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PHILIPPINE ENVIRONMENTAL GOVERNANCE 2 PROJECT (EcoGov 2)

3-Year Work Plan

October 2008 - September 2011

November 28, 2008

This publication was produced for review by the United States Agency for International Development. It was prepared by Development Alternatives, Inc.



The EcoGov 2 Project is an initiative of the Government of the Philippines, implemented in partnership with the Department of Environment and Natural Resources, Department of the Interior and Local Government, local government units and other stakeholders, funded by the United States Agency for International Development and managed by Development Alternatives, Inc. and 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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The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

PREFACE

The United States Agency for International Development (USAID), through its Mission to the Philippines, has contracted the 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 Philippines 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 the 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.

This work plan consists of three major sections. The first is an overview of the project and the strategies for implementing the EcoGov 3-Year Work Plan which consists of Year 5 (2008/2009) work plan and the overall plan for the 2-year option from October 2009 to September 2011. 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.

The work plan follows the Life of Project Work Plan, submitted in December 2004, milestones and benchmarks from the USAID and the DENR based on the EcoGov 2 Project Mid-Term Evaluation Recommendations, and feedback from the Philippines Department of Environment and Natural Resources and other counterparts at a workshop held in the Eugenio Lopez Center in Antipolo City, on July 1-2, 2008. This initial draft is to be submitted to the USAID on September 5, 2008. The revised, final version will incorporate the comments of the USAID Cognizant Technical Officer (CTO) and other personnel from the USAID/Philippines Office of Energy and the Environment.

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ACRONYMS

ADB	- Asian Development Bank
AP	- Assisting Professional
ARMM	- Autonomous Region in Muslim Mindanao
BIR	- Bureau of Internal Revenue
CADC	- Certificate of Ancestral Domain Claim
CADT	- Certificate of Ancestral Domain Title
CBFM	- Community-Based Forest Management
CBFMA	- Community-Based Forest Management Agreement
CENRO	- Community Environment and Natural Resources Office
CLIN	- Contract Line Item Number
CLUP	- Comprehensive Land Use Plan
CMMD	- Coastal and Marine Management Division
CoP	- Chief of Party
CRM	- Coastal Resources Management
CTI	- Coral Triangle Initiatives
CTO	- Cognizant Technical Officer
CVAI	- Cesar Virata & Associates, Inc.
DA-BFAR	- Department of Agriculture–Bureau of Fisheries and Aquatic Resources
DAI	- Development Alternatives, Inc.
DCoP	- Deputy Chief of Party
DCoP/MA	- Deputy Chief of Party for Management and Administration
DENR	- Department of Environment and Natural Resources
DILG	- Department of the Interior and Local Government
DTI	- Department of Trade and Industry
EcoGov	- The Philippine Environmental Governance Project
EMB	- Environmental Management Bureau
EMG	- Deloitte Emerging Markets Group
ENR	- Environment and Natural Resources
ENRD	- Environment and Natural Resource Division
ENRM	- Environment and Natural Resource Management
ENRMP	- Environment and Natural Resource Management Program
ENRO	- Environment and Natural Resources Office
EO	- Executive Order
FASPO	- Foreign-Assisted and Special Projects Office
FFM	- Forests and Forest Lands Management
FGD	- Focus Group Discussion
FISH BE	- Fisheries Bio-Economic Model
FISH	- Fisheries Improved for Sustainable Harvest
FLUP	- Forest Land Use Plan
FMB	- Forest Management Bureau
FRM	- Fishery Resource Management
GCC	- Global Climate Change
GIS	- Geographical Information System

GoAd	- Governance and Advocacy
GRP	- Government of the Republic of the Philippines
GSA	- Guided Self-Assessment
IBRA	- Illana Bay Regional Alliance
ICM	- Integrated Coastal Management
ICRMP	- Integrated Coastal Resource Management Project
IEC	- Information, Education and Communication
IFMA	- Industrial Forest Management Agreement
IP	- Indigenous People
IPR	- Individual Property Rights
IPRA	- Indigenous Peoples Right Act
IQS	- Indefinite Quantity Subcontract
IRA	- Internal Revenue Allotment
IRR	- Implementing Rules and Regulations
ISWM	- Integrated Solid Waste Management
KBA	- Key Biodiversity Area
LCP	- League of Cities of the Philippines
LGU	- Local Government Unit
LMP	- League of Municipalities of the Philippines
LoP	- Life of Project
LPP	- League of Provinces of the Philippines
LSP	- Local Service Provider
LTTA	- Long-Term Technical Assistance
LTTA	- Long-Term Technical Assistance
M&E	- Monitoring and Evaluation
MERF	- Marine Environment and Resources Foundation
MFO	- Major Final Output
MKBA	- Marine Key Biodiversity Area
MOA	- Memorandum of Agreement
MOU	- Memorandum of Understanding
MPA	- Marine Protected Area
MRF	- Materials Recovery Facility
MSN	- MPA Support Network
MSU	- Mindanao State University
MTPDP	- Medium-Term Philippines Development Plan
NAMRIA	- National Mapping and Resource Information Authority
NCIP	- National Commission on Indigenous Peoples
NEDA	- National Economic and Development Authority
NEDA	- National Economic Development Authority
NGO	- Non-Government Organization
NIPAS	- National Integrated Protected Area System
NSWMC	- National Solid Waste Management Commission
NSWMC	- National Solid Waste Management Commission
OIDCI	- Orient Integrated Development Consultants, Inc.
PAMB	- Protected Area Management Board
PAMS	- Philippine Association of Marine Science

PENRO	-	Provincial Environment and Natural Resources Office
PES	-	Payment for Environmental Services
PFEN	-	Philippine Forestry Educators Network
PLGU	-	Provincial Local Government Unit
PO	-	People's Organization
PPP	-	Public-Private Partnership
PTFCF	-	Philippine Tropical Forest Conservation Foundation
PWRF	-	Philippine Water Revolving Fund
R2R	-	Ridge-to-Reef
RA	-	Republic Act
REECS	-	Resources, Environment and Economic Center for Studies
SB	-	Sangguniang Barangay
SFMA	-	Sustainable Forest Management Act
SO	-	USAID's Strategic Objective
SOW	-	Scope of Work
SP	-	Sangguniang Panglalawigan
STTA	-	Short-Term Technical Assistance
SWM	-	Solid Waste Management
TBD	-	To be determined
TWG	-	Technical Working Group
UEM	-	Urban Environmental Management
USAID	-	United States Agency for International Development
USAID/ORP	-	Operations Research Project
WWF	-	World Wide Fund for Nature
WWM	-	Wastewater Management
WWTF	-	Wastewater Treatment Facility
ZDS	-	Zamboanga del Sur

1. PROJECT OVERVIEW

The Philippine Environmental Governance 2 Project (EcoGov 2) 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.

The design and implementation of the EcoGov 2 Project is consistent with US Government's Foreign Assistance Framework. The project's indicators support the USAID Standard Indicators in the "Environment" Area, specifically on (a) Natural Resources and Biodiversity, and (b) Clean Productive Environment. The project's long-term vision is to conserve tropical forests and biological diversity by reducing threats and addressing problems of open access, empowering local stakeholders, reducing pollutants from solid waste and waste water, 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 from October 2009 to September 2011.

EcoGov 2 fits within the 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. As the project enters its Year 5 and transitions into its two-year option (Years 6 and 7), it will support USAID's new Environment and Energy Assistance Agreement with the Government of the Philippines, specifically with the Department of Environment and Natural Resources (DENR).

The project complements or directly supports the GRP's Medium-Term Philippines Development Plan (MTPDP) and the DENR's major final outputs (MFOs). The EcoGov Project in Year 5 and its two-year option will support DENR's transition from its sectoral to functional approach in delivering its services to various clients. The project will continue to demonstrate how DENR will assist local government units (LGUs) and community resource managers in their efforts to plan and implement devolved and decentralized environment and natural resources (ENR) functions based on existing enacted laws such as the Local Government Code, Fisheries Code, Ecological Solid Waste Management Act, Clean Water Act, Indigenous Peoples Right Act (IPRA), National Integrated Protected Area System (NIPAS) law, among others.

In the project's Year 5 and 2-Year Option Work Plan, the project team will continue to work with DENR in carrying its current thrust on devolution with local government units and on operationalizing the functional integration of the different ENR sectors at the central and field offices. Specifically, the project will keep on collaborating with the DENR field offices as they partner with cities, municipalities, and provinces to implement decentralized and devolved ENR initiatives. The project will contribute to the DENR's MFO 1 (Plans, Policies, and Standards Developed, Promoted, Monitored and

Evaluated), MFO 2 (Ecosystems and Natural Resources Managed, Protected, Conserved, Enhanced and Degraded Ones Rehabilitated), and MFO 3 (Appropriate Regulations and Standards Enforced and Monitored) in the following areas:

- Tropical Forest Management
- Biodiversity Conservation
- Watershed Management
- Solid Waste Management
- Waste Water Management and Sanitation
- Social Mobilization for Improving Environmental Governance
- Improving Property Rights Systems in Forests and Coastal Areas
- Promoting Investments in Natural Resources
- Alleviating Poverty in Forest Lands and Coastal Areas

Project support for the above areas calls for (a) improving the management of key biodiversity areas, wastewater, solid waste, watersheds, locally established marine protected areas, and occupied or bare forest lands for small-scale agroforestry or perennial high-value crops; (b) promoting social equity and protecting communities from natural hazards and calamities; (c) promoting good environmental governance within the DENR and through the LGUs and community organizations; and (d) helping upland and coastal communities adapt to the changing weather patterns, fluctuations in precipitations and temperatures, and other climatic disturbances.

EcoGov 2 works in 5 technical areas and 4 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 targets of improving the capacity of 80 and 90 LGUs, respectively, at the ends of Year 5 and the 2-year option 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 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 bare forestlands at the end of Year 5. The targets at the end of the 2-year option are 30,000 ha of natural forests and

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.

50,000 ha of bare forestlands under productive development. (Referred to in this report as the forests and forest lands management sector, or FFM.)

CLIN 0003: Improved Coastal Resources Management (CRM), aimed at reducing destructive and over-fishing and with end of Year 5 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. The end of 2-year option targets are: (a) 10,728 ha, (b) 9 MPAs, and (c) 5 MPAs. (Referred to in this report as the CRM sector.)

CLIN 0004: Improved Waste Management, with a five-year target of diverting 25% of solid waste from disposal sites (such as open and controlled dumps, and sanitary landfills) through recycling and composting in 90 LGUs. The end of the 2-year option target is 10 LGUs diverting at least 25% of solid waste from disposal sites. (Referred to in this report as the urban environmental management sector, or UEM.)

CLIN 0005: Municipal Investment in Sanitation, with a 5-year target of promoting public and private investment in wastewater management in 20 LGUs. The end of the 2-year option target is wastewater sanitation investments in 6 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 as part of the scaling up approach with provincial governments and DENR regional offices; the enhancement of policies and law enforcement; and a commitment to measuring improved health at a household level.

EcoGov 2 works in 4 broad geographic areas: northern Luzon, Central Visayas, western (peninsular) Mindanao, and southern-central Mindanao. The project maintains fully staffed offices in the following areas—

Manila: maintaining Sector Leaders and senior policy specialists who work with national level agencies and who provide technical leadership in carrying out field efforts.

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

Cebu City: serving LGUs in Central Visayas, with remote personnel in Camotes Island and Dumaguete City.

General Santos City: serving LGUs in the central, southern, and eastern portions of Mindanao, including partners from the Autonomous Region in Muslim Mindanao, with remote personnel in Cotabato City and Davao City.

Pagadian City: serving LGUs in western/peninsular Mindanao, Lanao del Sur, Basilan, with remote personnel in Ipil.

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 — provinces, cities, municipalities. 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.

This Year 5 and 2-Year Option Work Plan is the result of several internal discussions within the project, consultations and feedbacks from LGU and DENR partners in the regions, and agreements during the joint DENR-USAID-LGU consultation workshop in Eugenio Lopez Center, Antipolo City, on July 1-2, 2008. This plan incorporates the agreements on how the project will help achieve the suggested USAID-DENR milestones and benchmarks which were emerged from the EcoGov 2 Mid-Term Evaluation Report (Annex A).

This Work Plan responds to the recommendations of the draft USAID F118/F119 Report on the Conservation of Tropical Forests and Biological Diversity in the Philippines in 2008. It lays down strategies and activities in selected Key Biodiversity Areas (KBAs) for reducing threats to tropical forests and biological diversity to ensure functioning ecological processes that are beneficial for the well-being of communities. The focus on KBAs for prioritizing interventions, strategizing, and rallying collaborative efforts and aligning resources are expected to significantly address direct and indirect threats to vulnerable and irreplaceable species in the Philippines. In the context of the KBA focus, the Work Plan also embeds the growing concern on global climate change, food and fuel crisis, and the need to improve local environmental governance in Central, Southern, and Western Mindanao, Central Visayas, and Northern Luzon.

1.1 Strategies for Implementing the Year 5 and 2-Year Option Work Plan

Overall Status

Over the years, EcoGov has continued to assist LGUs and communities in their efforts to carry out devolved and decentralized ENR policies and programs in relatively high biodiversity areas — as identified in the KBAs or the MKBAs in the case of marine resources (Figures 1-4). The project has partly addressed the issue of weak environmental governance as an indirect threat to biodiversity conservation and sound management of the environment and natural resources sector (ENR) especially in conflict-affected Mindanao, Central Visayas, and Northern Luzon. Thus, the project in partnership with DENR, DA/BFAR, and local service providers has invested in strengthening LGU capabilities to improve their environmental governance processes: functionality, transparency, accountability, and participatory decision making. This way, the LGUs with assistance from DENR, DA/BFAR and local partners may be able to

adequately respond to the complex problems in conserving tropical forests and biological diversity of coastal areas.

To date the project, together with the local DENR, has partnered with 13 provinces and 150 cities and municipalities to improve the management of one, a combination of, or all of the following ENR sectors: forests and forest lands, coastal resources, solid waste and waste water. The EcoGov threat-reducing assistance activities are focused on empowering “self-interested” local stakeholders — Indigenous Peoples (IPs), upland migrant communities, coastal residents, fishermen, local leaders, and LGU constituents — to manage their forests and forest lands, water and coastal resources, solid waste and waste water for their own benefit and those of the general public and society. With higher level of ENR awareness, more secure property rights, defined CRM zones that include fisheries and MPA zones among others, cleaner urban environment, and increased local capabilities to deliver integrated ENR services, the remaining tropical forests and biological diversity in KBAs and MKBAs have the greater chance of being conserved.

The project has encouraged the LGUs and communities to take proactive landscape approaches in support of conservation in the KBAs and/or MKBAs, especially in the southern part of Sierra Madre, South Negros Sea, Camotes Sea, Illana Bay, Sibuguey Bay, Sarangani Bay, Ligawasan Marsh, Lake Lanao, Davao Gulf and Mount Apo Natural Park. With EcoGov’s expert advice, support for training, cross visits, and workshops, analysis, and awareness, advocacy, and social marketing campaigns, local decisions and actions are becoming more consistent with good environmental governance principles. Over the years, these activities are leading towards achieving most of the project’s biophysical and development objectives (Table 1 shows the cumulative achievement of the project’s biophysical targets). The slippage in the project’s targeted biophysical targets as of September 30, 2008 is mainly due to: (a) delays in the responses of DENR, LGUs and communities to adopt certain actions and decisions, (b) unstable peace and order condition in some parts of Western and Southern Mindano, (c) delay in re-staffing and deployment of staff and specialists, (d) need for coaching and mentoring IQS in performing their SOWs, (e) internal re-structuring within the Project, and (f) preparation of 3-Year Work Plan and performance of additional but needed scopes of work such as updating the F118/F119 and developing the integrated ecosystem management (IEM) framework with DENR/FASPO and World Bank. The project, however, expects that most of the unmet targets in Year 4 will be achieved by the end of December 30, 2008.

In Year 4, the Ecogov-assisted LGUs (150 cities and municipalities and 12 provinces) continued to budget counterpart funds in 2008 amounting to more than PhP295 million pesos for planning and implementing ENR programs. Together with DENR regional and provincial offices, several provinces in particular Quirino, Nueva Vizcaya, Aurora, South Cotabato, Negros Oriental, Sarangani, Zamboanga del Sur, and North Cotabato have started rolling out their scaling up programs for assisting other municipalities.

