of 2005.

5.3. Strategy for Achieving Municipal Finance Objectives

The Municipal Finance and UEM team will work with ten LGUs in the coming year to promote investment in wastewater infrastructure. We recognize that securing LGU commitment to invest in this area requires preliminary work with the LGUs, as described here.

Please note that the objectives and activities of the Municipal Finance and UEM teams are closely related, where the difference in the work of the specialists is one of emphasis. For example, where the UEM specialist looks at the hardware of a facility, the Municipal Finance specialist examines the economics. Thus, any overlap in the discussion below and in that of UEM, previously, is intentional.

Municipal Finance in Wastewater Infrastructure

- In Year 1 of the project, EcoGov assessed wastewater treatment in various locations in six LGUs. In Year 2, we will train appropriate LGU personnel in wastewater management, the Clean Water Act, and financing mitigation measures for such relatively small facilities as slaughterhouses, public markets, hospitals, commercial establishments, and new subdivisions. To the extent possible, we will link partner LGUs with the experience of the USAID/LINAW project in Dumaguete City.
- The EcoGov PMP defines “investment process” for sanitation projects to include all pre-construction activities, starting with the assessment of requirements and ending with the assurance of funding and issuance of the needed environmental permits. In this context, the Municipal Finance team will develop guidebooks on sanitation investment, helping an LGU answer basic questions in advance of investment. How do you design a facility? How much does it cost? What choices in infrastructure or operations affect which cost elements? What are the financing implications of borrowing decisions or cost recovery mechanisms? Answers to such questions are prudent before any investment begins.
- The investment process also requires preparation of plans and formulation of local ordinances. The plans ensure that a stand-alone small-scale treatment measure (e.g., at a hospital) fits within a larger municipal infrastructure for wastewater treatment. Ordinances are necessary to ensure that the facility is not just built, but used and maintained. In that context, the Municipal Finance and UEM specialists will assist LGUs in drafting ordinances and regulations and review building/development codes for new residential and business areas that require wastewater treatment systems.
- In wastewater management, the Municipal Finance and UEM teams will help the LGUs develop a phased and integrated approach to implementation. The phased approach will address the simple items first, such as existing LGU facilities; then, move to more complex items such as common wastewater facilities. The integrated approach addresses, in addition to infrastructure, finance, ordinances and IEC.
- The plans we promote will prioritize those infrastructure needs that cannot be financed by households and businesses directly, such as upgrading existing infrastructure and public building (e.g., hospitals, public markets, slaughterhouses).
- Learning from USAID/LINAW and the World Bank’s WSP, we will promote appropriate and affordable technology for households and businesses to purchase and install on their own.
- The team will develop capital investment estimates for recommended technical options, analyze appropriate cost recovery schemes, and develop financing plans to cover LGU subsidies and any external borrowings.

- EcoGov will assist General Santos City in developing wastewater treatment facilities for two specific point sources: a newly constructed public market and an existing slaughterhouse. The city government has indicated its readiness to work on these projects with its own funds. At the same time, the city is considering building a sewage treatment facility with funding from JBIC-SMICZMP, which if approved by the city council, will begin in 2007. During the interim, EcoGov's Municipal Finance and UEM specialists will advise on an overall municipal wastewater assessment, financing and cost-recovery methods for the facility (e.g., user fees), and supporting ordinances.

Municipal Finance in Other Sectors

- In the CRM sector, the municipal finance specialists will conduct training on LGU budgeting, financial management, taxation, and revenue for Tabina, Tukuran, Poro, Tudela, Dinalungan. The team will then assist these LGUs in evaluating financing options for their CRM projects.
- In the CRM sector, the municipal finance specialists will conduct a study on financing for marine sanctuary networks.
- Within the UEM sector, the team will help LGUs establish centralized composting facilities for biodegradable wastes. The team will develop capital investment estimates for recommended technical options; analyze the market for compost products, and develop appropriate cost recovery schemes; and develop financing plans to cover LGU subsidies and any external borrowings.
- Within the UEM sector, during Year 1 of the project, the team conducted a market study on recycled waste in Mindanao. Using this information, the team will help LGUs and junk shops market recycled materials.

5.4. Policy Initiatives in Municipal Finance

The policy initiatives in this sector relate less to finance than to the infrastructure that will be funded by that finance. From a lender or investor's perspective, it is most important that a project be legally secure, with no changes in policies that will have a negative impact on repayment or returns. Thus, in support of this sector's targets, the project's policy specialists will promote EMB's development of guidelines on septage and wastewater management, and we will support adoption of simplified ECC criteria so that important small projects can get started. Lastly, we will prepare model ordinances for LGUs so that can create an enabling environment for investment.

- The project will develop guidelines to enable LGUs to comply with simplified procedures and requirements (such as ECC) to establish simple wastewater and septage treatment facilities. This includes studying the regulations and standards set

by various agencies for particular point sources of wastewater such as subdivisions and abattoirs. (Alternatively, we will advocate for the granting of certificates of non-coverage (CNCs) to municipalities implementing wastewater treatment mechanisms which, by their nature, enhance the environment.)

- The team will prepare model ordinances for the collection and treatment of wastewater and septage from new residential and commercial buildings, as well as special point sources such as markets and abattoirs. The team will work with participating LGUs to select and adapt the model ordinance(s) that is most relevant to their needs.

5.5. Advocacy Initiatives in Municipal Finance

EcoGov’s regional coordinators and municipal finance specialists will push partner LGUs to address at least their simple wastewater problems. We will show our partners that the financing for such projects is actually not complicated and within their capacity. Social marketing and IEC campaigns will support LGU adoption of plans or ordinances that require an increase in taxes or more vigorous collection of fines.

5.6. Performance Targets for Year 2

Table 11. Regional Distribution of Municipal Finance Targets for 2005-2006

Objectives and Targets (Outcomes)	Indicative Distribution of Targets and Prospective LGUs			
	N. Luzon	C. Visayas	S. Mindanao	W. Mindanao
Assist 10 LGUs to invest in wastewater treatment		6 (Bayawan, Bais, Tanjay, Tagbilaron, Panglao, Dausi)	4 (Tacurong, Koronadal, Kidapawan, General Santos)	

5.7. Critical Assumptions and Issues

The assumption for this sector is that the EMB and other enforcement agents will follow through on their responsibilities of issuing ECCs, monitoring wastewater discharges, and enforcing violations. Without this threat of enforcement, it will be difficult for EcoGov to convince LGUs to make necessary financial decisions.

6. GOVERNANCE AND ADVOCACY – CLIN 0001

Expertise in Governance and Advocacy

Sector Leader: To be determined

Manila: James Kho (policy specialist), Wilman Pollisco (attorney), Zita Toribio (policy specialist), Cesar Umali (governance specialist), Fer Esguerra (IEC specialist), EG Hizon (short term media specialist), Ronald Jabal (short term media specialist)

N. Luzon: Roger Serrano (regional coordinator), Gil Vilorio (AP)

C. Visayas: May Ybañez (regional coordinator), Chit Bigornia (specialist)

S. Mindanao: Nick Uriarte (regional coordinator), Pablo de Boma (specialist, Cotabato City), Delza Fuentes (AP, Davao City)

W. Mindanao: Edward Lim (regional coordinator)

6.1. Project Objectives and Link to DENR Objectives

The long-term objective is to strengthen environmental governance in the Philippines. EcoGov will improve environmental governance in at least 80 LGUs as measured by selected benchmarks in a good governance index. To achieve this, the project will:

- Strengthen local institutions and organizations.
- Build responsive support networks at the regional and national levels.
- Work with the LGU leagues and NGO networks.
- Advocate for policy change that creates incentives for good governance.

6.2. Status of Governance and Advocacy in EcoGov 2 Regions

In Year 1 of the project, we facilitated a guided self-assessment of the governance practices of 78 partner LGUs. The results are shown below.