Table 1. Summary of Targets and Accomplishments as of September 30, 2008

Life-of-Project (LoP) Target	Year 4 Target	Accomplishments		Year 5	Option Years Years 6 and 7
		Year 4	LoP		
Indicator 1: Number of government institutions meeting good environmental governance index					
80 LGUs	60 LGUs (cumulative)	53 LGUs (88%)*	53 LGUs (66%)	27	20
Indicator 2: Hectares of natural forest under improved management					
254,670 ha	81,581 ha	78,343 ha (96%)	234,036 ha (92%)	20,795	30,000
Indicator 3: Hectares of forestlands under productive development					
14,000 ha	16,200 ha	18,784 ha (115%)	32,097 ha (229%)	-	50,000
Indicator 4: Coastal areas under improved management					
106,700 ha	44,875 ha	19,668 ha (44%)	93,067 ha (87%) There are 7 other LGUs being assisted.	13,633	10,728
Indicator 5: Number and hectares of new marine sanctuaries established					
20 sanctuaries (627 ha)	LoP target achieved in Year 3		20 MPAs (100%); 1,303 ha (208%) In the process of strengthening MPAs, an additional 29 MPAs (451 ha) were brought to the established level.	-	9
Indicator 6: Number and hectares of existing marine sanctuaries under improved management					
50 sanctuaries (2,500 ha)	27 MPAs	21 MPAs (78%) (625 ha)	34 MPAs (68%); 2,079 ha (83%) There are 28 other MPAs under strengthening.	16	10
Indicator 7: Number of LGUs diverting at least 25% of waste from disposal to recycling and composting					
90 LGUs	18 LGUs	18 LGUs (100%)	52 LGUs (58%) There are 50 other LGUs being assisted.	38	10
Indicator 8: Number of LGUs investing in wastewater facilities					
20 LGUs	8 LGUs	6 (75%)	6 (30%) There are 15 other LGUs being assisted.	14	6
Indicator 9: Number of persons with access to or to be benefited by sanitation facilities					
		160,350 persons	160,350 persons		

* Based on mid-term guided self-assessment undertaken during the first quarter of Year 4.

In Year 4, the project faced the issue of responding to increasing LGUs' requests for support and inclusion in scaling up governance-oriented interventions with provincial governments and DENR field offices. In some ways, the project's biophysical accomplishments with LGUs and DENR field offices have served as tangible evidence that LGUs with the right assistance and support for capacity building can effectively carry out their devolved ENR functions.

The project team's broadening experience and insights in working with partner LGUs, community resource managers, technical working groups, local service providers, and other ENR professionals have become a major asset in our efforts to promote and scale

up EcoGov best practices with other LGUs through the provincial governments and DENR regions. The accumulation of experience and lessons learned are gradually being incorporated into knowledge products and built into the different technical assistance activities with LGUs, DENR, and other counterparts. Our enriching and promising work with LGUs, communities, partners, and local DENR are providing glimmers of hope in the continuing ENR deterioration and increasing apathy towards the government.

In late 2007, the USAID engaged independent consultants to review and assess the EcoGov 2 Project performance and implementation progress. The mid-term evaluation found out that the project has been achieving most of its biophysical targets except in the waste water management sector. They also observed that most EcoGov-assisted LGU partners have been taking steps — decisions, choices, actions — to improve their environmental governance practices. The project team — committed and highly professional — simply did their job of being the facilitators, advisors, and “brokers” with DENR, provincial governments, and other resource institutions.

In Year 4, the project continued to greatly benefit from the high-level visits of the US and DENR officials in EcoGov sites (Pagadian City, Marawi City, Bohol, General Santos City, Bayawan City). These visits affirmed the US and DENR commitments to making positive difference in the ENR sector with LGUs, communities, and local partners.

Many EcoGov approaches and interventions have emerged to be effective in carrying out devolved ENR functions at the LGU and community levels. Thus, as EcoGov 2 moves towards its fifth year and as it approaches the 2-year option for implementation, the project was encouraged to heed the recommendations of the Mid-Term Evaluation Team. These are summarized and re-stated below:

- (a) Ensure DENR, provincial LGU (PLGU), and LGU ownership of the EcoGov-initiated environmental governance processes;
- (b) Promote the project’s best practices by developing appropriate knowledge products for widespread dissemination, training and orientation, replication and scaling up, adoption by other projects and coalition groups, and institutionalizing them through the academic institutions;
- (c) Ensure sustainability of project initiatives by the LGUs, communities, and DENR; and
- (d) Diversify, stabilize, and sustain ENR financing at all levels — community, LGUs, province, and DENR — from all possible sources of funds.

Trends and Challenges

In Year 4, several trends and challenges have emerged that may impact the implementation of strategies to achieve objectives and targets in Year 5 and years to come. Some may open up opportunities for carrying out strategies with the DENR and the LGUs. A few, however, may constrain or delay implementation. Some may simply vanish or thin out over time. These trends and challenges were considered in shaping up the strategies to achieve objectives in Year 5 and the 2-year option.

- We have observed that many EcoGov-assisted LGUs (provinces, cities, and municipalities) have increasingly becoming more confident and forthcoming in planning and implementing devolved ENR programs that directly reduce or indirectly address the increasing threats to biodiversity and the remaining natural close canopy forests. We are seeing increased awareness and appreciation of the values of good environmental governance; and improved management of forests and forest lands, solid waste, waste water, MPAs, CRM zones, and fisheries. The collaborative efforts of the project with the LGUs and DENR in meeting EcoGov biophysical targets are yielding “lessons” and “ideas” that are far beyond the values of meeting project deliverables. Local leaders and staff of LGUs, DENR, DILG, DA/BFAR, and communities are beginning to see beyond the “events and activities” brought about by the EcoGov Project. They are gradually absorbing the importance of local resource management, property rights, LGU support systems, investments, partnerships, capacity building, forging and carrying out collective actions especially in enforcing environmental laws.
- However, limited local capacities for effective environmental governance (of DENR, BFAR, LGUs at the provincial, city, municipal, and community levels; and of local non-government organizations or NGOs) still poses as a major constraint in scaling up or replicating best practices that could accelerate biodiversity conservation. As the project gets into its fifth year, we are discovering that the frequent changes in local and national leadership and movements in key DENR positions have left a heavy toll — disjointed and fragmented ENR programs combined with mercenary behaviors and “wait and see” attitude among the staff. This situation makes capacity building more difficult. Even investments in aligning policies, refining strategic plans, and organizational development need re-thinking. Otherwise, EcoGov’s efforts will simply remain as project initiatives with the DENR, LGUs and communities. It has been encouraging, however, to observe that despite the volatility in leadership at DENR, some field staff and LGU staff remain to see the “big picture” in addressing ENR issues and problems.
- Our work with LGUs and communities continued to confront us on how unrestrained population growth and migration in urban areas, limited economic opportunities, worsening poverty, political instability, ineffective programs, weak property rights, and poor local governance indirectly threaten the conservation of the remaining tropical forests and biological diversity in terrestrial and marine key biodiversity areas (KBAs). There is indeed a persistent need to advocate and support for concerted actions to address the indirect threats to biodiversity resources. Many conservation efforts remain to be sectoral, fragmented, uncoordinated, and varying in implementation perspectives resulting to dissipation of energies.
- At the national level, the government’s biodiversity conservation program continues to largely focus on NIPAS areas, which need further alignment with the KBAs and MKBAs. Thus, at the local level, the process of linking and integrating project strategies for biodiversity conservation in KBAs and MKBAs remains a challenge

because of differing priorities. In many KBAs and MKBAs, the LGUs and communities are left on their own with almost no national support and incentives to protect and manage protected areas, MPAs, existing natural forests, unique habitats and highly threatened species.

- The increasing awareness of LGUs, DENR, civil society, and communities on the possible impacts of global climate change (GCC) and the need for responsive mitigation measures require re-alignment of project strategy. In Year 4, we estimated total carbon sequestration and avoided emissions from project-wide interventions, especially in FFM, CRM-mangroves, Integrated Solid Waste Management (ISWM), and sugarcane burning. Accurate information and analysis of possible GCC impacts are needed in designing communication campaigns and interventions at the LGU, KBA and MKBA levels.
- The worsening energy and food crisis will impact project strategies especially in explaining and linking ENR programs with benefits to marginalized/impacted communities. LGUs and national government have limited capabilities to respond to food and energy crisis at the local level. In Sarangani, for instance, the LGUs have been alarmed (and took necessary ordinance and enforcement measures) by the increasing trucks transporting charcoal and fuelwood out from the province. Strategies must be clearly linked to food security and increased production that benefit farmers and fishermen. The project will continue to gather and analyze data to show that increasing public and private investments in the ENR sector will sustain improvements in local, provincial, regional, and national economies. The project will invest in providing sound analysis and framework by refining and sharpening its interventions – Forest Land Use Plan (FLUP), CRM zoning, MPAs, networks, property rights, ENR integration via the ridge to reef approach, among others.
- Making collaboration, complementation, and partnership work among LGUs, donor-funded projects, DENR, and civil society continue to offer possibilities among ENR advocates. The ENR sector requires collective efforts because natural resources management demands integration that is anchored on shared responsibility, accountability, and authority. The result could be synergy in enforcement, natural regeneration, cost efficiency, and less free riding behaviors. These are important in making a difference especially in KBAs or MKBAs. Despite the benefits of this approach, however, very few have succeeded in the past. Collaboration, complementation, and partnership have remained to be a project-level intervention, instead of being sustained over time by the stakeholders. How to make this approach sustainable without external support remains to be a challenge in managing coastal resources, protected areas, watersheds, and seascapes.
- ENR suffers an image of being one of the most “highly regulated ENR sector” but is perceived to be weak in M&E, enforcement, and decentralized program implementation. EcoGov’s best practices with LGUs on devolved and decentralized approaches in KBAs and MKBAs are beginning to have positive impacts in gradually

changing ENR image as a sector. A wide array of working models is still needed in forest management, protected areas, and water management.

- The recent escalation of armed conflicts in Mindanao as a result of unresolved issues related to the MOA on the Bangsamoro ancestral domain may not immediately come to peaceful resolution. This instability in the peace and order situation will clearly limit project’s presence in the critical areas in Mindanao, especially in Maguindanao, Tawi-Tawi, Lanao provinces, Basilan, North Cotabato, and Sultan Kudarat provinces.

Targets and Indicators

Annex A summarizes the list of milestones and benchmarks from USAID-DENR for EcoGov Year 5 Work Plan. This Work Plan has directly and indirectly addressed most of the milestones and benchmarks. These are embedded in each of the sector work plan – GoAd, FFM, CRM, UEM and Project Management. It is important to note, however, that the project’s ability to meet these milestones and benchmarks is partly dependent on what DENR will do at the national and regional levels including the support of USAID as the donor.

The project biophysical targets in Year 5 and 2-year option for all sectors with their key performance indicators are also shown in Table 1. The Year 5 targets are mostly the difference between the EcoGov 2 Life of Project Targets (LoP) and accomplishments as of September 30, 2008. The EcoGov biophysical targets as shown under the different key performance indicators in Table 1 were translated into the USAID Standard Indicators for the “Environment Area”. These are as shown in Table 2 below.

Table 2. EcoGov Targets and Accomplishments per US Government Indicators

Indicators	FY 08		FY 09 Target	FY 10 Target
	Target	Actual		
A. Natural Resources and Biodiversity				
1. Number of hectares under improved natural resource management as a result of USG assistance	337,113	250,506	64,940	60,728
Marine	44,875	19,668	13,633	10,728
Terrestrial	292,238	230,838	51,307	50,000
2. Number of hectares in areas of biological significance under improved management as a result of USG assistance	82,121	80,308	21,215	30,100
Marine	540	1,965	420	100
Terrestrial	81,581	78,343	20,795	30,000
3. Number of hectares in areas of biological significance (marine) showing improved biophysical condition as a result of USG assistance	37	609	60	
4. Number of policies, laws, agreements or regulations (national and local) promoting sustainable NRM and conservation that are implemented as a result of USG assistance	30	30	16	16
Local	30	30	15	15
National	0	0	1	1
5. Number of people trained in natural resources management and/or biodiversity conservation as a result of USG assistance	565	1,240	350	230

Indicators	FY 08		FY 09 Target	FY 10 Target
	Target	Actual		
Women	100	525	100	80
Men	465	715	250	150
B. Clean Productive Environment				
1. Number of pollution and urban environment policies, laws, agreement or regulations implemented	31	23	40	15
Local	31	23	40	15
National				
2. Number of people trained in environmental law, enforcement, public participation, and cleaner production policies, strategies, skills, and techniques	550	1,094	550	250
Male	350	483	350	150
Female	200	611	200	100
C. Water				
1. Number of persons with access to or benefitted by sanitation facilities		160,350	170,000	-

All the EcoGov key performance indicators that support USAID Standard Indicators for the Environment Area are all supportive and consistent with the indicators of the Coral Triangle Initiatives (CTI). In addition, EcoGov 2 estimated the total carbon sequestered and/or avoided from improved management of natural forests, mangroves, and coral reefs; reduced deforestation, agroforestry, and tree plantations. For instance, in FY 2008, EcoGov 2 estimated that its accomplishments were able to sequester carbon and/or avoid C emission in the amount of about 1,382,353 tons as shown in Table 3 below.

Table 3. Estimated carbon sequestered or avoided C emission from EcoGov 2 accomplishments as of September 20, 2008.

Land Use CO2 indicator: Quantity of greenhouse gas emissions, measured in metric tons CO2 equivalent, reduced, or sequestered as a result of USG assistance in natural resources management, agriculture, and/or biodiversity sectors. Note: Only for the FFM and CRM sectors (from avoided deforestation in natural forests, sequestration from improved mgt of natural forests, tree plantings/ agroforestry in bare forestlands, coral reefs/mangroves)	1,382,353 tons of carbon
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Cross-Cutting Implementation Strategies

In Year 5 and in the 2-Year option, the project will gradually align and focus its strategies and activities in priority KBAs in Mindanao, Central Mindanao, and, to a certain extent, Northern Luzon. This strategy underlines the importance of concerted efforts in capability building, scaling up, replication, partnership, investment promotion, public-private partnership, and other innovations that are geared in reducing threats to tropical forests and biodiversity in priority KBAs. The project will also review its key performance indicators in urban environmental management (solid waste and waste water) so that their definitions and performance criteria are consistent with reducing pollution in coastal areas and water bodies that is critical for sustaining life-support systems in KBAs.

This KBA-focused approach supports the rationale of KBAs, which represent the extent and distribution of vulnerable, irreplaceable, and trigger species in the Philippines. In many ways, these KBAs embody the critical areas of more than 20,000 endemic flora and fauna species. These KBAs serve as the foundation of the well being of many Filipinos - mainly as a result of direct and indirect environmental services including livelihood opportunities from tropical forests and biological diversity and from the functional ecological processes. The KBAs also represent the global significant sites of the Philippines as one of the 17 mega biodiversity countries in the world. Hence, efforts in conserving biodiversity and tropical forests in KBAs do not have only local, regional, and national impacts but also of international significance.

As the building block for landscape-level biodiversity conservation programs, concerted efforts in KBAs can prevent the loss of diversity within species, species diversity, and ecological processes. Conserving biodiversity in KBAs— by reducing direct and indirect threats to the remaining tropical forests, marine and wetlands biodiversity — requires a well-coordinated, collaborative, and intentional planning and implementation at the local, provincial, regional, and national levels. The project’s work with LGUs, local DENR, DA/BFAR, local service providers, NGOs, and communities is expected to demonstrate how DENR, provincial governments, councils, alliances, or protected area management boards (PAMBs) can harness local stakeholders towards a convergent agenda in conserving KBA to serve the public good.

In Year 5 and the 2-year option, the EcoGov Project will continue to locate and focus its strategies and interventions in all sectors at the local level in KBAs, both in the terrestrial and marine areas. Working with LGUs, communities, DENR, and other agencies, the project will scale up assistance in KBAs. Thus, within a KBA, concerted efforts of LGUs, communities, the private sector, NGOs, DENR, and other agencies may result to improved conservation, increased environmental awareness, reduced pollutants from solid waste and waste water, reduced over harvesting or illegal extraction activities, improved and sustainable livelihood opportunities, among others.