Table 12. Results of Governance Guided Self-Assessment

Category	Number of LGUs	% of Total
LGUs with consistently high overall indices for all environmental sectors, governance functions, and principles (index above 0.76)	16	21%
LGUs that score high in one or more sectors but score low in other areas (index between 0.38 and 0.74)	52	67%
LGUs with low index scores across all sectors, governance functions, and principles (index below 0.38)	9	12%

Most LGUs have made the key first steps in governance functions, such as establishing plans and budgets. At the same time, most LGUs fall short on enforcement and – while working with national agencies like the DENR – still need to assume a more pro-active role in this area.

The self-assessment measured four governance principles: functionality, transparency, accountability, and participation. Most LGUs have made considerable progress in functionality (e.g., they have plans in place and procedures for implementation, enforcement, permitting, and licensing), but they show shortcomings in accountability and participation. The survey showed this to be especially true in the FFM and UEM sectors in Northern Luzon and Western Mindanao.

Scores for EcoGov-assisted LGUs in FFM are low relative to CRM LGUs. This may be a function of the greater degree of devolution in the CRM sector and the more proactive exercise of local governance.

6.3. Strategy for Achieving Governance and Advocacy Objectives

To help LGUs improve their environmental governance, EcoGov will pursue two major strategies. First, the project will directly assist selected LGUs to strengthen their abilities to implement environmental programs. Second, EcoGov will document and disseminate lessons learned and good practices through the national LGU leagues and NGO networks. EcoGov will further support these LGU leagues and networks to advocate for policy reforms that encourage the spread of good environmental governance practices.

Strengthening Governance at the LGU Level

LGUs with consistently high indices. EcoGov will work to further institutionalize good governance principles within these LGUs by “rewarding” their success. The reward will be that we make these LGUs well-known by making them the location of study tours, the examples at League meetings, and the focus of the media and civil society organizations.

LGUs that score high in one or more sectors but low in other sectors. The regional coordinators will try to identify why governance works well in one sector, then replicate this to other sectors within the LGU. The project will also promote sharing and extrapolation across sectors within an LGU. Potential examples are LGU sponsored year-end retreats, cross-visits to other LGUs, and round table discussions with the participation of media and civil society groups.

LGUs that scored low in all sectors. Such LGUs will require intensive support from EcoGov. We will provide training, workshops, and cross-visits to show a marginal increase in their governance performance.

For all LGUs, there are several actions the regional specialists may undertake in the GoAd sector.

- We will fortify LGU–DENR partnerships to enhance accountability, participation, and enforcement of laws and regulations.

- We will strengthen LGU-based environmental organizations such as the ENR committees of MDCs, SBs or SPs; ESWM Boards, and ENRCs.
- The project will promote open LGU meetings reviewing environmental activities from the previous year.
- The project will promote simple and transparent M&E systems for LGUs to use to track biophysical indicators of forests, coasts, and waste as evidence of improved governance.
- Through advocacy, social marketing, and IEC, we will create demand by citizens for good governance from their local leaders.

EcoGov’s Manila-based specialists will support the regional teams in the following ways.

- Cesar Umali and Zita Toribio will provide summary analysis and feedback of the self-assessment to all LGUs, advising how they can improve their scores.
- The team will document and recognize the successful LGU–DENR partnerships and provide assistance to DENR national leaders to develop institutional support services for DENR field offices as they reach to out to their counterpart LGUs.
- Fer Esguerra will develop standard materials on project initiatives that advocate for good governance that inform local chief executives on environmental management.

Support to National Organizations to Expand Good Governance Efforts

LGU Leagues play a potentially key role in helping EcoGov assisted LGUs meet good environmental governance benchmarks. They can promote the spread of proven practices to non-partner LGUs, advocate for policy reforms (e.g., RA 9003, IRA), and can sponsor exchange of information and experience among members. The project will further help the LGU leagues transition into governance-oriented service associations. Where non-partner LGUs will benefit from the knowledge disseminated by the leagues, partner LGUs will benefit by giving feedback [on the effect of national policies at the local level] to an organization that has national prominence. There are several actions the project will consider taking in Year 2.

Leagues

- We will enlist the leagues to advocate for policy reforms in FFM, CRM, and UEM.
- The team will help design and initially carry out orientation or training modules that the leagues can use to educate their members.
- We may help the LMP and LCP craft their environmental agendas.
- The Manila-based team will collaborate with other projects (e.g., the LGSP/FCM) that are helping the leagues craft their agendas.
- EcoGov will facilitate links between the leagues and other networks or organizations, such as SWAPP, PWMC, FPE, and TFCF to support a more robust dialogue on LGU management of forests, coasts, and waste.
- With the PWMC, the project will advocate for the addition of environmental surcharges on water or electric bills to pay for upstream watershed management.

NGO and Theme Networks

Networks – professional associations, umbrella NGOs – can disseminate EcoGov lessons to their members, act as LSPs, and advocate for change at the national level. EcoGov will work with such organizations as the Solid Waste Association of the Philippines (SWAPP), the Philippines Watershed Management Coalition (PWMC), the Foundation for the Philippines Environment, the Philippine Foundation for the Conservation of Tropical Forests (PFCTF) and the NGO working group for Marine Sanctuaries on the following activities.

- We will enable partner LGUs to participate in annual network meetings to share their experiences and connect with expertise.
- EcoGov has engaged SWAPP to provide training on composting through a lecture series run by the League of Cities, and we will continue to engage SWAPP for further ISWM training with the League.
- The team will engage PWMC to work with the League of Provinces, DENR, and NCIP to promote LGU collaboration for the management of watershed reserves.
- The team will engage in a joint effort with the League of Provinces, FPE, and PFCTF to raise national awareness on tropical forest conservation.

National Media

The national, regional, and local media all offer a mechanism to raise public awareness, spread information, and advocate for change. If engaged wisely, they will actually help the DENR, provincial governments, and LGUs spread the message that everyone has a role in environmental governance.

- For the local level, we will provide newspapers and radio with simple messages and public service announcements to inform people of what they can do to manage their wastes, forests, and coasts.
- At the regional level, we will train reporters and inform them of LGU success stories to institutionalize the concept of good environmental governance.
- At the national level, we will convene the media as adjuncts to policy forums so that they can report on the successful agreements and commitments of political leaders.

As appropriate, EcoGov will directly finance the above items; for example, by paying for the production of quality IEC materials for print and broadcast media.

National Government Agencies

For some issues, our promotion of good governance will deal directly with national government agencies. Mining is a particular example in which there needs to be a balance of revenue generation from natural resources, social and economic equity, and environmental sustainability. The project will work with USAID's Office of Economic Development Governance to promote transparency in decision-making and rational allocation of public [forest] lands for competing uses. The project will work with DENR, NEDA, and other stakeholders to use resource valuation methods as an input to land allocation decisions (e.g., among mining, protected areas, watershed reservations, CBFMA areas, and ancestral domains).

The resource valuation methods we will promote are based on the principle of transparency. The methods include community mapping, stakeholder consultations, environmental impact assessment, and cost-benefit analysis. Use of such methods will promote consensus. They will also provide feedback into national policies on mining.

6.4. Performance Targets for Year 2

The performance targets for this sector are not simple to identify. One reason for this per the contract, EcoGov will improve the score of LGUs on the environmental governance index. EcoGov completed a measurement in June, 2005, and as the pace of change in local governance is relatively slow, we do not expect to conduct another self-assessment

until Year 3 of the project (2007). A second reason is that the concept of the target is itself difficult to measure. We are not measuring biophysical change (e.g., percent of waste diverted), but changes in behavior, awareness, and political will that lead to biophysical change. In that sense, the GoAd team's success will be measured by the achievements in the project's other sectors.

Of course, we will note the successful completion of GoAd activities as described above. These are also listed in the Gantt chart included in the annex of this report.

6.5. Critical Assumptions and Issues

The challenge in this sector, and the assumption for its success, is that leaders will step forward to adopt the principles of EcoGov as their own. These leaders might be mayors, local police, or local DENR personnel who announce that it is time for change, without regard to their political ambitions. These leaders might be provincial governors or regional DENR personnel, who take the lead in forming networks of LGUs. These leaders might be at the national level who are willing to tackle difficult policy issues or make hard budget decisions. If EcoGov is able to cultivate partnerships with such individuals, the project has a much greater likelihood of success.

7. MANAGEMENT AND ADMINISTRATION – CLIN 0006

CLIN 0006 of the EcoGov contract captures all costs which we cannot solely attribute to any single sector. This includes office rent and expenses, support costs (e.g., bank charges, property insurance), and the salaries of support staff. In Year 1 of the project, personnel in this CLIN were engaged in start-up activities: the project moved to new locations in Manila and Cebu City; we put policies and procedures in place for personnel and property management; and we procured a significant amount of information technology equipment to serve the project over the next five to seven years.

7.1. Project Organization

Figure 1 shows the names, titles, and location of physical deployment for all full-time technical personnel on the project and STTA with a consistent engagement for the foreseeable future. (Thus, the figure does not show administrative staff, nor does it show STTA who we engage for unique assignments of limited duration.)

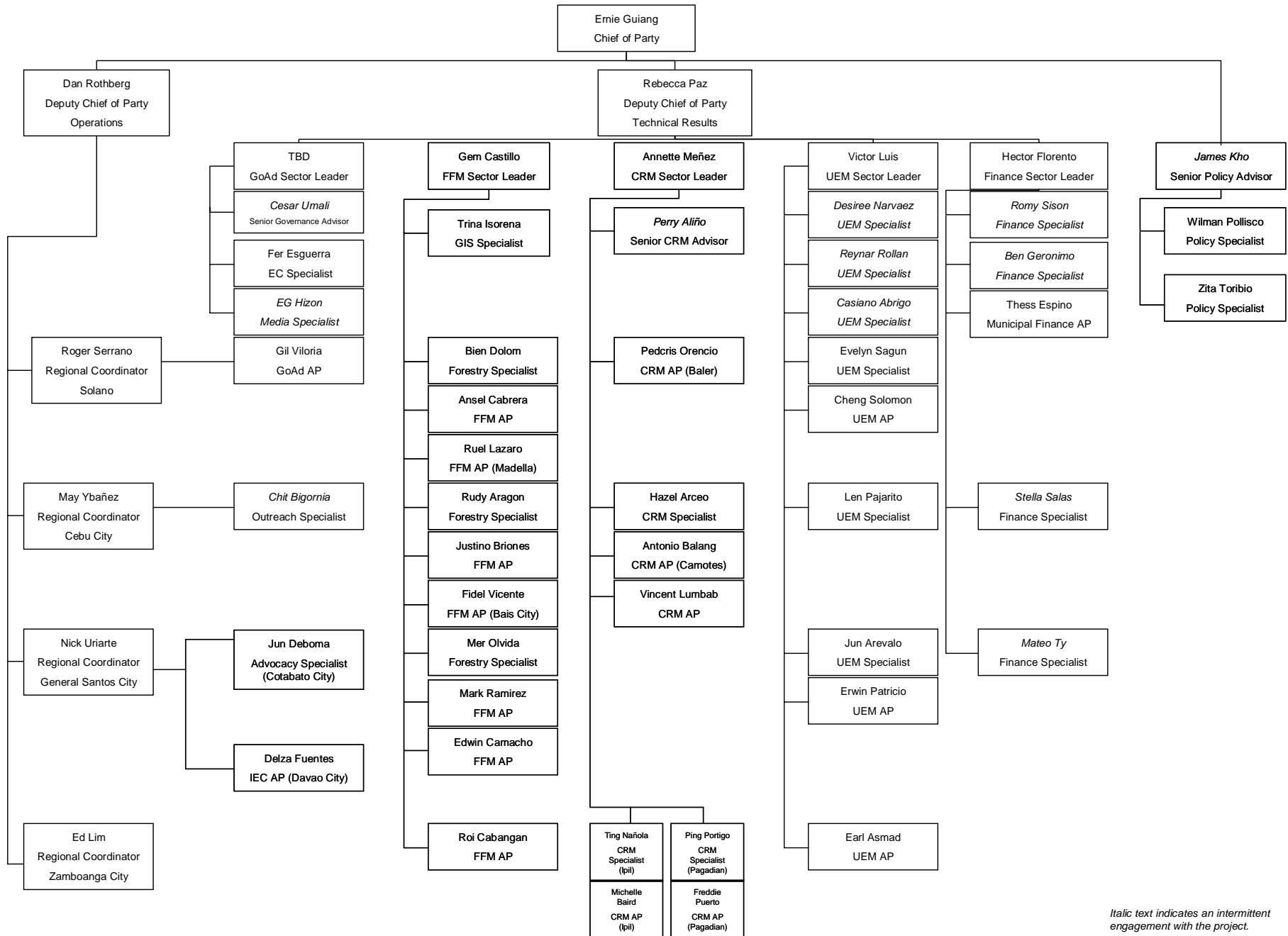
Personnel are arranged in a technical and geographic matrix. Sector Leaders provide the technical direction for the project and are the principal people responsible for achieving contract targets. Regional Coordinators provide the senior presence in field locations and have at least two roles: they are the principal governance and advocacy personnel in the field; and, they have administrative responsibility for local personnel and project property. In addition, the Regional Coordinators take on technical tasks as relevant (i.e., forestry for Nick Uriarte and Roger Serrano, and waste management for Ed Lim and May Ybañez.).

Note that in addition to our office in Manila and four field locations, we also base individual personnel in remote locations to maximize travel efficiency and maintain a consistent presence with our partner LGUs. Thus, we have personnel based in Baler and Madella (served by our Solano office northern Luzon), Bais City, Tagbilaran, and the Camotes Islands (served by the Cebu City office in Central Visayas), and in Pagadian, Ipil, and Basilan (served by the Zamboanga office in western Mindanao). As discussed below, we will also have individuals stationed in Cotabato City and Davao City who will be served by our General Santos City office.

Personnel Changes in Year 2

EcoGov is a large project with dozens of personnel and multiple technical areas. Thus, it is not surprising that in Year 2 there will be changes in personnel and/or changes in plans for individual deployment that differ from what we originally conceived at the time of contract award in 2004. The principal changes are as follows.

Figure 1. Project Organization



Italic text indicates an intermittent engagement with the project.

- Ed Queblatin, Sector Leader for Governance and Advocacy, will no longer work on the project on a full-time basis effective September 30, 2005. He has accepted a competing job offer from the UNDP in Manila. He will be available on a part time basis to assist with any transition to a new team member. Section F.5 of the contract names Mr. Queblatin as key personnel, so DAI will prepare a request for contract modification shortly. Mr. Queblatin's departure presents an opportunity for the team to reconsider the activities of the GoAd team. We will review several candidates with qualifications in media, social marketing, and organizational strengthening to determine who brings the best set of skills to EcoGov. In the meantime, the majority of the project's advocacy work takes place in the field: the presence of Regional Coordinators and a few field specialists ensures there will be no drop-off in activities with the change in Sector Leader.
- James Kho, Senior Policy Advisor, will no longer work on the project on a full-time basis effective September 30, 2005. He has accepted a competing job offer from the USAID Asia Regional Environmental Partnership (AREP). He will be available on a part time basis over the next year, and because of AREP's overlapping areas of interest with EcoGov, he will continue to work closely with our team. Section F.5 of the contract names Mr. Kho as key personnel, so DAI will prepare a request for contract modification shortly. We will assign Mr. Kho's responsibilities to various STTA over the year with particular expertise different resource areas. (For example, we may engage Rene de Rueda and Paz Benavidez to advise on forest policy; we will continue to use Asis Perez on issues of mangroves and coastal resources; and, we will continue to engage Desiree Narvaez on UEM policy matters.)
- Several individuals who had been full-time on the project in Year 1 (i.e., billing 260 days per year) will become intermittent employees who have a consistent engagement that is less than full-time. Each of these changes is occurring due to individual choice (i.e., the person wishes to pursue other endeavors while still working on EcoGov) or as part of a natural change in work flow. In fact, DAI's original proposal and budget in contract Modification 1 anticipated this tapering off of various individuals. Cesar Umali (senior governance advisor) will bill approximately seven months of labor to the project in Year 2, reflecting that governance monitoring occurs in spurts. Media specialist Manuel Hizon will move from Cotabato to Manila and bill approximately eight months of labor to the project, reflecting the need for more coordinated outreach to national newspapers and broadcast networks, which also may occur in spurts. Field municipal finance specialists Stella Salas (Central Visayas) and Mateo Ty (southern Mindanao) will be deployed on a part-time, as needed basis in Year 2, reflecting the slow pace of UEM activities. We expect these two people to resume full-time work in the future as LGUs structure projects, enact ordinances, and pass resolutions for budget commitment that will signify deals are ready to take place and investment is ready to begin.