Specific cross cutting project strategies are:

- Plan and carry out intentional, integrated, and coordinated efforts to reduce threats in KBAs and MKBAs. Continue to link project key activities, and scaling efforts in support of key terrestrial and marine biodiversity areas in the Philippines (please see Figures 1-4). In northern Luzon, these areas will be in the north central part of Sierra Madre; in Central Visayas, these are Tanon Strait, South Negros Sea, the Bohol Triangle, and Danajon Reef; in western Mindanao, Illana Bay and Sibuguey Bay, and Sulu Sea; and in southern and central Mindanao, Lanao Lake, Davao Gulf, Sarangani Bay, Mount Apo Natural Park, and Ligawasan Marsh. Each sector work plan in each region will carry out activities that will ultimately contribute to reducing threats or improving conservation of tropical forests and biological diversity.

- In selected sites, adopt the “ridge to reef” approach as a “management and integrating tool” for linking the different ecosystems within and among LGUs that are crucial in the conservation of biodiversity in KBAs. This way the ridge to reef approach of LGUs within a KBA may be able to bring about a “synergistic” positive impact on biodiversity conservation. In the “ridge to reef” pilots, both the process and outcome of the landscape integration will be documented and related to overall impacts to biodiversity conservation in a KBA. The target sites in Year 5 may transition in the 2-year option period:
 - Davao City-Davao Gulf interface with Davao Gulf and Mt Apo as KBAs (all strategies/interventions in four sectors will be re-aligned/coordinated so that overall negative impacts on the groundwater and surface water flowing into the Gulf will be minimized; zoning and enforcement will be coordinated/aligned; interventions will result to more positive impacts and promote biodiversity conservation)
 - Lake Lanao watershed -Marawi City- (at least two sectors – FFM and ISWM in Marawi City)
 - Baler, Aurora – FFM, CRM, and ISWM integration within an LGU
 - Sarangani- FFM, ISWM in GenSan and nearby LGUs, WWM in Alabel and GenSan with the ongoing preparation of the Provincial Environmental Code of Sarangani that considers the external effect of GenSan.
 - Bayawan City (FFM, CRM (by the city), ISWM, and WWM)
 - Talibon, Bohol (ISWM, CRM, and mangrove –FFM)
 - Quirino – FFM and ISWM integration within given watersheds covering the province.

- Plan and carry out KBA- and MKBA-focused, audience-oriented awareness, media, advocacy, and social marketing campaigns (to increase awareness, advocate for increased support and allocation, achieve behavior change, advocate for changing strategies in biodiversity conservation, advocate for more organized and consistent environmental law enforcement). Equipped with technical, socioeconomic, and legal analysis, the project will use the combination of IEC, media, advocacy, and social marketing campaigns to influence decisions, actions, and behaviors of upstream and downstream stakeholders in KBAs and MKBAs.

- Complete, test, and refine knowledge products for scaling up, replication, training, sharing, and dissemination. Prioritize the development and use of EcoGov knowledge products for the scaling up, replication, and social and advocacy campaigns. In Year 5, model awareness, media, advocacy, and social marketing campaigns will be developed and carried out for the Davao Gulf-Mount Apo area, Sarangani Seascape, Camotes Islands, and Illana Bay. These models will be used for other KBAs and MKBAs during the 2-year option.

- Monitor the Project’s Key Performance Indicators in KBAs or MKBAs where EcoGov operates; and assess, determine, and validate each sector’s contribution in reducing threats to and/or improving the conservation of tropical forests and

biodiversity. We will develop and initially assist in the implementation of a locally-based M&E system to monitor the project's and LGU's contribution to the conservation of the KBAs or MKBAs.

- In all sectors, especially in Mindanao, the team will work with Muslim religious leaders, academic institutions such as MSU, and selected LGUs to pilot test IEC, media, advocacy, social marketing, and training materials that are Al-Khalifa-consistent to ensure that in Muslim communities, environmental governance goes beyond the project and government institutions.
- Scale up and replicate EcoGov best practices with provincial governments, DENR regions, and other partners at the national and local levels. This is expected to have a wider impact and address issues related to EcoGov ownership, need for capacity building, sustainability of initiatives, and promotion/dissemination of EcoGov best practices. Thus in all regions and sectors, the project will scale its implementation assistance to other LGUs with the province, local DENR, other similar projects and partners. The project will train provincial core teams (composed of the DENR, province, other NGAs, and LGUs) to enable them to assist other LGUs that are not currently being assisted by the project. Existing Memoranda of Agreement (MOAs) will be amended to include assistance in scaling up. New MOAs will be signed for the scaling up and replication efforts. Each province and DENR region can then sign MOAs with other LGUs for assistance in improving their environmental governance practices, following the EcoGov approach.
- Assist LGUs and community resource managers in broadening, leveraging, and sustaining financing of their ENR programs. Although LGUs (province, city, municipality and barangay) are subsidized by the national government through their internal revenue allotments (IRAs), their funds are not enough to cover the yearly recurring cost of planning and implementing various ENR-related activities. The community resource managers (marine protected area (MPA) managers, Community-Based Forest Management Agreement (CBFMA) holders) are highly dependent on government support or use rights that may generate revenues. In Year 5 and the 2-year option, the team will:
 - help LGUs improve the efficiency in using their internal revenue allotments (IRAs) as basis for justifying higher allocation for the ENR sector;
 - work with the LGUs to help the communities link with the private sector for possible co-investment, co-financing, or public-private partnership (PPP) arrangements;
 - advise community resource managers on the pros and cons of joint ventures, stewardship, and out growers agreements;
 - help LGUs improve the cost recovery potentials of social/economic enterprises especially in solid waste and waste water/sanitation services;
 - help LGUs develop bidding documents that would attract socially responsible private sector to invest in the coastal areas and forestlands;

- assist in scaling up the use of special account for ring-fencing revenues from penalties, income from waste facilities, and contribution from gifts;
 - operationalize payments for environmental services in several FFM, CRM sites; and
 - provide accurate estimate of the value of the community's active participation and household investments as a result of improved property rights in coastal and forest areas.
- Based on the results of the self-administered Guided Self-Assessment (GSA) survey, assist partner LGUs develop action plans to improve their environmental governance practices. The team will facilitate the conduct of self-administered GSA surveys — third and fourth assessment and baseline survey for the new LGU partners. Results will be analyzed for sharing, feedbacking, and action planning.
 - Continue to pilot test innovative tools for improving and integrating the ENR sector within an LGU or LGUs. Several tools have emerged over the last two years that will continue to be refined and used in Year 5 and the 2-year option. The project will continue to refine these innovative approaches before incorporating them in our scaling up and replication strategies.
 - Facilitate the completion of the provincial environmental code of Sarangani based on ridge-to-reef framework and use the code as a basis of DENR in devolving ENR functions to the province;
 - Use organizational development approach in helping LGUs identify and determine key ENR functions as their basis in re-structuring or aligning their local resources.
 - Continue piloting and promoting approaches that will encourage LGUs to cluster for establishing and operating sanitary landfills;
 - Support MPA networks for effective enforcement, cost reduction, and synergy in the natural regeneration of coastal resources;
 - Refine business planning and value chain analysis to improve cost recovery, reduce subsidy, and improve efficiency in waste management;
 - Adopt social enterprise approach in promoting mariculture/aquaculture and ecotourism in Illana Bay and Camotes Islands;
 - Sharpen the use of social marketing in solid waste and waste water management in Mindanao and Central Visayas.
 - Collaborate, complement, and partner with:
 - Academic institutions (such as Ateneo de Manila School of Government and Silliman University) for developing a cadre of local leaders who are competent in environmental governance. Initial training arrangements and support will be co-financed with Lanao del Sur, Sarangani, South Cotabato, Negros Oriental, Cebu, and Bohol provinces;
 - DENR- Foreign-Assisted and Special Concerns Office (FASPO) with their World Bank-funded Environment and Natural Resources Management

Program (ENRMP) and the Asian Development Bank (ADB)-funded Integrated Coastal Resource Management Project (ICRMP) for piloting and scaling up ridge-to-reef or integrated ecosystem management (IEM) approach to resource management within an LGU or within a biophysical landscape that covers several adjacent LGUs;

- DENR Policy and Planning and DENR/FASPO in advocating and/or communicating DENR's devolution policy within DENR, among leagues, and donor agencies.
- DENR-FASPO and other donor-funded projects to design and conduct a conference and workshop for capturing various experiences and case studies on Payment for Environmental Services (PES). The EcoGov will help design, prepare case studies, facilitate the conference/workshop, and support participation of key LGU and DENR field staff participants.
- DOI in developing DENR capacity for environmental law enforcement; and
- Coral Triangle Initiatives (CTI) in conserving marine biodiversity in the Philippines.

EcoGov will continue to support DENR-USAID SO4 collaborative activities

- In Year 5, the project will work closely with DENR-FASPO, USAID/OEE, DA/BFAR and concerned DENR regional offices to facilitate collaboration and sharing among different USAID-funded projects. We will continue discussions for integrating and institutionalizing various project activities with DENR regular plans and programs. EcoGov will continue to actively participate in organizing, conducting, and supporting the joint project implementation reviews especially among similar or complementary projects.
- In Year 5, the project will also work closely with DENR-FASPO, World Bank-funded ENRMP, and the ADB-funded ICRMP and USAID in implementing the EcoGov mid-term evaluation recommendations.

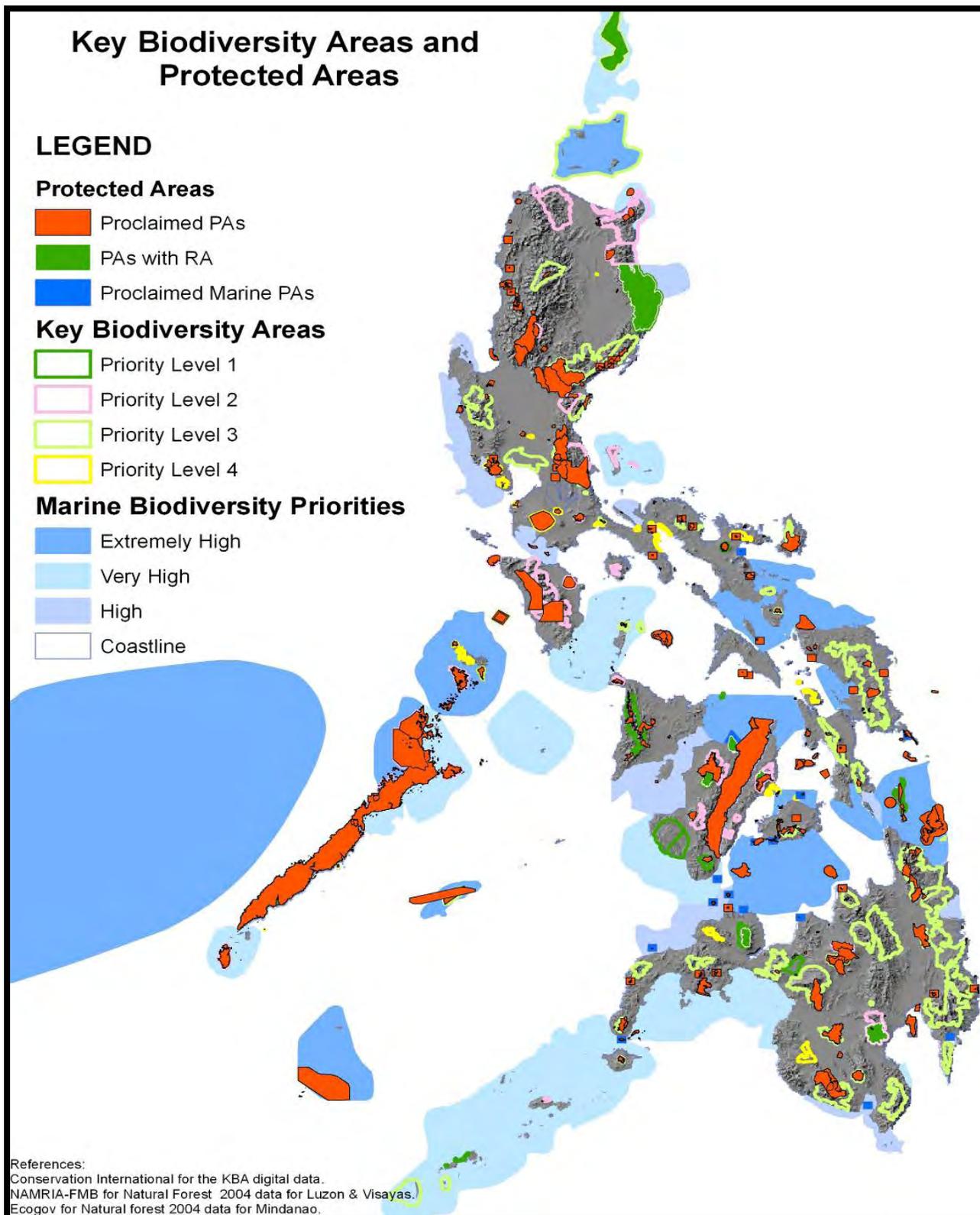


Figure 1. Key Biodiversity Areas (KBAs) and Marine Key Biodiversity Areas (MKBAs)