- The role of the expatriate Deputy Chief of Party for Management and Administration will continue until the close of 2006. The continued need for this position reflects the inherent complexity in a project with a \$19 million budget, six subcontractors, five offices, and at any given time, seventy personnel based in one of fifteen different locations. The DCoP will continue to ensure trouble-free compliance with USAID contracting regulations, manage the budget in accord with DAI accounting procedures to accurately invoice USAID, ensure the efficient allocation of project funds to different targets, and represent DAI as the employer of the majority of project personnel. In addition and as described below, in the coming year, the DCoP's role will include contract management for as many as ten additional local subcontracts and thirty grants ranging in size from \$500 to \$25,000. The DCoP's duration of deployment may require DENR and/or USAID assistance for his visa and Alien Certificate of Registration.

- As has been the case in Year 1, the project will continue to engage STTA on a regular basis, with a new person (or previously-used person with a new scope of work) being engaged from one to two times per month. The continued engagement of STTA reflects the ever-changing demands of 80 partner LGUs working in five different sectors.

Infrastructure Changes in Year 2

The project intends to move its base for southern and central Mindanao from Cotabato City to General Santos City. EcoGov has been located in Cotabato City since 2002. We originally located there at client urging to facilitate greater contact with LGUs in Muslim Mindanao and to collaborate with other USAID projects in ARMM (e.g., GEM, AMORE, The Asia Foundation's TAG program). Recalling EcoGov 1, the project engaged partner LGUs through a demand-driven process: we formed agreements with those LGUs that demonstrated interest and commitment to transforming their governance of natural resources. It so happened that the majority of municipal LGUs which became partners were located well to the south of Cotabato City, in the provinces of Sultan Kudarat, South Cotabato, and Sarangani. At the same time, the project had difficulty generating support from LGUs in ARMM or from the ARMM government, and the legitimate concerns for the safety of personnel and property located in Cotabato City further impedes our movement.

Looking ahead to Year 2 and beyond, our partner LGUs in the southern portion of Mindanao will remain. In addition, the provincial governments of South Cotabato and Sarangani have demonstrated their commitment to work with us, DENR Region XII (based in Koronadal City, forty five minutes' drive from GenSan) has become an active partner, and activities in and around Davao City argue for project relocation to GenSan. Lastly, GenSan has significantly better air and road transport links and security than the alternatives. Ultimately, we will be much more efficient in GenSan, as we will eliminate multi-day travel to visit the many partners in Region XI and XII.

Please note that with the office relocation to General Santos City, we will not abandon our partners in Maguindanao and Lanao del Sur. We will continue to work with these LGUs, and one advocacy specialist, Pablo Deboma, who has longstanding professional connections in the ARMM region, will remain in Cotabato City.

7.2. Engagement of Grantees and Local Service Providers

EcoGov has a sizeable technical assistance team that works directly with approximately eighty partner local government units (LGUs). The challenge we face, however, is twofold. First, the project needs to reach beyond the eighty partners, if only marginally to neighboring LGUs, or to other places in the country offering unique opportunities. Second, the project needs to build toward the sustainability of its interventions.

Addressing the first challenge, one method of expanding project influence, or of complementing the work the project conducts in its current locations, is through the disbursement of small grants. EcoGov has a contractually approved ability to disburse up to \$350,000 in small grants over five years, with the largest single grant award being \$25,000. EcoGov's USAID-approved grant manual further allows the project to award grants of up to \$10,000 through a limited competition or non-competitive (i.e., sole source) process. In the coming year, EcoGov intends to award multiple fixed-obligation, in-kind, and simplified grants ranging in size from \$500 to \$10,000, and may run an open call for applications of up to \$25,000.. The expected initial cohort of grantees will be in areas in and around existing project sites. The award process will proceed on a rolling basis. This will require the following steps:

- Writing of scopes of work;
- Preparation of memos justifying sole-source and limited competition for CTO concurrence;
- Solicitation of applications;
- Documentation of proposal reviews;
- USAID CTO approval of grantees;
- Writing of negotiation memos;
- Post-award orientation for grantees;
- Monitoring and reporting on grantees.

EcoGov field personnel have already begun the first step of identifying potential grantees and drafting scopes of work. Once this process begins in earnest, there will be significant management burden to craft SOWs, guide application reviews, and administer ongoing awards.

The second challenge the project faces is sustainability. Achieving this goal requires, among other things, that organizations have the capacity to carry out EcoGov-type work after the project is complete. The project strategy is to engage local service providers (LSPs) to deliver technical assistance and services to partner LGUs. LSPs include private

firms, NGOs, academic institutions, and not-for-profit organizations that have the capacity to act, in essence, like a subcontractor to DAI. LSPs offer the advantages of (1) typically having lower indirect costs than DAI and its principal subcontractors and (2) having access to more local expertise at lower direct costs than we do. Ideally, many of the LSPs we use will at least be regionally based, rather than large organizations in Manila. In the process of engaging LSPs, we will further build their technical capacity and reputation, such that our LGU partners recognize them as the experts. At some point, it is conceivable that LGUs would even pay directly for LSP engagement.

DAI intends to engage several LSPs via indefinite quantity subcontracts (IQCs). For example, we might execute an IQC subcontract with an LSP that provides expertise in the completion of LGU solid waste management plans. Using an IQC arrangement, DAI could then issue task orders to the LSP to complete one plan at a time, where the task order provides greater specificity on the location, level of effort, and tasks. At a minimum, qualified LSPs will need sufficient technical skills and at least a basic level of capacity to recruit and field specialists, work on a cost-reimbursable basis, submit proper invoices after work is completed, and adhere to all the guidelines normally prescribed for subcontractors working under USAID contracts.

Based on DAI's experience on EcoGov 1, we know that there are relatively few organizations in the Philippines that have previous corporate experience working under IQC-type arrangements. Thus, we anticipate several steps to get LSPs engaged:

- Investigation into potential LSPs to create a short-list for bidding;
- Preparation of an RfP;
- Holding a bidders' conference;
- Explaining to potential bidders the nuances and implications of pricing an IQC offer;
- Explaining to potential bidders the relevant FAR-mandated representations and certifications that we will include in subcontract awards;
- Documentation of proposal reviews;
- Writing of negotiation memos;
- USAID CTO and ORP approval of subcontractors;
- Post-award orientation for LSPs;
- Monitoring and reporting on LSPs.

EcoGov field personnel have already begun identifying organizations that might be appropriate for this type of engagement. Should this process move forward, there will be significant management effort in the above bulleted steps. However, in the long-run, with a stable of capable LSPs, the field presence of EcoGov (i.e., offices and personnel) will decrease while our reach expands.