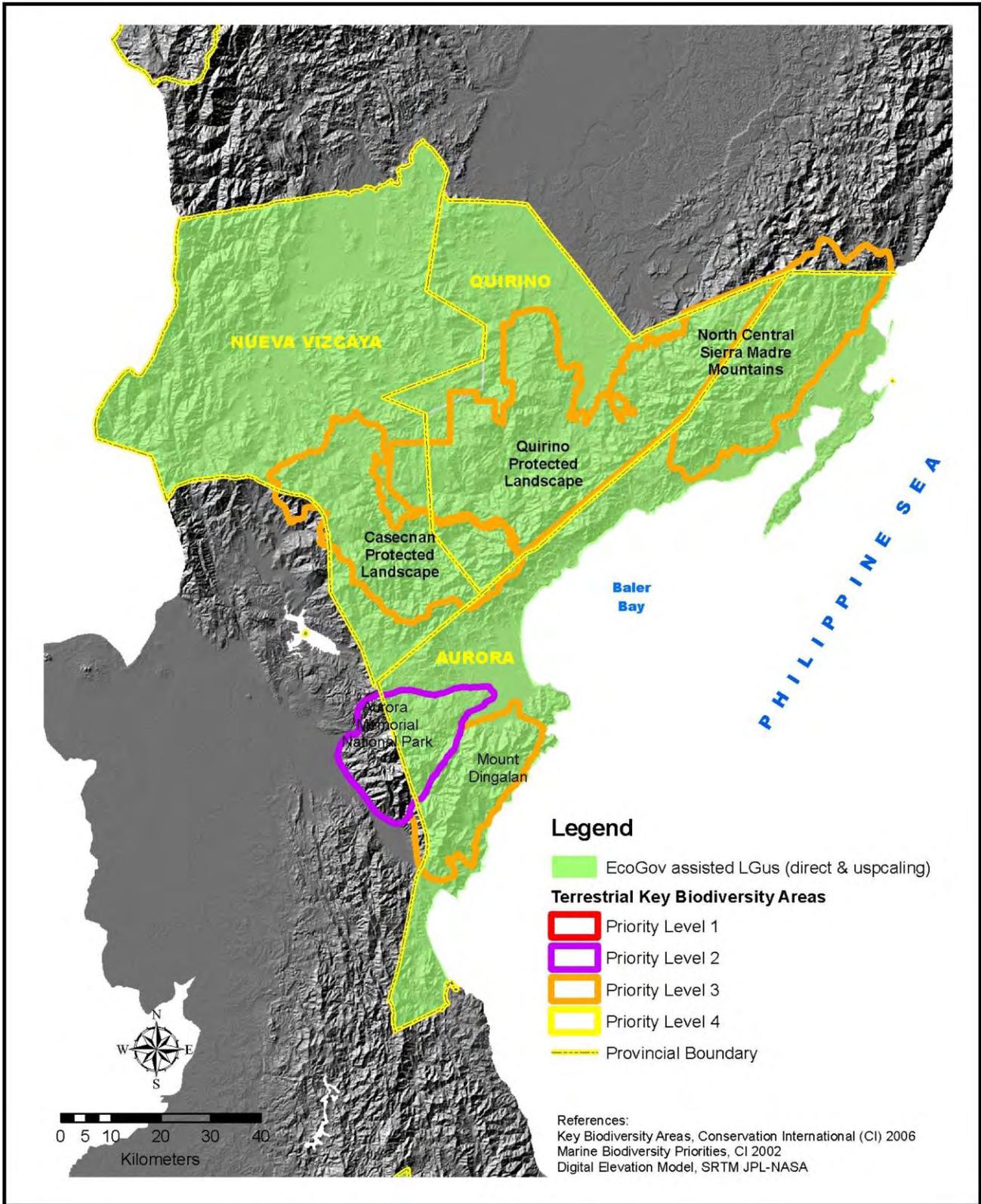


Figure 2. EcoGov Project Areas and Biodiversity Priorities in Northern Luzon

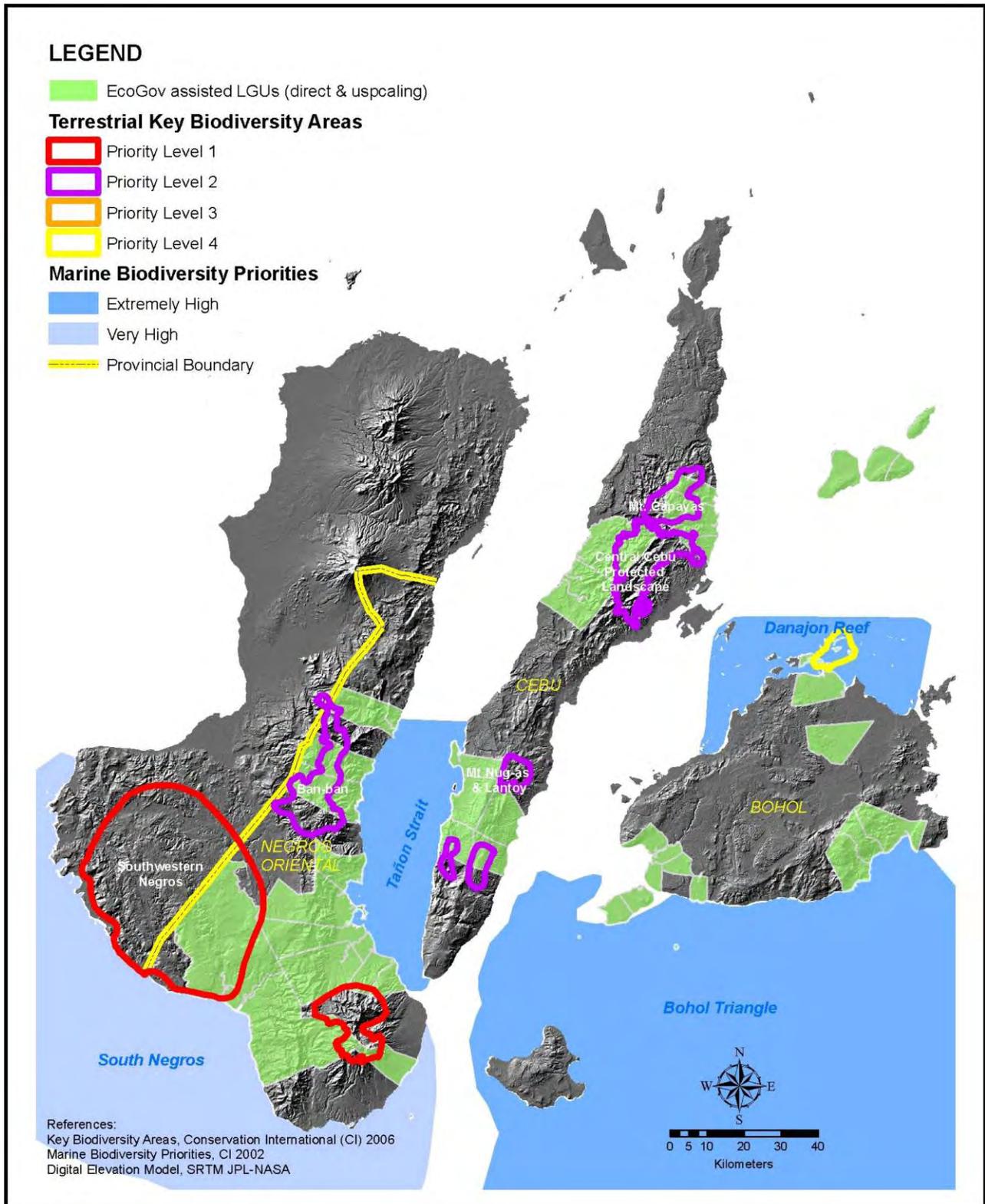


Figure 3. EcoGov Project Areas and Biodiversity Priorities in Central Visayas

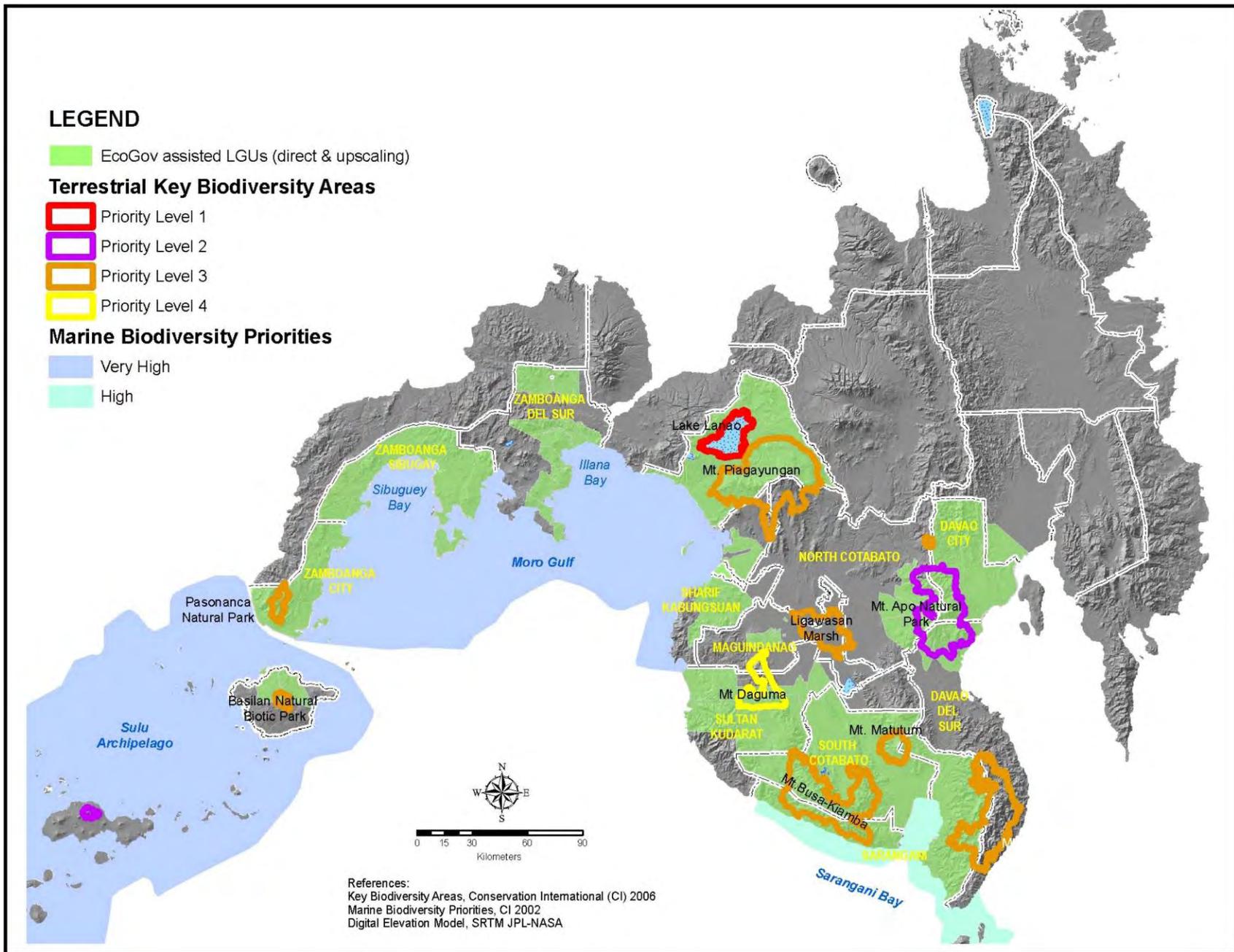


Figure 4. EcoGov Project Areas and Biodiversity Priorities in Mindanao.

In Year 5 and 2-Year Option, EcoGov will continue focusing on sustainability.

- DENR field offices, provincial government offices, professional networks, leagues, and larger NGOs have the human resources to spread our message further. Thus, we will provide direct training to these partners and, whenever possible, facilitate their involvement in field events. As appropriate, we will also sponsor the attendance of counterparts in domestic and international training and workshops. Through such “mainstreaming” of our main counterpart, we expect project initiatives to continue after the completion of this contract.
- EcoGov, like many technical assistance grants, offers a free supply of services to LGUs. In our scaling up and replication strategy, the project, however, will encourage LGUs to start “outsourcing” expertise from the local resource institutions or EcoGov-trained local service providers. This way, the LGUs will learn to appreciate the value of paying professional and expert services. Thus, we may offer sub-components of technical packages to LGUs, i.e., waste water investments while they take upon themselves the commitment to complete the process and implement agreed actions.
- Promote the concept that the LGUs should view the DENR as a service provider, and the DENR should present itself as a qualified, capable, and mobile service provider to LGUs. We will promote such a relationship through the MOAs for scaling up, devolution, joint implementation, and joint monitoring and evaluation (M&E) programs.
- We will work with the DENR, LGUs, and the civil society in organizing national events and regional events to discuss and share lessons learned and challenges in the planning and implementation of devolved and decentralized ENR policies and programs especially in forestry, coastal resources, solid waste, and waste water.
- The Project will review the grant and the Indefinite Quantity Subcontract (IQS) approach in Year 5 to be more responsive to the needs of communities, LGUs, and partners. We will continue to entertain, evaluate, and award grants that are innovative and supportive in improving environmental governance especially those that finance community initiatives.

1.2. Work Plan Organization

As mentioned previously, EcoGov 2 has 5 technical contract line items and a sixth for management and administration. We address these in the subsequent report in the following order—

Section 2: Forestry (CLIN 2)

Section 3: Coastal Resources (CLIN 3)

Section 4: Urban Environmental Management Issues Including Both Solid Waste (CLIN 4) and Municipal Investment in Sanitation (CLIN 5).

Section 5: Governance and Advocacy (CLIN 1)

Section 6: Management and Administration (CLIN 6)

2. IMPROVED FOREST MANAGEMENT – CLIN 0002

Expertise in FFM

Sector Leader:	Bien Dolom
Manila:	Ernie Guiang (Chief of Party), Gem Castillo (STTA Resource Economist), Trina Isorena (GIS Specialist), Gemma Cunanan (STTA Forest Enterprise)
N. Luzon:	Roger Serrano (Regional Coordinador cum Forestry Specialist), Ansel Cabrera (AP, Solano), Ruel Lazaro (AP, Maddela)
C. Visayas:	Rudy Aragon (Forestry Specialist), Justino Briones (AP, Cebu), TBD (AP, Dumaguete)
S. Mindanao:	Raoul Geollegue (Forestry Specialist, Davao City), Mer Olvida (Forestry Specialist, General Santos City), Edwin Camacho (AP, Cotabato City), Mark Ramirez (AP, Davao City)
W. Mindanao:	Rudy Aragon (Forestry Specialist) TBD (AP, Pagadian City)

2.1 Project Objectives and Link to DENR Objectives

In Year 5, the Forests and Forest Lands Management (FFM) sector has to achieve improved management of at least 73,269 hectares of natural forests to meet the LoP target of 250,000 hectares. The sector has already achieved the target of at least 14,000 hectares of developed bare forest lands but it intends to target at least 1,376 hectares of developed bare forest lands. In the 2-year option, the FFM sector will target at least 30,000 hectares of improved natural forests and at least 50,000 hectares of developed forestlands. To achieve these objectives, the project works with the DENR and LGUs to assist various types of tenure holders. Both objectives lead to poverty alleviation and indirectly reduce threats to conserving natural forests by confronting illegal logging, timber poaching, and forest conversion via the process of devolution, strengthening property rights, and promoting the principle of self-interest and subsidiarity in enforcing forest laws at the LGU and tenure holder levels. Further, both objectives contribute to DENR's mandate to conserve biodiversity resources and directly support DENR's MFOs. The FFM sector's technical assistance activities support both the forestry and protected area management initiatives of DENR.

- MFO 1 – Plans, policies, and standards developed, promoted, monitored and evaluated;
- MFO 2 – Ecosystems and natural resources managed, protected, conserved, enhanced and degraded ones rehabilitated;
- MFO 3 – Appropriate regulations and standards enforced and monitored.

At a higher level, the FFM strategies contribute to all the four thrusts of the Medium-Term Philippines Development Plan (MTPDP).^a

^a The EcoGov 2 FFM sector directly or indirectly supports the attainment of the following MTPDP Thrusts: Productive use of natural resources, Biodiversity/Watershed Management, Healthy Environment, and Mitigation of Natural Disaster.

This work plan highlights the FFM sector's targets and strategies towards improving environmental governance and FFM policy implementation, enhancing capabilities of DENR, LGUs and National Commission on Indigenous Peoples (NCIP), scaling up the FLUP formulation and implementation, sustaining FFM initiatives beyond EcoGov and mainstreaming FFM practices within DENR and the LGUs. The plan likewise addresses concerns on conserving tropical forests and biodiversity while addressing global climate change.

2.2 Status of FFM Assistance in EcoGov 2 Regions

The area in which EcoGov 2 works includes roughly 35 percent of the country's total area of natural forests—mossy, old growth, closed, and open canopy secondary forests, mixed forests, and mangroves (Table 4). Our work with the DENR and partner LGUs in implementing their approved forest land use plans (FLUPs) in KBAs will improve 18 percent of the total area of natural forests in various regions (Tables 4 and 5).

EcoGov currently assists, through LGUs and DENR, more than 200 tenure holders to improve their natural forest management (Table 6). Almost 64 percent of these tenure holders are community organizations, followed by private, LGU co-managed areas, and state-managed protected areas and watershed reservations. These tenure holders have rights over 286,952 hectares of natural forests, or more than 100 percent of our life of project target. Working with these tenure holders, closing open access in the 33 LGUs, and expanding into new areas in Year 5 and the 2-year option will allow us to meet the remainder of the LoP target and those of the 2-year option.

As of September 30, 2008, the FFM sector achieved 96 percent of the Year 4 target of improved natural forest management (81,581 hectares). Cumulatively, 92 percent of the LoP target in improved natural forest management has been attained (Table 7). This accomplishment is largely the result of support and follow through of LGUs, local DENR, NCIP and communities on EcoGov-initiated FLUP activities. This is despite DENR's unilateral decision to centralize CBFMA issuance, suspension of resource use rights of communities in natural forests, and suspension of local ability to deputize forest protection officers.

Thus far, the FFM team facilitated the signing of 25 co-management agreements between the DENR and LGUs covering a total area of about 193,736 hectares (Table 8). Forty-two percent of this area is bare land. To date, the project has achieved more than 100 percent, or 18,784 hectares, of the Year 4 target of placing 16,200 hectares of bare forest lands under productive development. Adding this to the cumulative accomplishments in year 3, about 229 percent of the LoP target on bare forest lands development has already been achieved (Table 9).

As of September 30, 2008, the FFM sector had other significant accomplishments, which provide clear directions for our Year 5 and the option years strategies.

Policy Analysis

- Assisted the Forest Management Bureau (FMB) in revising the DENR/FMB Omnibus Forestry Guidelines. Initial drafts were subjected to sector and national consultations and became more client-focused, governance-oriented, relevant, and simple. The final draft was officially submitted to the DENR/FMB for their action.
- Provided assistance in drafting and reviewing the Sustainable Forestry Management Act (SFMA) which is now being considered in both houses of Congress. Provisions relating to improved environmental governance and increased LGU participation in FFM were incorporated in the SFMA.
- Started the process of piloting a governance-oriented, watershed-based, and asset-focused analysis in crafting provincial environment code in Sarangani and preparing provincial forestry master plan in Quirino.
- At the local level, the team continued to work with LGUs and the DENR CENROs in formulating ordinances that support effective management of forests and forestlands. This include adoption of zoning plans as proposed in the FLUP, recognition of individual property rights, establishment of forestry special accounts among others.

Advocacy

- Helped advocate changes in key policies that create disincentives to tenure holders in effectively managing their allocated FFL. As a result, the DENR Secretary lifted the cancellation order on resource use permits in CBFMAs and the DENR Regional Executive Directors were allowed to grant resource use permits to people's organizations initially for the harvesting of planted trees.
- The team together with local DENR CENROs and PENROs has also successfully advocated with provincial LGUs to support FFM scaling up activities in non-EcoGov assisted municipalities.
- Advocated (but failed) for the co-management of Lake Lanao Watershed between the provincial government of Lanao del Sur and DENR. Instead, the province signed a MOA with DENR/ARMM and EcoGov Project to employ FLUP processes to strengthen property rights, localize enforcement, and carry out awareness and media campaigns that are consistent with the Al Khalifa resource book.
- Progress in piloting and learning the processes of ridge-to-reef resource management in Mount Apo-Davao City - Davao Gulf landscape. The team continues to work with DENR 11 and 12, NGOs, and concerned LGUs to improve the management of Mount Apo as a protected area.

- Conducted joint assessment of FLUP implementation with DENR field offices, provincial governments, and concerned LGUs to identify constraints and opportunities for implementation, pursue complementary activities, and establish working relationship between the DENR and the LGUs.

Knowledge Products

- EcoGov has started to draft manuals, technical reports, learning sites, and model instruments that highlight processes, systems and standards in forest land use planning and implementation, co-management, individual property rights (IPR), and resource management planning. These are currently being used by the PLGU-DENR TWGs in planning and conducting their training activities.

Public and Private Investments

- Facilitated public-private partnership with community tenure holders in Maasim and Kiamba, Sarangani. The Platinum Rubber Development, Inc., and Nestlé Philippines are investing for the development of rubber and coffee-based farms in Sarangani province. PLATINUM has signed a MOA with the LGU of Kiamba and the Community-Based Forest Management-People's Organization (CBFM PO) where the former committed to provide limited quality planting materials, and technical assistance in developing rubber-based farms and committing to buy rubber latex at mutually agreed market prices. Nestlé Philippines is also conducting coffee specialist training of the DENR staff and EcoGov-assisted LGU extension workers, including CBFM PO officers in Sarangani Province, Sultan Kudarat and North Cotabato, to encourage coffee-based farming in these areas.
- Assisted the Maasim LGU in preparing the MOU between the CONAL Holdings, Inc., with the municipal LGU of Maasim, Sarangani, with the former to finance tree plantation development as carbon sink for its proposed coal-powered plant.
- Several LGUs with approved FLUPs (e.g., Bayawan City and La Libertad in Negros Oriental, Quezon, Nueva Vizcaya, Nagtipunan, Quirino, the Quirino PLGU and Wao, Lanao del Sur) continued to invest in high-value planting materials, nurseries, and access roads.

Implementation Studies

- Prepared initial analysis for the MOAs on payment for environmental services (PES) in Barobbob Watershed, Bayombong, Nueva Vizcaya; and in Dimapatoy Watershed, Cotabato City. The MOA between the LGUs of Cotabato City, DOS and Upi and the Cotabato City Water District has been approved and awaiting public signing. The MOA between the PLGU of Nueva Vizcaya and the LGUs of Bayombong and Solano has been endorsed by the SP and the concerned SBs for approval and will soon be signed before the end of Year 4.

- Completed the economic and financial analysis of jatropha using secondary data; and on estimating government's share in co-production and co-management agreements in forests and forestlands.
- The team has also compiled a list of literature on jatropha plantations, harvesting, processing and marketing as part of the efforts to provide the right information to LGUs, investors (specially the local farmers) and other decision makers. An initial economic and financial simulation model was developed for LGUs, communities, and individuals who may want to invest in jatropha, despite initial results showing that the existing price, technologies, and uses of diesel from the species might not yet be economically feasible compared to other productive forest land uses.
- In Northern Luzon, the team completed an enterprise study that analyzed various business development options for the IPs with their rattan harvesting rights and processing and marketing ventures.

Table 4. Total Area of Natural Forests in EcoGov-Assisted LGUs (in hectares)

City/Province	Natural Forests ^b	Natural Forest in EcoGov-Assisted LGUs	Natural Forests in Tenured Areas in EcoGov-Assisted LGUs ^c	Natural Forests Area of Tenure Holders Meeting "Improved Management" Level as of Sept. 30, 2008
Western Mindanao				
Basilan	98,871	4,623	1,728	253
Lanao del Sur				-
Zamboanga Sibugay	82,056	12,219	583	-
Zamboanga City	40,845			-
Zamboanga del Sur				-
Total for Western Mindanao	221,772	16,842	2,311	253
South-Central Mindanao				
Lanao del Sur	213,077	12,412	13,186	902
Maguindanao	73,511	-		-
Shariff Kabunsuan		-		-
Sarangani	148,316	52,429	51,859	56,422
Sultan Kudarat	135,770	24,408	3,279	2,261
North Cotabato	152,818	7,302	13,176	4,093
Davao City	99,248	-	11,286	-
South Cotabato	125,256			
Davao del Sur		-		-
Total for South Central Mindanao	947,996	96,551	92,786	63,678
Central Visayas				
Bohol	11,460	628	404	404
Cebu	9,220	1,991	3221	1991
Negros Oriental	30,900	12,443	11408.103	8063
Total for Central Visayas	51,580	15,062	15,033	10,458

City/Province	Natural Forests ^b	Natural Forest in EcoGov-Assisted LGUs	Natural Forests in Tenured Areas in EcoGov-Assisted LGUs ^c	Natural Forests Area of Tenure Holders Meeting "Improved Management" Level as of Sept. 30, 2008
Northern Luzon				
Isabela	403,120			
Nueva Vizcaya	169,270	74,932	35,162	43,246
Quirino	128,380	168,142	137,526	90,693
Aurora	217,140	4,100	4,134	25,708
Total for Northern Luzon	917,910	247,174	176,822	159,647
Total All Regions	2,139,258	375,629 18% of total natural forest	286,952 113% of LOP target	234,036 92% of LOP target

b Data for Mindanao were generated from the EcoGov 1 mapping study;; data for other regions were taken from the 2004 Philippine Forestry Statistics and the FMB-National Mapping and Resource Information Authority (NAMRIA) for assessment report. Data for Zamboanga del Sur and Davao del Sur are not available yet.

c Based on reported natural forests within tenure holdings that were inventories for the tenure management assessment. Many of the reported forests are for field validation. Only LGUs with approved FLUPs are included.

* Bigger areas of natural forests due to boundary overlaps with LGUs of Nueva Vizcaya.

Table 5. Legitimized FLUPs in EcoGov Regions

Region	Total Legitimized FLUPs	Total Forestlands (ha)	Total Natural Forests (ha)	Total Bare Forestlands (ha)
Northern Luzon	10	382,892	247,174	107,096.0
Central Visayas	12	133,694	15,062	90,962.0
Southern-Central Mindanao	10	272,100	96,551	82,247.0
Western Mindanao	3	42,597	16,842	17,623.0
TOTAL	35	831,283	375,629	297,928

Note: Total natural forests and bare forestlands do not add up to the total forestlands. The difference represents areas occupied by water bodies and settlements.

Table 6. Tenure Holders in 31 LGUs with Legitimized FLUPs

Region	Community		LGU		Other Agencies		Private		State		TOTAL	
	Tenure Holders (No.)	Forest Lands (ha)										
Northern Luzon	75	260,920	3	5,211	4	447	4	7,656	5	89,432.0	91	363,666
Central Visayas	40	26,131	13	68,041	2	18,967	12	5,664	4	1,952.0	71	120,755
Southern and Central Mindanao	18	40,319	7	72,488	2	20,447	17	17,209	2	10,496.0	46	160,959
Western Mindanao	9	3,675	2	1,797	-	-	2	937	2	3,622.0	15	10,031
Total	142	331,045	25	147,537	8	39,861	35	31,466	13	105,502	223	655,411
% of Total Tenure Holders	64%		11%		4%		16%		6%		100%	
% of Total Area of Forestlands		51%		23%		6%		5%		16%		100%

*Does not include 4 LGUs (Bagumbayan, Senator Ninoy Aquino, Aritao and Alfonso Castaneda) with legitimized FLUPs but not covered by EcoGov tenure assessment conducted in 2005

Table 7. FFM Targets and Accomplishments for Improved Management of Natural Forests, by Region (in hectares)

Region	LOP Target	Accomplishments		Remaining Targets	
		Year 4	Total as of Sept 2008	Total from LOP	Oct. 2008-Sept. 2009
Northern Luzon	164,600	65,672	159,647	4,953	16,995
Central Visayas	16,330	-	10,458	5,872	-
Southern-Central Mindanao	66,400	12,671	63,678	2,722	3,800
Western Mindanao	7,340	-	253	7,087	-
TOTAL	254,670	78,343	234,036	20,634	20,795

Table 8. Co-Management Areas in EcoGov-Assisted LGUs

Region	Total Co-Management Agreements	Total Forestlands (ha)	Total Natural Forests (ha)	Total Bare Forestlands (ha)
Northern Luzon	1	4,995	2,015	2,054
Central Visayas	11	65,216	11,391	53,824
Southern-Central Mindanao	10	115,204	52,229	22,267
Western Mindanao	3	8,321	2,570	3,381
TOTAL	25	193,736	68,205	81,526

Table 9. FFM Targets and Accomplishments for Productive Bare Forest Lands, by Region

Region	LOP Target	Accomplishments		Remaining Targets	
		Year 4	Total as of end of September 2008	Total from LOP	Oct. 2008-Sept. 2009
Northern Luzon	3,500	3,169	3570	-	-
Central Visayas	3,500	13,900	25,289	-	-
Southern & Central Mindanao	3,500	1,715	3,238	262	-
Western Mindanao	3,500	-	-	3,500	-
Total	14,000	18,784	32,097 (229% of LOP Target)	-	-

2.3 General Strategy for Achieving FFM Objectives in Year 5 and the 2-Year Option

Over the past years, EcoGov's FFM technical assistance strategy has been to solidify and broaden incentives for improved forest management at the LGU and tenure holder levels in KBAs in Northern Luzon, Central Visayas and Mindanao. We complement this with advocacy, awareness campaigns, support for enforcement mechanisms, investment promotions through various modes, and M&E. We also promote partnerships between DENR and LGUs in jointly preparing or implementing FLUPs or co-management agreements with local stakeholders and communities. This approach fosters team learning, capacity building, synergy from collaborative undertakings, resolution of land-based conflicts, and good environmental governance practices.

Through the FLUP and co-management agreement processes, the project has generated adequate experiences in working with LGUs and DENR to assist tenure holders improve the management of allocated forests and forestlands. Thus, while the sector will continue to meet its biophysical target, the strategic focus from 2008 to 2011 is to ensure that EcoGov processes are mainstreamed/institutionalized within the DENR and the LGUs and that FFM practices are sustained and scaled up to reach other non-EcoGov-assisted LGUs and regions.

The major approach for the coming years, therefore, will be to consolidate and document EcoGov experiences, develop knowledge products, train and capacitate DENR, NCIP and the LGUs on FLUP formulation and implementation, and pilot and operationalize alternative financing options for FFM. The scaling up process is also expected to strengthen current institutional collaboration and the policy framework for forest and forestlands management by LGUs and facilitate the integration of the FLUP with other LGU ENR plans such as the Comprehensive Land Use Plan (CLUP) and those that cover ISWM, wastewater management (WWM), and CRM. This way the ecosystem's principles of interdependence and interconnectedness within the LGU are maximized to adequately address and monitor mitigating measures and provide guidance and warning

for future investments that may negatively impact the ENR to the detriment of on- and off-site communities. This approach continues to emerge as a strategy in reducing threats to conserving tropical forests and biodiversity.

2.4 FFM Strategies and Key Activities for Year 5

This section discusses the FFM strategies that may or may not apply to all regions. All the proposed strategies will be employed in target areas in partnership with the DENR, provinces, LGUs, and/or NCIP. Sites are identified in case the strategy may only apply to certain locations or sites especially for those innovative interventions.

Target Areas

- The focal areas for FFM assistance are all strategically located in support of the conservation of tropical forests and terrestrial biological diversity in key biodiversity areas (KBAs) and protected areas of the Philippines. At least 18 KBAs as indicated in Table 10 are directly supported by activities in FFM sites. By improving forest management in these areas, the project anticipates reduction of threats to biodiversity (brought about by illegal cutting) and forest conversion.
- Continue working with the DENR, NCIP and the 42 LGUs in assisting tenure holders to meet the minimum requirements of improved management of natural forests and productive development of bare and occupied forest lands.
- In order to place 20,634 hectares of natural forests under improved management, the team will work (as shown in Table 7) in selected LGUs in Northern Luzon (CADTs), Sarangani and in Mount Apo Protected Areas.
- Facilitate the signing of co-management agreements in the remaining open access areas within the 35 legitimized FLUPs in order to strengthen property rights in these forest lands (close to 100,000 hectares). The co-management agreements have strong provisions allowing “sub-agreements” with communities and legitimate claimants, and contracting to allow the entry of the private sector and other parties who may want to invest in forest development and management.
- Depending on the capacity of PLGU-DENR TWGs and the partner LGUs, qualified LSPs may be engaged to assist the team in meeting its biophysical targets and in selected expansion areas. We will collaborate with the Philippine Forestry Educators Network (PFEN) member-institutions in EcoGov regions as part of scaling up EcoGov best practices with training and academic institutions.
- Assist LGUs in reviewing contracting arrangements between the private sector and tenure holders. Areas of concern are: fairness in sharing arrangements, possible negative environmental impacts especially for monoculture plantations, and compliance with labor laws.

- Assist LGUs with approved FLUPs in lowering the investment costs in forest lands. We expect to streamline DENR permitting requirements and local business permits, promote better local zoning, assist in conflict resolution, and give advice on improving access roads.
- As part of assistance in FLUP implementation and co-management agreements, develop local capacities to promote individual property rights (IPR) within communal tenure systems to encourage household investments in forest management.