7.3. Compliance with Local Employment Law

In adherence with USAID/ORP Notice No. 19 of January, 2004 on compliance with local laws, DAI is making efforts to properly withhold income taxes of local employees and remit the same to the Bureau of Internal Revenue (BIR). The BIR has determined DAI to be a “non-permanent establishment” under Philippines law, with implications for how DAI complies with employee income tax provisions. DAI must use a locally registered payroll outsourcing firm or withholding agent to remit employee income taxes on our behalf. We have solicited proposals from seven such firms – management consulting, accounting, payroll outsourcing, and a bank – to compare the many different services each offers relative to their prices. As the bottom-line cost to the project could be in excess of \$10,000 per year, we note here the budgetary implications.

7.4. Year 2 Procurement Plan

EcoGov’s equipment inventory is largely complete for the coming year. That said, the project has a very large inventory, the majority of which was procured prior to the inception of this contract in 2004. In fact, some of this equipment came to EcoGov 1 via other USAID projects that began in 1999 or earlier. We reasonably expect that prior to the conclusion of EcoGov 2 in 2009, some of this equipment – particularly the vehicles and IT items – will break, become obsolete, or require maintenance that exceeds the cost of purchasing new equipment. For example, DAI’s IT specialists advise that by 2007, any IT equipment with a purchase date of 2002 or earlier will truly require replacement or major component/software upgrade. Similarly, while we employ professional drivers, we do have vehicles in Mindanao traveling on rough roads where accidents are more common.

We make every effort to extend the working life of our inventory to the fullest. As such, in 2006, we may procure several items for IT-related back-up, spare parts, upgrades, and repair kits. To the extent that the items we require are available locally, and provided these items comply with source-origin requirements, we will procure the items here. Nonetheless, we anticipate that at one time in 2006, we will procure non-expendable property in the U.S. that we ship to the Philippines. If and when EcoGov initiates any future major procurement (i.e., any procurement beyond the normal maintenance, repair, or additions to our inventory for regular project operations), we will follow all contractual, AIDAR, and Government of the Philippines requirements, including as necessary, demonstration to USAID/OEE that procurement is essential for project success, USAID/ORP approvals of budget modifications, USAID/IRM approval, and timely application to appropriate authorities for import/customs tax waivers. The final point may entail applications to the DENR PMO, Department of Finance, and Bureau of Customs.

7.5. Submission of Contract Modification 3

Upon approval of this work plan, DAI will submit a proposal for Contract Modification 3 to USAID/ORP. The proposal will include the following, among others:

- Detailed breakdown of budget elements, by CLIN, in accord with the narrative expressed above.
- Formal request for removal of key personnel.
- Resumes, scopes of work, and biodata/salary histories of new long- and short-term technical assistance.
- Procurement list for IT back-up equipment (if necessary).

Annex 1. Activity Schedules

Annex Table 1. Year 2 Schedule of Activities: FFM Sector

Objectives/Key Activities	2005	2006				Responsible Persons
	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	
Objective 1: Place under tenure open access/unallocated forest lands						
a. Facilitate local DENR-LGU consultations and strengthen capabilities to review and process tenure applications						RS, AP
b. Promote co-management of mangrove areas (Lamitan and Isabela City in Basilan; and Lebak and Kalamansig in Sultan Kudarat)						GC, RS, AP
c. Facilitate signing of co-management agreements on two watersheds of Zamboanga City						EL, GC, AP
d. Complete and facilitate legitimization of the FLUP of Aglipay and Cabarroguis, Quirino						BD, LSP, AP
Objective 2: Improve management of tenured forest lands						
a. Advocate for increased/sustained provincial and municipal government support for tenure holder management						RC, RS
b. Conduct trainings/workshops for FLUP Implementation Teams (municipal and provincial LGUs, DENR, local institutions) on improving tenure-level management						RS, GC, AP, LSP
c. Facilitate NCIP and DENR collaboration in the conduct of training for LGUs and IPs on ADSPP preparation						
▪ Quirino						RCS, BD, AP
▪ North Cotabato						NU, CO, LSP, AP
d. Make functional institutional arrangements in co-mgt agreements; guide preparation and implementation of co-management plans						
▪ Central Visayas (8 agreements)						GC, RA, AP
▪ Southern Mindanao (2 existing + 3 new)						GC, NU/CO, AP
▪ Western Mindanao (1 existing + 2 new)						GC, EL, AP

Objectives/Key Activities	2005	2006				Responsible Persons
	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	
e. Facilitate agreements on institutional arrangements for establishment of water users' fee (including fund transfer and management)						
▪ Bayawan						STTA, EG, GC, RA, AP
▪ Lamitan						STTA, EG, GC, AP
f. Conduct training and guide formulation of watershed management plans of Davao City (2 watersheds)						EG, GC, CO, AP
g. Conduct management assessment of tenured mangrove areas						EG, GC, RS, AP
Objective 3: Generate investments/funding for forest development (e.g., agroforestry)						
a. Lobby for support from provincial governments; establish linkages with local resource institutions and related donor projects						EG/GC, RC, RS, AP
b. Assist study the viability of economic enterprises, e.g., firewood production (in Dalaguete and Alcoy), ecotourism						GC, RS, AP
c. Assist LGUs develop and implement private investment promotion strategies for allocated forest lands (including improvement of infra support)						EG, GC, STTA
d. Deploy small grants to POs, NGOs for forest development						RC, RS, AP
Objective 4: Strengthen LGU-based organizations for FFM						
a. Assist LGUs organize, strengthen and secure budget for FFM organization (e.g., MENRO, ENRCs)						RS, AP
b. Train/mentor LGU and local DENR staff on M and E of FFM performance						CU, RS, AP
c. Orient LGU staff on financing options for FFM						STTA, RS, AP
d. Develop capabilities of LGU extension staff (on upland technologies)						LSP, RS

Objectives/Key Activities	2005	2006				Responsible Persons
	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	
Objective 5: Scale up assistance and advocacy at the province and region level						
a. Conduct training cum practicum for Prov'l Core Teams, DENR, and LSPs on FLUP processes (in order to replicate in other LGUs, to integrate FLUPs at provincial level, to integrate FLUP into LGU physical and investment planning)						
▪ Northern Luzon (Nueva Vizcaya and Quirino)						BD, AP
▪ Southern Mindanao (Sarangani and North Cotabato)						CO, AP
▪ Western Mindanao (Zamboanga Sibugay – 4 LGUs)						GC, AP
b. Train DENR-ARMM on FLUP and co-management processes and guide application of processes in selected ARMM LGUs (e.g., Bumbaran)						NU/CO, PD
c. Train, mentor and engage institutional LSPs on FLUP formulation and implementation (e.g., Aurora)						RC, RS, AP
d. Assist Sarangani province develop and implement program of assistance for CBFMA PO federation						NU/CO, PD, AP
e. Establish FFM “learning sites” and organize sharing of experiences among LGUs, partners and other stakeholders						RC, RS, AP
Objective 6: Policy support at the national and regional levels						
a. Assist DENR in developing policy options for mangrove resource use and management						LSP, STTA, JK, EG
b. Prepare/refine protocols for the enforcement of foreshore lease regulations						LSP, JK, EG
c. Prepare protocol and guidelines and conduct assessment of large tenured areas						STTA, EG, GC
d. Review and improve Omnibus Forestry Policy						STTA, JK, EG, ZT
e. Assist PAWB in drafting the revisions to the NIPAS Act IRR (after regional consultations)						JK, EG

Objectives/Key Activities	2005	2006				Responsible Persons
	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	
f. Assist NEDA and DENR develop rational criteria for deciding alternative forest land uses						STTA, JK, EG
g. Develop legal framework for institutionalizing payment for environmental services						STTA, JK, EG, GC, ZT
h. Assist DENR-ARMM develop guides and systems for the implementation of selected provisions of the IRR of MMA 161 and for reviewing performance						NU, PD
Objective 7: Develop /refine TA modules and IEC materials						
a. Develop training modules and materials (e.g., mgt plan preparation, assignment of property rights, sustainable financing, IEC, enforcement, PO strengthening, M and E)						EG, GC, RS, CU, FE, STTAs
b. Develop and test guides for operationalizing co-mgt agreements and planning co-management areas; assignment of property rights						EG, GC, RS
c. Prepare IEC materials focusing on effective tenure management and investments in forestlands						FE, RC
d. Document success stories						RC, RS, AP, IEC

BD – Bien Dolom	AP – Assisting Professional
CO – Casimiro Olvida	IEC – Information, Education and Communication Team
CU – Cesar Umali	LSP – Local Service Provider
GC – Gem Castillo	RC – Regional Coordinator
EG – Ernesto Guiang	RS – Regional Specialist
EL – Edward Lim	STTA – Short-Term Technical Assistant
FE – Fer Esguerra	
JB – Justino Briones	
JK – James Kho	
NU – Nicolas Uriarte	
PD – Pablo Deboma	
RA – Rodolfo Aragon	
RCS – Roger Serrano	
ZT – Zita Toribio	

Annex Table 2. Year 2 Schedule of Activities: CRM Sector

Objectives/Key Activities	2005	2006				Responsible Persons
	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	
Objective 1: Continue assisting LGUs in the implementation of CRM/FRM management plans						
1.1 Improved fisheries management						
a. Legitimization and implementation of gear/species management , registration linked to licensing, monitoring of landed catch						
▪ Dipaculao, Baler, Aurora						AM, AP
▪ San Francisco, Danao, Camotes						HA, AP
▪ Tukuran						FP, AP
▪ Tungawan						CN, AP
b. Para-Legal training for enforcers						WP, RS
c. Deputation of Bantay Dagat						BFAR, AP
d. Strengthen local enforcement groups (policy support, performance monitoring)						RS, AP
e. Linking with support groups (e.g., PCG, PNP, Phil. Army, BFAR, Province, etc.)						RS, AP
f. Implementation of IEC and advocacy in support of fisheries management						RS, AP, IEC/GoAd
g. Policy/advocacy support for regular annual budget allocation						RC,RS
h. Regular meetings with FRM bodies/CLETs						AP, RS
i. FISH BE data capture training and data analysis						
▪ Baler Bay						PA, AM, GC, STTAs,
▪ Camotes Sea						PA, GC, STTAs, HA
▪ Sibuguey Bay						PA, GC, STTAs, CN
j. Consolidation and validation of fisheries profile/data						RS, LSP
k. Development and Feedback of Bay/island-cluster FISH BE model						
▪ Illana Bay						PA, FP, STTAs
▪ Baler Bay						PA, AM, STTAs
▪ Camotes Sea						PA, GC, STTAs, HA
▪ Sibuguey Bay						PA, GC, STTAs, CN
l. Training on FISH BE model operation for selected institutions/projects (Central Visayas, Western Mindanao)						STTAs, PA, RS

Objectives/Key Activities	2005	2006				Responsible Persons
	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	
1.2 Improved implementation of other management zones						
a. Management options assessment and planning for the priority zones						RS, AP
b. Inter-LGU-exposure trip on mangrove management						RS, AP
c. Assistance in support of mangrove /foreshore management zone						
▪ Camotes, Balamban						HA, STTA, DENR
▪ Dinas/Tabina ZDS						FP, STTA, DENR
▪ Tungawan ZS						CN, STTA, DENR
d. Assistance in support of tourism zone – Tukuran ZDS						CN
e. Assistance in support of marine transport and navigation zone, Davao City						AM, GC, STTA, AP
f. Completion of coastal zoning scheme – Davao City						AM, AP
g. Assessment and stakeholder's meeting on beach/reef monitoring, Panglao Island (with UEM)						MY, VL, MP, HA, AM
h. Training on IEC material/message development						IEC, RS, AP
i. Implementation of IEC and advocacy in support of zone management						RS, AP, IEC/Goad
j. Policy study on mangrove management options (with FFM)						STTAs, DENR 7 & 9
k. Policy/advocacy support for regular annual budget allocation						RS, RC
l. Orientation/Training on financial management (selected advanced LGUs)						
▪ Illana Bay cluster						STTA, FP, AP
▪ Baler Bay cluster						STTA, AP
▪ Camotes Sea cluster						STTA, HA, AP
m. Regular meeting with CRM bodies						RS, AP
Objective 2: Strengthen existing marine sanctuaries						
a. Training on IEC material/message development						IEC, RS, AP
b. Implementation of IEC and advocacy in support of MPA management						RS, AP, IEC/GoAd
c. Compliance M&E (no fishing in the no-take zone and reduced illegal fishing outside the MPA)						RS, AP
d. Regular meetings with MS management bodies						RS, AP
e. Organizational strengthening of MPA management body						RS, AP

Objectives/Key Activities	2005	2006				Responsible Persons
	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	
f. Training on financial management, accessing budget allocation and revenue generation (selected advanced marine sanctuaries)						STTA, RS, AP
g. Actual participatory biophysical M&E & follow-up trainings on data summarization/analysis (initial benchmarked marine sanctuaries)						PA, RS/ AP, LSP
h. Exposure trip						
▪ Basilan						CN
▪ Labangan, San Pablo, Pagadian						FP
i. MS enforcement assessment & planning workshops , training						
▪ Illana Bay						FP, AP
▪ Baler Bay						PA, AP
▪ Sibuguey Bay						CN, AP
▪ Basilan						CN, AP
j. Training on participatory biophysical M&E						
▪ Baler Bay						PA, STTA
▪ Camotes, Southern Cebu						HA, AP
▪ Illana Bay						FP, LSP
▪ Sibuguey Bay						CN, LSP
Objective 3: Establish new marine sanctuaries						
a. Interactive discussion with new LGUs; Ecogov 2 MOA signing						RC, RS
b. Orientation on marine sanctuaries and core group formation						RS/AP, Prvl Team
c. Site selection and benchmarking surveys						RS, AP/subcon, Prvl CRM Team; BFAR/ DENR
d. Marine sanctuary design and planning						RS, Prvl CRM Team
e. Legitimization of MPA establishment and adoption of the MPA plan						
▪ Baler						AP
▪ Lamitan, Isabela						CN, AP
▪ Danao, Compostela/Carmen, San Francisco						HA, AP
▪ Labangan, San Pablo, Pagadian, Siay						FP, AP
f. Conduct of initial implementation activities						RS
Objective 4: Networking of marine sanctuaries						
a. Refinement of MPA network modules						AM, PA, RS
b. Orientation /training of potential grantees						AM, RS, RC

Objectives/Key Activities	2005	2006				Responsible Persons
	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	
c. Awarding of grants in support of strengthening existing MS and moving towards networking						AM, RC, RS
d. Inter-LGU MPA forum, alliance building						RS, AP, RC, BFAR/DENR
▪ Baler Bay						
▪ Camotes Sea, Southern Cebu						
▪ Illana Bay						
▪ Sibuguey Bay						
e. Develop guidelines for LGUs to establish MPA networks, including draft ordinances and inter-LGU agreements						JK, RS
f. Financing Options training/reference material development						STTA, AP
g. Assistance in proposal development for fund leveraging to LSPs and LGUs						RC, STTA, RS
Objective 5: Strengthening of inter-LGU alliance in coastal/fisheries enforcement						
a. Engaging provincial and regional linkages in LGU initiatives						RC, RS
b. Inter-LGU Coastal Law Enforcement Summit						
▪ Baler Bay						AM, BFAR
▪ Illana Bay						FP, AP, BFAR
▪ Sibuguey Bay						CN, AP, BFAR
c. Formulation of inter-LGU fishery enforcement plan						
▪ Camotes Sea						HA, BFAR
▪ Sibuguey Bay						CN, BFAR
d. Inter-LGU Assessment Workshop on fishery registration and licensing						RS, NS, BFAR
▪ Illana Bay						FP, STTA, BFAR
▪ Sibuguey Bay						CN, STTA, BFAR
▪ Camotes Sea						HA, STTA, BFAR
▪ Sultan Kudarat						AM, ResPer
e. Initiate implementation of inter-LGU reporting system						
▪ Baler Bay						AM, AP
▪ Illana Bay						AM, FP/AP
f. Inter-LGU exposure trip and interphase with Bohol-CLET						