Table 10. Link of FFM Sites to Biodiversity Assets

Region/Province	Link to Biodiversity Assets	Conservation Priorities
Western Mindanao		
Basilan	Part of the buffer of natural forests within the Basilan Natural Biotic Area	Preventing illegal logging, land conversion, human encroachment and illegal hunting of wildlife
Zamboanga Sibugay	Drains to Busan Bay which is considered to have a very high marine biodiversity value	Preventing sedimentation and conserving marine habitats
Zamboanga City	Part of the buffer zone of Pasonanca Natural Park	Preventing illegal logging, land conversion and wildlife hunting
South Central Mindanao		
Lanao del Sur	Supports Mount Piagayungan KBA	Preventing illegal logging and forest conversion and regulating small-scale mining
Maguindanao	Supports Conservation of Liguasan Marsh	Preventing illegal logging and forest conversion
Davao City	Part of Mount Apo Natural Park	Prevent illegal logging, forest conversion, wildlife hunting and in-migration
North Cotabato	Part of Mount Apo Natural Park	Prevent illegal logging, forest conversion, wildlife hunting and in-migration
Sultan Kudarat	Buffer area to Mount Daguma	Preventing illegal logging and providing economic alternatives to forest conversion
Sarangani	Part of Mount Musa-Kiamba and M Mount Latian Complex KBA	Providing economic alternatives to forest conversion
Central Visayas		
Bohol	Part of Talibon Protected Landscape & Seascape	Conservation of endemic bird & tree species such as <i>Bubo philipensis</i> , <i>Hopea spp.</i> etc.; economic alternatives to forest conversion & timber poaching
Cebu	Supports Nug-as and Mount Lantoy KBA & Central Cebu Protected Landscape	Conservation of endangered & endemic species such as Cebu Black Shama, Cebu flowerpecker, etc.; Economic alternatives to forest conversion & timber poaching
Negros Oriental	Part of Southwestern Negros KBA & Cuernos de Negros KBA	Conservation of endangered species such as almaciga and dipterocarps and economic alternatives to forest conversion & timber poaching
Northern Luzon		
Nueva Vizcaya	Part of Casecnan Protected Landscape & drains to the Magat Dam	Conserving endangered species, economic alternatives to forest conversion and timber poaching, regulating in-migration
Quirino	Part of Quirino Protected Landscape & the North Central Sierra Madre Mountains KBA	Conserving endangered species, economic alternatives to forest conversion and timber poaching, regulating in migration
Aurora	Part of the Aurora Memorial National Park & the North Central Sierra Madre Mountains KBA	Conserving endangered species and economic alternatives to timber poaching

Scaling Up and Mainstreaming FFM Best Practices

- While meeting the remaining biophysical targets, the team will continue scaling up and mainstreaming EcoGov best practices with DENR, PLGUs, NCIP, and LGUs through documentation of best practices and knowledge products in FLUP formulation and implementation, development of learning sites.
 - Target priority provinces for scaling up are the KBAs in Nueva Vizcaya, Aurora, Cagayan, Zambales, Pantabangan, Cebu, Negros Oriental, Bohol, Davao city, Davao Oriental, Davao del Sur, North Cotabato, ARMM, Zamboanga del Sur, Zamboanga Sibugay, and Lanao del Sur.
 - Replication of co-management agreements will be facilitated in Sibulan, Negros Oriental, Bohol, Sarangani, Sultan Kudarat, Lanao del Sur, Tawi-tawi and Zamboanga Sibugay.
 - The project will support scaling up and mainstreaming activities by providing guidance, expertise as resource persons during training activities, developing modules, and reviewing FLUP outputs.
 - As a matter of strategic approach, all FFM activities will be designed and carried out with the DENR, through its local PENROs and CENROs, and with the provincial LGUs as partners in reaching out to other LGUs. To strengthen this partnership, FLUP assistance teams will be organized in the regions and provinces. The team will develop and carry out a trainer's training program with DENR-PLGU TWGs to enable counterparts in the FLUP preparation, implementation, and M&E so that other non-EcoGov-assisted LGUs within the province or region can replicate and apply governance-oriented FFM interventions. In cases where Certificate of Ancestral Domain Title/Certificate of Ancestral Domain Claim (CADT/CADC) holders and IPs are involved, the NCIP provincial and municipal officers will be part of FLUP assistance team as key partners.
 - To equip the team in the scaling up and mainstreaming activities, FFM knowledge products will continue to be developed, tested, refined, and disseminated during training activities and on-site assistance. The knowledge products will include manuals on FLUP formulation, facilitating co-management agreements, recognizing individual property rights, guides for PPP and PES, guides for establishing and operating learning LGU sites, models for FLUP and co-management agreements, models for ordinance and special account instruments, and resource management planning.
- Carry out IEC, media, and social advocacy campaigns that link and support the scaling up and mainstreaming activities in KBAs. We will continue to document and release success stories on FLUP processes and implementation, closing of open

access, resolving conflicts, investments, the economic impacts of secured property rights, and contribution of FFM intervention in mitigating the effects of global climate change.

- Help advocate for the creation of ENROs in DENR and provincial LGUs and the inclusion of the FLUP formulation and implementation in their regular process of budgeting and re-alignment of priority activities.
- Install and develop local capacities in operationalizing a local M&E system for the LGUs, NCIP and local DENR for monitoring and assessing FLUP implementation, co-management agreements, CADT/CADC and CBFM tenure holders' forest management activities. We will use information from this to advocate for appropriate changes in DENR CBFM and NCIP policies.
- Based on the initial discussions with TK and several NGOs who are working in Isabela especially in the Sierra Madre Protected Landscapes, which is a top priority terrestrial key biodiversity area, the FFM team will explore possibility with DENR, the provincial government of Isabela, and the NGOs to co-organize and assist in the planned summit on forest law enforcement. Depending on the consensus and agreements during the summit, EcoGov 2 might be engaged with the Isabela province during the project's two-year option. Presently, the project is working with DENR and the LGU of San Mariano in preparing a forest land use plan as a framework for the municipality in addressing property rights, exploring partnerships, designing assistance to tenure holders, re-alignment public investments, and enforcing forest laws at the local level. The LGU of San Mariano funds the ongoing FLUP process with the FRENDS local service provider. DENR and EcoGov provide technical guidance.
- In Year 5, the FFM regional teams especially in Central Visayas, Southern and Central Mindanao and Western Mindanao will discuss with concerned DENR regional offices, PENROs, and CENROs on how the LGUs with approved FLUPs or signed co-management agreements can be used to facilitate the planning and implementation of DENR MC 2008-04 especially in top priority sites. The project can advise on how the DENR and LGUs with approved FLUPs or signed co-management agreements can immediately develop action plans to carry out co-financed and joint implementation of various reforestation and agroforestry initiatives with CBFM communities or legitimate occupants in protected areas and watershed reservations.

Sustaining and Financing FFM Implementation

- Document and disseminate lessons learned, issues, and recommendations for the sustainable financing of FLUP preparation and implementation, M&E system, advocacy, investments, capacity building, co-management agreements, among others.

- A workshop among regions or at the national level will be organized to allow other projects to share their experiences and enable the project to discuss its own experiences.
- PES implementation will commence in Barobbob and Dimapatoy Watersheds with the signing of the PES MOAs in these areas. Case studies from these pilots will be prepared for the planned PES conference that will be organized by DENR-FASPO with EcoGov assistance.
- Public-private investment partnership for rubber-based and coffee-based farming in Kiamba and Maasim, Sarangani, will continue to be implemented and documented, including the proposed private financing (by CONAL Development, Inc.) of tree plantations for carbon sink in Maasim.
- Organize LGU- or region-based support system for small-scale rattan enterprises in Quirino and adjoining areas.
- Provide advice in setting up FFM special accounts and/or FFM guarantee fund in Bayawan, Negros Oriental, and in Talibon and San Miguel, Bohol.
- Continue to advocate for regular budgetary support from the municipality and provincial LGUs for FLUP preparation and implementation, protected area management, and for co-management agreements.
- Facilitate the full devolution of ENR to the provincial government of Sarangani. Initial devolution may start with the FFM sector. The team will help prepare the MOA, operational and M&E system plan based on the environment code; and in facilitating regular meetings for assessment, reflection, and re-configuration.
- The team will start piloting the process of incorporating the approved FLUPs in updating the CLUPs of LGUs to pave the way for sustaining the gains in FLUP

Policy and Advocacy Initiatives

- Based on estimates and analysis of the costs and benefits that the local and national economy gain from forest lands within a watershed in a province, develop an IEC, media and social advocacy, highlighting the need to ensure effective management of the forest lands for the long-term economic sustainability of on- and off-site communities, production areas, fisheries and coastal areas, agriculture, industries, ecotourism, among others.
- As needed, work with FMB in providing inputs to the SFMA and in facilitating approval of the Omnibus Forestry Guidelines. The project will assist FMB improve or strengthen specific provisions that pertain to property rights, incentives, and support for CBFMA holders. We will advocate for deregulation in the harvesting of selected species of planted trees to provide incentives to tree planters.

- To provide the framework for ENR management by LGUs, the FFM team in collaboration with the other sectors will pilot the ridge to reef planning in Baler, Aurora and in Davao city. In addition, formulation of the provincial environment code following the ridge-to-reef framework will continue to be undertaken in Sarangani province and replicated in Quirino, Davao City, and Zamboanga Sibugay, subject to formal requests from these LGUs.
- Our Regional Coordinators will provide regular updates to DENR regional personnel and provincial leaders. These meetings will allow the sharing of best practices among our partners and also allow for improvements in our work.
- We will continue to work with the DENR and LGU counterparts, PO leaders, donors, and NGOs to lobby for actions that improve the incentives for local tenure holders.
 - Deregulating the harvesting of selected species of planted trees
 - Decentralizing the issuance of 25-year tenure instruments including CBFMAs.
 - Lifting of the suspension of deputation of forest protection officers, including those of qualified LGU officials, local leaders, and holders of CBFMAs and CADTs.

Collaboration and Networking

- The project will continue to collaborate with the Philippine Tropical Forest Conservation Foundation (PTFCF), Deutsche Gesellschaft Technische Zusammenarbeit GmbH (GTZ) projects, the World Bank-funded Environment and National Resource Management Program (ENRMP) and other partners in (a) identifying opportunities for complementary FFM activities in particular LGUs; (b) providing technical advice or sharing experiences in working with LGUs and tenure holders to improve forest management, enforcement, and investments in timber lands; and (c) co-financing certain planning and workshop activities.
- We will work out arrangements with DENR-Protected Areas and Wildlife Bureau (PAWB), Conservation International, LGUs and local communities in developing community-based biodiversity monitoring in selected sites, such as in Quirino Protected Landscape.
- The team will work with the Forestry Development Center and the FMB in organizing policy fora to expand advocates of key FFM policies.
- We will continue partnerships with the Philippine Forestry Education Network, leagues of municipalities at the provincial level, and other organizations to share, disseminate, and replicate FFM best practices.

- As opportunities arise, the team will collaborate with other agencies such as the Department of Agriculture in Sarangani, to provide assistance to CBFM POs.

2.5 FFM Strategies for the Option Years

The main objectives for the option years of EcoGov 2 are to (a) place 30,000 hectares of natural forests under improved management, and (b) put in place necessary mechanisms for productive development of at least 50,000 hectares of bare forestlands. The team will continue to mainstream and scale up EcoGov processes and practices with the DENR, LGUs, and partners through documentation of best practices, sharing workshops, development and dissemination of knowledge products that cover all aspects of governance-oriented FFM interventions. The specific strategies are the following:

- As shown in Table 11 the team, together with the DENR FLUP assistance teams, will work with selected LGUs to place 30,000 hectares of natural forests under improved management. This will be in the CADT areas in northern Luzon and in the co-management sites of Sarangani and Sultan Kudarat.
- As in previous years, the focus of FFM assistance are areas which support the conservation of tropical forests in KBAs and protected areas of the Philippines. At least 4 KBAs (Quirino Protected Landscape, Mount Latian complex, Mount Matutum and Mount Daguma) are supported by these target FFM sites. By improving forest management in these areas, the project anticipates reduction of threats to biodiversity brought about by illegal cutting and forest conversion.
- The 50,000-hectare target for productive bare forest lands will be achieved in tenured areas in Quirino, Nueva Vizcaya, Cebu, Negros Oriental, Bohol, Sarangani, and Zamboanga del Sur. The team will continue to lobby for increased support investments in agroforestry and diversified high-value perennial crops by LGUs, private sector, and civil society for the holders of individual property rights. This will be part of the advocacy for strengthening FLUP and co-management agreement implementation.
- The team will also promote crop diversification so that upland farmers can better adapt to the impacts of climate change. It will also promote public-private partnerships in favor of small-scale production of high-value perennial crops.
- In all regions, we will continue to use grants to provide catalyst funds to initiate improved forest management by communities and indigenous groups.

Table 11. FFM Biophysical Targets by Region

Region	Improved Management of Natural Forests			Productive Bare Forestlands		
	Year 6	Year 7	Total	Year 6	Year 7	Total
Northern Luzon	17,000	-	17,000	15,000	-	15,000
Central Visayas	-	-	-	15,000	-	15,000
Southern and Central Mindanao	13,000	-	13,000	15,000	-	15,000
Western Mindanao	-	-	-	5,000	-	5,000
Total	30,000	-	30,000	50,000	-	50,000

- Assess the effectiveness of different alternative financing mechanisms and expand the adoption of the effective ones in support of FLUP preparation and implementation by DENR, PLGUs, LGUs, and tenure holders.
- Complete, use, revise, and disseminate the different FFM knowledge products that are targeted for institutionalizing the partnership of PLGUs, DENR, and NCIP for reaching out to other LGUs and provinces.
- Organize joint sharing workshops at the regional or national levels on FFM best practices—FLUP, PPP, PES, IPR, Ridge to Reef (R2R), ordinances, joint assessment, special accounts, enforcement, social enterprises—among LGUs, DENR, NCIP, private sector, and other agencies.
- Institutionalize the conduct of joint quarterly feedbacking and assessment on scaling up processes and FLUP implementation with DENR and LGUs.
- Scale up FLUP preparation and implementation and co-management approaches with the DENR and PLGUs in Zambales, Davao Oriental, Davao del Norte, Davao del Sur, South Cotabato, Sultan Kudarat, ARMM, Zamboanga del Sur, Zamboanga Sibugay, Zamboanga del Norte and Lanao del Sur. The project will support these efforts by providing guidance, expertise as resource persons during training activities, developing modules, and reviewing FLUP outputs.
- Work with concerned PLGUs and DENR field staff in setting up LGU FFM special accounts and/or FFM guarantee fund in Zamboanga del Sur, Zamboanga Sibugay, Kiamba and Wao.

2.6 Staffing Requirements

In Year 5, the staffing requirements of the FFM will be the same as in Year 4 except for recruiting one FFM/AP in Western Mindanao and one FFM/AP to replace the staff who decided to join another project in Central Visayas. STTA or Short-Term Technical Assistance specialists will be engaged to help the team in organizational development, PES, FLUP/CLUP integration, and forest law enforcement.

In the 2-year option, the Level of Efforts (LOEs) of long-term regional specialists will be reduced during the last year of project implementation. It is expected that the provinces and DENR regions with the LGUs will take more responsibility in the partnership approach in preparing and implementing FLUPs, co-management agreements to reduce the threats, strengthen conservation of tropical forests and biodiversity, and develop bare forest lands.

2.7 Critical Assumptions and Issues

We assume that the DENR and provincial, city, and municipal governments will collaborate to prepare and implement FLUP activities. Further, we assume that DENR senior management will strengthen—not undermine—the incentives for LGUs and community tenure holders, and we assume that DENR will take the lead in forest enforcement by supporting enforcement and regulatory measures at the LGU and tenure holder levels. We also rely on the DENR and LGUs to consider, with openness and in good faith, the concept of payment for environmental services. Lastly, we rely on relative peace and order in ARMM and conflict-affected areas.

3. IMPROVED COASTAL RESOURCES MANAGEMENT – CLIN 0003

Expertise in CRM

Sector Coordinator:	TBD
Manila:	Perry Aliño (STTA Advisor), Annette Meñez (STTA Advisor)
N. Luzon:	Ms. Meanne Tercero (STTA)
C. Visayas:	Hazel Arceo (specialist), Vincent Lumbab (AP, Cebu City), TBD (AP, Camotes)
W. Mindanao:	Rudy Aragon (Specialist, Pagadian) Maria Fe Portigo (Specialist, Zamboanga Sibugey), Elgin Aresgado (AP, Pagadian), Michelle Baird (AP, Ipil)
S. Mindanao:	TBD (AP, Davao), Cleto Nañola (STTA, M&E)

In Year 4, Dr. Perry Aliño acted as the sector leader but has been an STTA, as he has reported back to the University of the Philippines. A senior CRM Coordinator will be recruited to coordinate and manage the CRM work plan implementation. Dr Aliño and Dr. Meñez will continue to provide strategic CRM directions, especially in MPA strengthening, networking, and coastal resource management. Dr. Meñez will also give advice in improving CRM through the fisheries management and knowledge products development. The regional CRM specialists with their CRM/APs will continue to provide presence in the regions and with LGUs. From time to time, CRM STTAs will be engaged to provide expertise in key aspects of CRM and MPA management.

3.1. Project Objectives and Link to DENR Objectives

The project addresses the conservation of marine biodiversity especially in the MKBA in the Visayan Seas and Celebes Sea area located at the heart of the coral triangle. Its major focal areas have significant representation in 4 of the 6 marine biogeographic areas. The learning sites will be illustrative models of the synergistic benefits that can be derived from marine biodiversity conservation and sustainable fisheries utilization.

The marine biogeographic regions that CRM contributes to is a representative system of national priority conservation areas in the North Pacific region, the Visayan Seas region, Sulu Sea region and the Celebes Seas region and in the pursuance of the implementation of Executive Order (EO) 533 for integrated coastal management and EO 578 for marine biodiversity conservation. In Year 4, the local actions that led to scaling up based on general integrated coastal zone management will be pursued in managing fisheries, mangroves in the context of other ENR initiatives especially with UEM and FFM sectors. The integrated approach will demonstrate effective biodiversity conservation at the local level and help build resilience in adapting to global climate change.

The reduction of critical threats to the country's coastal areas, including overfishing and destructive fishing practices, is paving the way towards sustained use and biodiversity conservation. The goals of increasing the amount of coastal area under improved management, establishing new MPAs, and strengthening existing MPAs all contribute to goals of the DENR. In particular, EcoGov activities support MFO 2 to maintain/stabilize

the ecological functions of critical coastal habitats and increase the area under sustainable resource management. EcoGov activities also support MFO 3 regarding environmental violations detected and addressed.

Furthermore, the targets in this sector are aligned with Executive Order 533 that adopts integrated coastal management as a national strategy to ensure the sustainable development of coastal and marine resources. The Executive Order directs DENR to develop a national integrated coastal management program to coordinate all relevant national and local agencies and mainstream coastal management into planning and economic development programs. The implementing guidelines for EO 533 will have potential opportunities to be initiated in Davao Gulf area and Siquijor as an Integrated Coastal Management (ICM) learning site, especially with the Year 5 objective of making the MPA network cluster approach operational.

The coastal downstream-upstream interaction can serve as sensor on the effectiveness of integrated management and its value added benefits to the biodiversity values, goods, services and overall ecosystem resiliency. The interaction is linked to the Mount Apo National Park that seeks to contribute at least 5 MPAs strengthened in the 4 LGU cluster of the SanPaSaDa (Santa Cruz, Panabo, Samal and Davao City) MPA network cluster, contributing to the 50 MPAs strengthened by end of the project. In addition, achieving improved CRM in Davao City together will help contribute to 16,659 hectares.

The targets will reinforce and assure DENR's ownership of the EcoGov2 contributions in CRM systems, especially those that involve coastal zoning and MPA networking processes. The CRM knowledge products and pilot sites will be a major resource for DENR, BFAR, and the LGUs.

To strengthen complementation and partnership, EcoGov2 is engaged with other USAID grant partners like the FISH project, as well as the Department of Agriculture and Bureau of Fisheries and Aquatic Resources (DA-BFAR). In particular, one of the strategic convergence areas is in the formulation of the Coral Triangle Initiative - Plan of Action (CTI-POA). The Philippine contribution to this regional initiative is contributing to improving ICM through law enforcement and IEC, MPA and MPA networks, coastal tourism, fisheries management and adaptation to global climate change.

3.2. Status of Coastal Areas in EcoGov 2 Regions

In Year 4, we provided technical assistance to develop LGU and inter-LGU level management bodies to improve fisheries enforcement and effort regulation, managing new and existing marine sanctuaries. In Year 4 together with other achievements in years 1 to 3, the project achieved a total of 93,067 hectares of improved coastal resources, which represents 87% of the LoP target of 106,700 hectares. These LGUs have:

- Legitimized CRM or Fishery Resource Management (FRM) plans;
- Approved annual budget allocations;

- Functional organizations responsible for implementing the plans and for coastal law enforcement; and
- Implemented at least two actions related to management of two zones and/or enforcement and regulation of fishing effort, aside from marine sanctuary establishment and management.

By end of Year 4, the project would have established a total of 28 MPAs with the addition of 8 newly established marine sanctuaries.. This paved the way towards the improved management of existing MPAs, which now cover a total area of 1,509 hectares. Together with the 20 established in Years 1 - 3, the number of MPAs established represents more than 100% of the LoP targets for the number of sanctuaries established and greater than 230% of the LoP targets areas (hectares) for newly established sanctuaries.

An addition of 4 marine sanctuaries under improved management covering a total area of 755 hectares has been achieved of the 26 marine sanctuaries targeted for Year 4. The MPAs have been strengthened with effective enforcement for at least a year, reduction of at least 80% violations as recorded, and initiation of M&E activities. The other 22 marine sanctuaries are expected to reach the strengthened category by the end of Year 4. Though the 18 MPA represents only 36% of the targeted number of strengthened marine sanctuaries, it has already achieved 71% (1,789) of the number of hectares expected (Table 12 below).

Table 12. Summary and Status of CRM Targets by Region, as of June 2008

Region	Municipal & (Provincial) LGUs Assisted	Hectares of Coastal Areas Under Improved Management	Number (Hectares) Existing Marine Sanctuaries Under Improved Management	Number (Hectares) New Marine Sanctuaries Established
N. Luzon	4 (1)	31,430	2 (113)	2 (300)
C. Visayas	30 (4)	27,601	12 (471)	14 (538)
W. Mindanao	15 (3)	34,036	4 (1,205)	11 (634)
S. Mindanao	6 (4)			1 (37)
Total	55 (12)	93,067	18 (1,789)	28 (1,509)
LoP Target		87%	36% (71%)	140% (377%)

Aside from the biophysical accomplishments, significant developments in strengthening inter-LGU/multi-agency alliances were achieved as part of the CRM strategy for scaling up efforts and replication. The Illana Bay Regional Alliance (IBRA 9) has been reinvigorated as shown in the reductions of violations of illegal and destructive fishing as a result of intensified coastal and fishery enforcement, fisheries management and MPA networking. The 8-member alliance comprised of the municipal/city LGUs and the Zamboanga del Sur Provincial LGU have renewed their commitments through a MOA.

The CRM summits, partners' fora and the State of the Coasts reports have shown promise as means for mainstreaming CRM processes. The summits, for instance, provided venues for different stakeholders to discuss and integrate their sectoral initiatives within a political unit or within a shared ecosystem such as Illana Bay. In Cebu, the Camotes Sea Cluster CRM Council has formulated their joint enforcement operation plan and has embarked on various initiatives to engage public-private partnerships e.g. in adopting MPA, tourism and mangrove management. Other ongoing efforts are on the MPA network clustering in Bohol and Negros Oriental, enactment of the Unified Fisheries Ordinances in Zamboanga Sibugay, and coastal zoning through the DENR- Coastal and Marine Management Division (CMMD) Region 9.

In Aurora, the Inter-LGU Coastal Resource Management Committee (ILCRMC) has started its integration with the provincial environment office as a result of the recently adopted provincial environment code. They have also initiated a province wide Bantay Dagat group, which will be Baler Bay Fisheries Law Enforcement task force in 2008.

In Illana Bay, one of the MPA network clusters (cluster 1 composed of Labangan, Pagadian City, Tukuran and Dumalinao) and cluster 2 (Dimataling, San Pablo, Dinas and Tabina) have initiated joint participatory MPA monitoring for Illana Bay-ZDS. The improvements in MPA management have been illustrated in the increased abundance in fish densities and biomass, especially in six MPA sites in Western Mindanao, with technical monitoring.

In Davao City, the passage of its fisheries code has increased the possibility of the City reaching improved CRM level by Year 5. MPA networking efforts in Davao Gulf have been initiated through the SanPaSaDa (Sta. Cruz, Panabo, Samal and Davao City) MPA network. The CRM activities will gradually be integrated as part of the ridge-to-reef framework (and part of the DENR Integrated Environmental Management framework) and the Integrated Coastal Resources Management Project. These efforts are embedded in the watershed management approach. This inter-sector integration meets the complementary objectives of biodiversity conservation and sustainable supply of environmental goods and services.

In Central Visayas, several networks were established such as the DuGJan (Duero Guindulman, Jagna) MPA network in Bohol, the Siquijor MPA network, BATMAN (Bindoy,-Ayungon-Tayasan-Manyod) MPA network in Negros Oriental, and the HUTASAKUB MPA network in Zamboanguita, Basay, Siaton and Dauin.

Several knowledge products were developed in Year 4, such as the CRM source book and the FISH BE tool kit. This has been widely distributed through the League of Municipalities and Provinces and to the various EcoGov Partners, such as DENR regional offices and provincial summit meetings and IQS facilitators. The MPA Support Network (MSN) activities supported by direct assistance of EcoGov2 and its network members have also produced the Proceedings ICZM Philippines 2, in conjunction with grants to the Philippine Association of Marine Sciences that also worked for the publication of *MPA Best Practices*. The assistance to MSN and the Philippine Coral

Reef Information Network also helped produce “The 4th Series of the Reefs through Time.”

The CRM CLIN has three biophysical targets. We employ different but complementary and convergent strategies in each region for each of these targets to contribute in the overall conservation of marine biodiversity in MKBA, as discussed in the earlier section. For the ease of readers with regional-specific interest, we then describe strategies and activities by region and highlight the integrative opportunities for inter-sectoral convergence and inter-LGU complementation.

3.3 General Strategies for Achieving CRM Objectives

This section describes the overall CRM strategies as the basis for implementation activities in each region to achieve the sector’s targets in Year 5 and 2-Year Option.

Hectares of Coastal Area under Improved Management

- Continue providing technical assistance to at least 3 LGUs with legitimized CRM/FM plans for improving the management of CRM zones.
- Document, assist, and enable the LGUs in the implementation of interventions—regulatory and enforcement measures—to improve the management of the fisheries zone.
- Facilitate the review of CRM plans in at least 2 pilot sites and suggest adaptive management strategies to address global climate change and its impact on the coastal areas and biodiversity.
- Assist in enhancing the financial management systems of LGUs and community resource managers to sustain CRM/MPA implementation. Provide advice on the establishment of Special Accounts in pilot sites, including mechanism for plow back or re-investment mechanisms.
- Assist the LGUs and the DENR in organizing and institutionalizing annual regional CRM summits in Negros Oriental, Siquijor, Zamboanga del Sur, Zamboanga Sibugay and Davao Gulf to present and discuss the state of the coasts, advocate for sustainable financing from the PLGU/MLGU, and promote public and private partnerships.
- Align the project’s inter-LGU CRM efforts to contribute to the overall efforts of biodiversity conservation at the MKBA and the national level such as through the Coral Triangle Initiative (CTI) and, thereby, improve the resilience of target sites in adapting to global climate change (GCC).
- Provide assistance in organizational development, M&E and feedback systems, enforcement, IEC/advocacy and financing schemes.

New Marine Sanctuaries Established

- Document and disseminate enhanced processes and lessons learned for establishing new marine sanctuaries for the use of PLGUs, DENR, NGOs, and LGUs in their training activities, replication, and scaling up initiatives to reach other LGUs or communities.

Existing Marine Sanctuaries Placed under Improved Management

- Strengthen MS management bodies and expand the linkages to various support groups and stakeholders by helping develop local capabilities in MPA monitoring and evaluation, IEC and advocacy activities, and enforcement in no-take areas.
- Continue to assist in improving LGU financial management system, setting up sustainable financing, and carrying out marketing strategies for selected marine sanctuaries or MPA networks.
- Continue to collaborate with grantees, local institutions and regional BFAR and DENR in strengthening marine sanctuaries and networks.
- Organize a national CRM/MPA network congress to advocate for the implementation of the ICM/MPA/MS strategy implementation, review and advocate amendments in the NIPAS and RA 8550, and advocate for the institutionalization of sustainable financing schemes through public-private partnerships.

3.3.1 CRM Strategies and Key Activities in Year 5

CRM Strategies and Key Activities in Northern Luzon

The project will continue to work in Baler Bay, an important fishing ground and region of biodiversity mainly for seagrass, coral reef, and mangrove ecosystems. It has also been reported to be the northernmost range of the endangered marine mammal *Dugong Dugong*. Specifically, the team will:

- In collaboration with FMM and UEM sectors, pilot the ridge-to-reef approach in resource management in Baler to strengthen IEC and advocacy campaigns, beef up enforcement of environmental laws across the sectors, improve M&E systems, and achieve the synergistic effect of reduced threats to biodiversity in the coastal areas.
- Strengthen Aurora MPAs in Baler, Dibutunan, Dipaculao and Dibut, and San Luis as they are linked to the ridge-to-reef approach.

CRM Strategies and Key Activities in Central Visayas

In Central Visayas, the team will continue focusing its assistance in the Visayan Seas, such as the Camotes Sea, Tañon Strait and the Bohol Sea, which have been identified as important for corals, cetaceans, mollusks, reef fishes and mangrove. EcoGov will focus

assistance to LGUs that have received relatively little assistance such as the Camotes Island group and the adjacent mainland municipalities (i.e., Danao, Carmen, and Compostela).

The cooperation between and among LGUs in this important fishery and biodiversity region offers good opportunities for inter-LGU coastal law enforcement and marine sanctuary networks, especially with the support of their provincial governments. The region also offers several opportunities for engaging grantees and local service providers to expand marine sanctuary initiatives in other provinces. Specifically, the team will:

- Continue to assist 2 LGUs in Camotes with legitimized CRM plans to improve the management of mangrove protection and/or tourism zones by Year 5 (either Poro [9,460 ha] or Tudela [9,795 ha]);
- Complete and legitimize management plans for mangrove areas, coastal tourism, and CRM for Pilar;
- Facilitate discussions towards the awarding of management rights of mangroves to LGUs and communities;
- Assist in the implementation of the fisheries management plans in San Francisco and Danao City by enhancing capacities on enforcement and implementation of specific fisheries management interventions;
- Assist LGUs in the review of CRM plans with inputs on adaptive management strategies to address global climate change and its impacts on the coastal areas and biodiversity protection, and in performance assessment of CRM functions;
- Facilitate the adoption of financial management system that includes plow-back mechanisms to CRM/MPA Special Accounts in Tudela, Danao City and Poro; in Pilar and Guindulman MPAs, and in MPA networks (Camotes Sea, Bohol, and Negros Oriental) and initiate private-public partnerships;
- Strengthen existing MS management bodies and expand support groups in Camotes Sea, Bohol and Negros Oriental;
- Develop local capabilities on MPA monitoring and evaluation, IEC and advocacy activities to improve enforcement in no-take areas;
- Collaborate with grantees, local institutions and regional BFAR and DENR personnel in strengthening marine sanctuaries and networks.

CRM Strategies and Key Activities in Southern and Central Mindanao

Davao Gulf has not been considered under very high and high biodiversity priority area and this needs to be updated due to new information that has been highlighted by the project. In fact, this has been included in the most recent update of priority MKBA in the Philippines. The presence of the important habitats for marine mammals such as endangered sirenean *Dugong dugong* and the presence of six cetacean marine mammals, and the habitat for endangered marine turtles such as the hawksbill and green turtle renders Davao Gulf as a MKBA. This area has also been identified as important to mollusks, corals, reef fishes and mangroves areas. Specifically, the team will:

- Assist in improving CRM through the improvement of the mangrove management zone and the fisheries management zone in Davao City (16,659 ha);
- Strengthen three MPAs that form the SanPaSaDa MPA network, Davao Gulf;
- Conduct orientation on the effects of GCC on coastal resources as a result of the vulnerability studies in Davao Gulf;
- Review the MOA of Davao City, PANABO, Sta. Cruz and Samal Island and evaluate the feasibility of municipal waters delineation by assessing each LGU commitments, targets, and institutional support;
- Advocate for the establishment of sustainable financing of MPAs through private public partnerships (e.g., Piso sa Gulpo, Adopt MPA M&E, PES, etc.); As linked to the Mount Apo-Davao Gulf R2R pilot, the awareness, media, and social advocacy campaigns for the CRM initiatives will be linked with UEM and FFM activities; and Collaborate with Davao Gulf Management Council, World Wide Fund for Nature (WWF), and concerned LGUs in developing and carrying out sustained media and advocacy campaign in Davao Gulf.