Objectives/Key Activities	2005	2006				Responsible Persons
	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	
▪ Illana Bay FLET						FP, AP
▪ Camotes Island CLETs						HA, AP
g. Inter-LGU Training on boarding, apprehension, plotting, fish examination						
▪ Sibuguey Bay						CN, STTA, ResPer
▪ Sultan Kudarat						CN, STTA, ResPer
h. Inter-LGU Training on IEC material/message development						FE, RS, AP
Objective 6: Support to national CRM policies						
a. Finalize proposed modifications to NIPAS IRR						JK
b. Recommend revisions to Fisheries Code provisions on municipal fishery registry and licensing						JK, AM
c. Assistance to the MPA Core Group on national level networking of MPAs						JK, PA
d. Harmonize Fisheries Code provisions on marine sanctuaries with revised NIPAS IRR						JK, AM, PA
Objective 7: Consolidation and refinement of technical assistance modules and IEC materials						
a. Sector Assessment and Strategizing Workshop						AM, PA, RS, AP
b. Refinement of draft training modules (assigned per topic)						RS, AP
c. Preparation of key IEC/advocacy materials (e.g., FISH BE as decision support tool, fishery registry and licensing, enforcement, marine sanctuary networks, localized socio-economic and ecological benefits of coastal and marine resources for priority bays/island)						FE, MH, AM, PA, RS, AP
d. Preparation of FISH BE 2 and 2 training manual						PA, STTAs
e. Documentation of success stories						RS, AP, IEC

AM – Annette Meñez
 CN – Cleto Nañola
 FE -- Fer Esguerra
 FP – Fe Portigo
 GC – Gem Castillo
 HA – Hazel Arceo
 JK – James Kho

MH – Manuel Hizon
 MP – Ma. Erlinda Pajarito
 MY – May Ybañez
 PA – Perry Aliño
 VL – Víctor Luis, Jr.
 WP - Wilman Pollisco

AP – Assisting Professional
 LSP – Local Service Provider
 RC – Regional Coordinator
 ResPer – Resource Person
 RS – Regional Specialist
 STTA – Short-Term Technical Assistant

GoAd – Governance and Advocacy
 IEC – Information, Education
 and Communication Team

Annex Table 3. Year 2 Schedule of Activities: UEM Sector

Objectives/Key Activities	2005	2006				Responsible Persons
	Oct - Dec	Jan - Mar	Apr - Jun	Jul - Sep	Oct - Dec	
Objective 1: Divert at least 25% of solid waste from disposal						
a. Coach and mentor LGUs on the formulation and implementation of composting plans						VL, RS, AP, LSP, STTA
▪ Analysis of diversion potentials of major point sources						
▪ Establishment of facilities to process market waste and other sources						
▪ Establishment and implementation of O and M plans that will sustain operations						
▪ Study uses/markets and cost recovery schemes						
▪ Establish recording and M and E systems						
b. Assist LGUs formulate/review support SWM ordinances (e.g., segregation, segregated collection, fees, THW mgt), and develop and implement enforcement mechanisms						VL, WP, RS, STTA
c. Assist LGUs study their garbage collection fee rates and systems for collection, accounting and use						STTA, RS
d. Recommend suitable institutional arrangements and ordinances for control and monitoring of the treatment and disposal of health care waste						STTA, WP, MA
▪ Kidapawan City						
▪ Koronadal City						
e. Assist LGUs develop and implement IEC/social marketing program that support waste diversion						
▪ Test social marketing approach in SWM in Central Visayas; sharing of results						MediaNetwork, MY, STTA
▪ Help improve IEC programs and materials of LGUs; improve message development and communication skills of LGU IEC teams						IEC, RS, AP
f. Assist LGUs organize waste recycling/ recovery activities						
g. Guide the inventory and study of current operations of junkshops, collectors and recyclers						RS, AP
h. Facilitate dialogue between LGUs and junkshop operators and other recyclers						RS, AP

Objectives/Key Activities	2005	2006				Responsible Persons
	Oct - Dec	Jan - Mar	Apr - Jun	Jul - Sep	Oct - Dec	
i. Assist LGU formulate incentives/support to local collectors/recyclers						RS
j. Assist LGUs formulate marketing strategy for recyclables based on results of Mindanao recycling study						STTA
k. Coordinate with DTI for market information on recyclables						RS
▪ Central Visayas						
▪ Northern Luzon						
l. Provide grants to non-government organizations for composting, IEC, recycling and other related activities						RC, RS
Objective 2: Establish disposal management system using clustering approach						
a. Guide DENR MGB and provincial governments in completing map analysis of suitable disposal sites (9 provinces); facilitate endorsement of sites and LGU clusters						VL, STTA
b. Facilitate agreements among LGUs in clusters						RC, RS
c. Assist LGU clusters/host LGUs in project development and pre-construction activities						STTAs
▪ Pre-feasibility studies						
▪ Preparation of contracting procedures						
▪ Evaluation of financing options						
▪ Financing negotiations						
▪ Private sector participation						
d. Train host LGUs on management of disposal facilities						VL, STTA
Objective 3: Strengthen LGU-based organization for SWM						
a. Advise LGUs in creation of SWM office and strengthening of SWM Boards						RC, RS, AP
b. Assist LGU lobby for regular funding allocation for maintenance of SWM operations; explore sustainable funding options						RC, RS, AP
c. Train on M and E of SWM performance						CU, RS, AP
Objective 4: Scale up assistance through Provincial Governments, DENR, Local Service Providers						
a. Continue training of provincial UEM Core Teams to expand reach to other LGUs						

Objectives/Key Activities	2005	2006				Responsible Persons
	Oct - Dec	Jan - Mar	Apr - Jun	Jul - Sep	Oct - Dec	
▪ Northern Luzon (Nueva Vizcaya, Quirino)						ES, CS
▪ Central Visayas (Bohol, Negros Oriental, Cebu)						VL, MP, AP
▪ Southern Mindanao (South Cotabato)						VL, MA, AP
▪ Western Mindanao (Zamboanga del Sur, Zamboanga Sibugay)						VL
b. Training and engagement of LSPs to provide TA to LGUs (e.g., SWM planning, waste assessment, composting technologies, improving collection systems, environmental assessments)						
▪ Southern Mindanao						VL, NU, MA
▪ Western Mindanao						VL, EL, AP
▪ Central Visayas						VL, MY, MP
▪ Northern Luzon						VL, RS ES
c. Training of national and regional DENR-EMB staff						VL, STTA, WP, RS
d. Develop "learning centers" and organize sharing of experiences on SWM good practices						IEC/GoAD, RC
Objective 5: Support to national policy						
a. Organize meetings/roundtable discussions with NSWMC secretariat for pending guidelines and resolutions						ZT, WP, JK, VL
b. Develop guidelines for simplified procedures to establish waste disposal facilities under phased compliance						VL, WP, JK, STTAs
c. Develop model ordinances on SWM						WP, JK
Objective 6: Develop/refine training modules and IEC materials						
a. Simplify SWM planning and waste characterization processes						VL
b. Develop training modules and materials						VL, STTAs, RS
c. Complete toolkits for composting and disposal facilities for use of LGUs						VL, HF, STTAs
d. Develop information material from market study of recyclables (Mindanao)						STTA, IEC
e. Develop guides and info materials on phased compliance and management of controlled dumps and rehabilitation of open dumps						STTA, IEC
f. Documentation of success stories and good practices						RS, AP, IEC

CS	–	Cheng Solomon	WP	–	Wilman Pollisco
CU	–	Cesar Umali	RC	–	Regional Coordinator
EG	–	Ernesto Guiang	AP	–	Assisting Professional
EL	–	Edward Lim	LSP	–	Local Service Provider
ES	–	Evelyn Sagun	RS	–	Regional Specialist
HF	–	Hector Florento	STTA	–	Short-Term Technical Assistant
MA		Mabini Arevalo	GoAd	–	Governance and Advocacy
MP	–	Ma. Erlinda Pajarito	IEC	–	Information, Education and Communication Team
MY	–	May Ybañez			
JK	–	James Kho			
NU	–	Nicolas Uriarte			
ZT	–	Zita Toribio			
VL	–	Victor Luis, Jr			

Annex Table 4. Year 2 Schedule of Activities: Municipal Finance

Objectives/Key Activities	2005	2006				Responsible Persons
	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	
Objective 1: Promote LGU investments in wastewater management						
1.1 Finalize agreements and commitments						
a. Enter into MOA with Central Visayas LGUs						RC, STTA
1.2 Project preparation and appraisal						
a. Conduct orientation/training on WWM and the Clean Water Act						
▪ Southern Mindanao						VL, HF, RC, STTAs
▪ Central Visayas						VL, HF, RC, STTAs
b. Facilitate consensus on site-specific projects to be pursued for slaughterhouses, public markets, and/or hospitals						VL, HF, RC, STTAs
c. Help conduct project appraisal and prepare proposals for targeted projects. Recommendations will cover technical options and design specifications, management options with private sector, preliminary costs estimates, cost recovery through fees or charges, requisite budgetary support, options for external financing						VL, HF, STTAs
d. Help LGU secure budget approval of SP						HF, STTAs
e. Organize study tours to existing wastewater facilities						VL, RC,
1.3 Project implementation						
a. For projects requiring external funding, liaise with financing institutions/investors, help conduct additional feasibility analysis, and assist in formulating RFPs and draft contracts and in getting SB approval for these documents						HF, VL, STTAs
b. Assist in procurement and negotiation of final contract						HF, STTAs
c. Conduct training on performance monitoring and evaluation of targeted projects						VL, HF, STTAs
d. Conduct training on financial management (i.e., separate accounting and budgeting systems, rate adjustment system)						HF, STTAs
e. Conduct training on ordinance formulation for targeted projects						WP
1.4 Assessment of existing wastewater situation in target LGUs						
a. Formation and training of LGU and DENR EMB assessment teams						VL, RCs, STTAs

Objectives/Key Activities	2005	2006				Responsible Persons
	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	
b. Guide conduct of wastewater assessment in target LGUs to point out extent of problem and determine contributions of point sources, attitudes/behavior on wastewater management, and existing capacities						VL, RCs, STTAs
c. Conduct RTDs on wastewater baseline conditions and identify priority LGU actions on WWM						VL, RCs, STTAs
1.5 Expansion of TA to other LGUs						
a. Identify, screen and select LGUs for Year 3						VL, HF, RCs
Objective 2: Support to local and national policy						
a. Clarify and rationalize CWA IRR through RTD with DENR and other partners						VL, JK, WP
b. Assist EMB develop guidelines for septage and wastewater treatment facilities						VL, WP, JK
c. Develop model ordinances for the collection and treatment of wastewater and septage						VL, HF, WP
d. Assist LGUs formulate ordinances related to wastewater and septage management						VL, HF, WP
Objective 3: Collaboration with partners and information sharing						
a. Collaborate with LINAW, SCOTIA and/or the World Bank's WSP to develop toolkit on LGU WWM, and beach/reef monitoring system to encourage tourism in coastal LGUs						VL, AM, HF, STTAs
b. Documentation of experiences/learning						HF, VL, STTAs
Objective 4: Development and refinement of TA and IEC materials						
a. Refine and test WWM assessment instrument						VL, STTA, HF
b. Develop training modules and toolkits for LGUs						HF, VL, STTA
c. Develop social awareness campaigns and IEC materials on WWM using assessment findings, training materials and toolkits						IEC/GoAd

AM - Annette Meñez
HF - Hector Florento
JK - James Kho
VL - Victor Luis
WP - Wilman Pollisco

RC - Regional Coordinator
STTA - Short-Term Technical Assistance
GoAd - Governance and Advocacy
IEC - Information, Education and Communication Team

Annex Table 5. Year 2 Schedule of Activities: GoAd Sector

Objectives/Key Activities	2005	2006				Responsible Persons
	Oct - Dec	Jan - Mar	Apr - Jun	Jul - Sep	Oct - Dec	
Objective 1: Improve LGU governance performance						
a. Complete summary analysis and feedback of self-assessments to LGUs						CU, ZT, RC
b. Develop and implement LGU specific strategies that will enhance FTAP and replicate good practices across sectors						RC, RS, NS
c. Organize sharing sessions, disseminate good practices among LGUs						RC, RS, NS
Objective 2: Support to Leagues						
a. LMP						
▪ Complete Governance and SWM learning module for LMP						STTAs, GoAd SL
▪ Conduct SWM learning module (Batch 1); refine design and training materials						STTAs, GoAd SL
▪ Participate in LMP National Conference to disseminate EcoGov experiences and good practices						IEC, GoAd SL
▪ Assist LMP develop its environment agenda						GoAd SL
▪ Involve LMP in policy dialogues/fora/ consultations on LGU management of forests, coasts and waste						GoAd SL
b. LCP						
▪ Support remaining LCP island cluster workshop on SWM biodegradable management and phased compliance						LSP, GoAd SL
▪ Finalize and sign MOA with LCP						EG, GoAd SL
▪ Assist LCP in crafting its environment agenda						GoAd SL
▪ Engage SWAPP to provide training on ISWM to non-EcoGov city LGUs						VL, GoAd SL
▪ Participate in LCP national/regional conferences to disseminate EcoGov experiences and good practices						GoAd SL
▪ Involve LCP in policy dialogues/fora/ consultations on LGU management of forests, coasts and waste						GoAd SL

Objectives/Key Activities	2005	2006				Responsible Persons
	Oct - Dec	Jan - Mar	Apr - Jun	Jul - Sep	Oct - Dec	
c. LPP						
▪ Sign MOA for collaboration						EG, GoAd SL
▪ Assist LPP in crafting its environment agenda						GoAd SL
▪ Engage PWMC to work with LPP on management of watershed reserves						GoAd SL
▪ Involve LPP in advocacy for LGU clustering for common disposal facilities						VL, GoAd SL
▪ Participate in national conference to disseminate EcoGov experiences and good practices						GoAd SL
▪ Involve LPP in policy dialogues/fora/ consultations on LGU management of forests, coasts and waste						
▪ Engage FPE and PFCTF to raise national awareness on tropical forest conservation						
Objective 3: Support to Theme Networks						
a. Support participation of selected LGUs in annual network meetings						GoAd SL, RC
b. Engage networks such as PWMC, SWAPP to provide training to LGU leagues and raise their understanding of issues						GoAd SL
c. Provide grants to networks						GoAd SL
d. Link networks to LGU leagues						GoAd SL
Objective 4: Promote alternative dispute resolution						
a. Orientation for top-level DENR officials on ADR DAO implementation						JK
b. Training of bureau and field staff						JK, LSP
Objective 5: Raise public awareness						
a. Develop campaign plans using results of media analysis and social marketing efforts						GoAd SL, FE, MH, STTA
b. Develop national IEC materials to support sectors using results of technical research and assessments						FE, MH, STTA, GoAd SL
c. Quarterly LGU/League-Media interaction						FE, MH
d. Preparation of feature stories (for print and TV)						FE, MH, RC, RS, STTA

CU – Cesar Umali
EG – Ernesto Guiang
FE – Fer Esguerra
JK – James Kho
MH – Manuel Hizon
VL – Victor Luis
ZT – Zita Toribio
LSP – Local Service Provider
NS – National Specialist

RC – Regional Coordinator
RS – Regional Specialist
SL – Sector Leader
STTA – Short-Term Technical Assistant
GoAd – Governance and Advocacy
IEC – Information, Education and Communication Team