CRM Strategies and Key Activities in Western Mindanao

The Western Mindanao area is strategically placed in what is at the heart of the coral triangle - center of the center of marine biodiversity in the world. In the national priority setting workshop, the EcoGov2 areas of Illana Bay, Zamboanga del Sur, Zamboanga Sibugay, Celebes Sea are noted for its highest biodiversity priority value based on its importance for mollusks, corals, marine turtles, reef fishes and mangroves. Accordingly, the team will:

- Continue to provide technical assistance to at least 3 LGUs with legitimized CRM/FM plans to improve the management of their CRM zones. Targets are the LGUs of Dumalinao, Dimataling, Zamboanga del Sur, Ipil, Zamboanga Sibugay.
- Assist LGUs in reviewing their CRM plans with inputs on adaptive management strategies to address global climate change and its impact on the coastal areas and biodiversity conservation. These will be in Tabina, Tukuran, Dinas and Tungawan.
- Facilitate the adoption of financial management system, which includes plow-back mechanisms to CRM/MPA Special Accounts in Tukuran, Tabina, Tungawan.
- Pilot Al Khalifa in the barangays of Dinas, Labangan, Dimataling, San Pablo, Zamboanga del Sur, Tungawan in Zamboanga Sibugay and Isabela City in Basilan.
- Document good practices in CRM mariculture pilot sites: Aquasilviculture in Labangan funded by KR2, Crab Fattening in San Pablo funded by LGU, Fish Cages in Dumalinao funded by LGU and Seaweeds in Dimataling.
- Advocate for the integration of CRM best practices into RDC 9 development plans.
- Strengthen existing MS management bodies and expand support groups in 8 MPAs (MiSSTa, PALS, Talisay, Bacayawan, Bibilik, Combo, Dao-dao, Isabela and Lamitan, Naga, Tungawan, RT Lim, Payao).
- Develop local capabilities in MPA monitoring and evaluation, IEC and advocacy activities to improve enforcement in no-take areas.
- Assist LGUs, MPA networks (IBRA 9 Cluster 1 [Tukuran, Labangan, Pagadian City and Dumalinao]) in improving their financial management, broadening their sources

of funds, and sustaining their funding support of their CRM and MPA network initiatives.

- Continue to collaborate with grantees, local institutions and regional BFAR and DENR in strengthening marine sanctuaries and networks.

3.3.2 CRM Strategies and Targets for the 2-Year Option

In the 2-year option, the CRM will continue to focus its technical assistance in critical MKBAs — Visayas Seas, Western Mindanao, Davao Gulf. The CRM targets are expected to provide additional learning experiences and lessons for scaling up and refining governance-oriented CRM approaches and best practices at the alliance, province, or bay level. In MKBAs, the CRM initiatives are also expected to contribute in the overall reduction of threats and improve the management of biological resources.

The project will use the 2-year option to seize opportunities for greater and stronger support for carrying out improved management of coastal resources by LGUs, local DENR, BFAR, and communities in partnership with the private sector, and civil society in selected MKBAs in Central Visayas, Northern Luzon, and Mindanao.

A total of 10,728 hectares of coastal areas will be targeted for improved management. These will either be from Davao Gulf, Ipil in Zamboanga Sibugay or in Camotes Island, Cebu. At least 10 existing marine sanctuaries with a total area of 200 hectares will be strengthened in Western Mindanao, Davao Gulf and Central Visayas (Table 13 below). To achieve these targets, the team will:

- Develop specific implementation strategies per LGU, island, or bay based on the overall CRM strategies. Specifically, the team will:
 - Focus on developing local capabilities for resource management, social enterprises, MPA monitoring and evaluation, IEC and advocacy campaigns, enforcement in no-take areas, and fisheries management;
 - Assist LGUs and community resource managers to broaden, stabilize, and sustain their sources of funds and help them improve their financial management systems so that they can continue implementing good governance-oriented CRM activities;
 - Develop local capacities to enter into collaborative agreements, public-private partnerships, and leverage support via the CSR approach with the private sector or civil society groups to access external resources for their CRM programs;
 - Advocate stronger support and services from BFAR, provincial governments, and DENR for their local CRM programs and support to constituents;
 - Promote best practices such as formation of MPA networks, using state of the coasts for advocacy and improving governance, setting up special accounts as part of the PES strategy, co-financing, joint M&E system and enforcement systems, among others;

- Engage local service providers such as CCEF, MSU-Naawan, Silliman University, among others as resource institutions for the LGUs and communities after the project phase-out.
- Expand the piloting and learning sites for the implementation of EO 533 in selected ICRMP sites with existing EG2 assistance (Siquijor and Davao Gulf).
- Refine, complete, launch, and disseminate the CRM knowledge products to target users — PLGU-DENR-BFAR TWGs for scaling up activities, academic institutions, LGUs, civil society, private sector partners, communities, media, DENR, among others.
- Continue to explore various sustainable financing mechanisms such as CSR, User’s Fee, improved environmental charges, setting up special accounts, and accessing public funds (GAA and LGU money) for increased support to LGUs in their CRM programs, especially those located in MKBAs.
- Scale up CRM activities to improve the management of CRM zones in Zamboanga Sibugay—RT Lim, Siay, Buug, Malangas, Talusan, Naga, Payao; and Zamboanga del Sur—Margos, Lapuyan, V. Sagun, San Pablo. Scaling up CRM best practices in these areas will be with their respective provinces, DENR, BFAR, and the LGUs themselves. Depending on institutional commitment and peace and order situation in Lanao del Sur coastal LGUs along Illana Bay, the team will also consider CRM assistance in these areas.
- Collaborate with the ADB-funded ICRMP, the Coral Triangle Initiatives, GTZ, and other initiatives of WWF, CI, and other organizations for improving the biodiversity conservation of marine areas in MKBAs in Mindanao and Central Visayas.

Table 13. Summary of CRM Targets for Year 5 and 2-Year Option

COASTAL AREAS UNDER IMPROVED MANAGEMENT							
Life of Project (LoP)	Accomplishments as of Year 3	Year 4	Year 5	LoP	Year 6	Year 7	Total (cum)
106,700 hectares	73,399 ha	19,668	13,633	106,700	10,728 ha		117,428 ha
NUMBER AND HECTARES OF NEW MARINE SANCTUARIES ESTABLISHED							
20 MPAs 627 hectares	21 MPA 1,362 ha	29 MPAs* 422 ha		21 MPA 1,362 ha	9 MPA 180 ha		30 MPA 1,542 ha
NUMBER AND HECTARES OF EXISTING MARINE SANCTUARIES UNDER IMPROVEMENT MANAGEMENT							
50 MPA 2,500 ha	13 MPAs 1,452 ha	21 MPAs 625 ha	16 MPAs 322 ha	50 MPAs 2,400 ha	5 MPAs 100 ha	5 MPAs 100 ha	60 MPA 200 ha

* MPAs for strengthening which were brought to established level.

3.4. Critical Assumptions and Issues

In implementing the Year 5 and 2-Year Option CRM work plan, the team assumes that:

- Demands for CRM assistance among LGUs and DENR in EcoGov regions come with institutional commitments to develop local capacities, carry out agreed on plans, enact necessary ordinances, enforce laws, provide budgets, and set up organizational structures that can plan and implement approved CRM plans.
- The peace and order in Western Mindanao and in ARMM provinces allow the process of capacity building, site visits, joint planning and implementation, collaboration, and enforcement.
- The scaling up initiatives in target provinces, bays, or alliances has the commitments of provincial governments, DENR, BFAR, and LGUs. It is assumed that the process of developing the capacities of the PLGU-DENR-BFAR TWGs to help other LGUs improve their coastal resources management will be effective and not compromise standards, systems, and governance processes.
- The process of building MPA networks will result in synergistic impacts and that these networks will in the long-term increase benefits of coastal communities, conserve biodiversity, reduce threats to overfishing and illegal fishing, strengthen enforcement, pool internal resources, and leverage additional resources from outside the LGUs and communities.

4. URBAN ENVIRONMENT MANAGEMENT COMPONENT OBJECTIVES

Expertise in UEM

Sector Leader:	TBD
Manila:	Becky Paz (DCOP), Victor S. Luis (STTA, UEM Advisor), Leo Larochelle (STTA, Waste Management Advisor), David Robbins (STTA, Septage and Wastewater Management Advisor), Wilman Pollisco (STTA, Policy and Legal Specialist), Rutth Gerochi (STTA, OD Specialist), Sustainable Finance Specialist (STTA, TBD), Engineering Specialist (STTA, TBD), Theresa Yap (AP), Revelina Bayona (AP)
N. Luzon:	Revelina Bayona (AP, Manila)
C. Visayas:	Kent Omictin (AP, Cebu), Apple Amor (AP, Oriental Negros), Stella Salas (Regional LGU Finance Specialist)
S.-C.Mindanao:	Evelyn Sagun (Regional UEM Specialist), Virginia Magdolot (Regional LGU Finance Specialist), Diego Tautho (AP, Davao City), Rose Rontal (AP, Gen. Santos City)
W. Mindanao:	TBD (AP, Pagadian City)

EcoGov 2 focuses on improving the management of urban environments, specifically improving the management of municipal solid waste and wastewater. EcoGov 2 has two specific targets:

- CLIN 4: At least 90 LGUs diverting a minimum of 25% of their solid waste from disposal sites to composting and recycling; and
- CLIN 5: At least 20 LGUs investing in wastewater treatment facilities.

Activities carried out by EcoGov to achieve these two objectives directly support the 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 address and complement the Environment Sector's support to operations especially in water quality management, implementation of Clean Water Act, Toxic and Hazardous Waste Management, and Ecological Solid Waste Management.

4.1 UEM Strategic Approach for Year 5

In Year 5, we intend to continue to pursue the innovations to our technical assistance approach which we implemented in Year 4 and further adjust our sector strategies in order to accelerate the progress of the sector and to prepare for a possible transition to the option years. We will increase our efforts in guiding LGUs make important investment decisions and implementation actions, while building and integrating into the overall approach the concepts of cost recovery, business planning, private sector participation, and advocacy for multi-sectoral support. We will refine our approaches on waste assessments, business planning, social marketing/communications planning and advocacy, and consolidate our UEM knowledge and communication products. We will use these in further strengthening our partners—DENR, provincial LGUs, academic institutions, other institutional partners—who expectedly will play greater roles in the replication and scaling up of UEM processes during and beyond Year 5.

The adjustments and innovations to our strategies for Year 5 will be on the following:

- Link solid waste management (SWM) and waste water management (WWM) priorities with biodiversity conservation objectives. The sector will necessarily focus on marine key biodiversity areas where waste management is becoming a major concern, where there are significant CRM interventions so there will be complementation of efforts, and where the ridge-to-reef approach will be showcased. There will be more intensive efforts in these key marine biodiversity areas: Davao Gulf, Sarangani Bay, Illana Bay, Bohol Sea, Tanon Strait and Sulu Sea (South Negros area).
- Broaden the constituency to strengthen support for improved waste management. We will enlist the support of inter-LGU alliances (e.g., baywide councils), communities, media, relevant non-government organizations, the business sector, and academic institutions to advocate for the enforcement of relevant laws and more public and private investments in better waste management.
- Expand technical assistance for business planning, and encourage LGUs to set up waste management operations (e.g., waste collection, sanitary land fills, septage treatment facilities) as economic enterprises with ring-fenced accounts, clearly established fees and defined strategies for achieving full or partial cost recovery.
- Support specific LGU efforts to bring in the private sector in waste management and create more opportunities for partnerships between LGUs and the private sector through training, discussions, dialogues, and joint activities.
- Increase the “implementation” content of the capability building program for DENR and provincial LGU (PLGU) partners as most of the assisted LGUs are into or are moving into the implementation stage. Also give increased attention to the functionality of the concerned DENR units and PLGU ENR organizations to enable them to institutionalize their assistance and support to LGUs over the long term.

4.1.1 CLIN 4: Strategies to Improve Solid Waste Management

Current Status

EcoGov is currently working with 102 municipal/city LGUs and 11 provincial LGUs. These LGUs are located in 14 marine and freshwater biodiversity areas. At the end of Year 4, about 52 LGUs will have met the 25% waste diversion target. This represents 58% of total LoP target. Table 14 below presents the achievements to date:

Table 14. Progress in Solid Waste Management as of 9/30/2008

Indicator	Target	Baseline 09/2004	Yr 1 09/2005	Yr 2 09/2006	Yr 3 09/2007	Yr 4 09/2008
Cumulative target based on annual work plans		0	18	24	63	81
LGUs with closed dumpsites or with controlled dumpsites		5	8	15	39	58
LGUs with enacted SWM ordinances	90	1	7	28	36	59
LGUs with completed, legitimized ISWM Plans	90	20	26	40	49	63
LGUs with ongoing IEC programs for ISWM	90	11	31	40	44	68
LGUs with operational composting and/or MRF	90	2	14	37	48	63
LGUs meeting 25% waste diversion goal	90	0	0	22	34	52

Note: Achievement of 25% diversion is determined based on the following evidences: segregated collection, ongoing composting of biodegradables, organized recycling, significant waste diversion in a major point source, legitimized SWM plan, enforced ordinance, allocation of annual budget and ongoing IEC.

In Year 4, seven project-assisted LGUs in Northern Luzon prepared their SLF engineering designs and two LGUs in Mindanao operationalized their SLFs. We also supported efforts of four provincial LGUs (Bohol, Negros Oriental, Cebu and South Cotabato) to establish shared SLFs.

Moreover, in Year 4, we introduced cost recovery and business planning in 12 LGUs. This created interest among the pilot LGUs to study the level of their subsidy to SWM, review their fees, other revenues and cost of SWM operations, and establish ring-fenced SWM accounts. These LGUs now recognize the potential of recovering SWM costs (at least the operating costs), and the need to improve the efficiency of fee collection and SWM operations, consolidate SWM accounts and set up a system that will give a periodic consolidated financial picture to decision makers. We will use the experience in these pilot LGUs in improving our business planning approach and in developing business planning templates and models for the use of other LGUs.

Further, in Year 4, we provided support to the National Solid Waste Management Commission (NSWMC) secretariat in the analysis of sections of RA 9003 and the Implementing Rules and Regulations (IRR) pertaining to the deputation of SWM enforcers, the rules of procedure for the local enforcement of RA 9003, and the sharing schemes between NSWMC Fund and LGUs for fines imposed under the law. We also initiated an organizational development (OD) type of TA to help DENR define and clarify the roles of DENR Regional Offices, Environmental Management Bureau (EMB) and NSWMC Secretariat in the enforcement of RA 9003 and its IRR, in providing SWM technical assistance to LGUs and in monitoring LGU performance.

Targets

In Year 5, the project intends to achieve the following targets:

- 90 LGUs achieving 25% waste diversion (38 LGUs within Year 5);
- 11 PLGUs providing support to component LGUs;
- 7 PLGUs having multi-year provincial SWM action plans;
- 4 SLF clusters being assisted;
- 20 LGUs investing in sanitary landfills (with at least 16 other LGUs with access to common disposal facilities);
- 10 LGUs implementing cost recovery schemes for their waste collection services, composting and landfill operations;
- 10 LGUs having ring-fenced SWM accounts;

Specific Strategies

The project will further refine the innovations and new approaches we have tested last year to improve SWM. Specifically, the strategies will be:

- With DENR support, focus all efforts in helping LGUs accelerate plan legitimization, ordinance formulation and enforcement, and implementation activities.
 - Give more attention to LGUs and communities which pose the greatest threat to the biodiversity areas (marine and wetlands).
 - Increase SWM efforts in the 6 priority marine biodiversity areas by encouraging more LGUs to participate in the program with technical assistance from the PLGUs. As part of the reef-to-ridge approach, SWM will be introduced in three coastal barangays of Davao City as part of the management of the settlement sub-zones of the coastal zone.
 - Assist the LGUs, particularly the larger ones, improve their waste diversion efficiency and help those LGUs that have fallen behind to get back on-track in meeting targets.
 - Strengthen support for biodiversity-focused awareness, media, and advocacy campaigns to demand for more responsive ordinances, stronger enforcement of laws, compliance of waste generators especially communities, industries, and establishments which are near water bodies and coastal areas.
 - Carry out IEC and media campaigns that highlight the contributions of ISWM to reducing threats to biodiversity, its contributions to mitigating impacts of climate change, including guidance to community adaptations.
 - Assist LGUs in strengthening their institutions and organizational units and help them deal with local budgetary constraints that relate to waste management.

- Advocate for greater support from DENR and provincial LGU partners to their constituents, especially in providing needed incentives, counterpart funds, and technical assistance to improve the performance of LGUs within their jurisdiction.
- Together with DENR, respond to the increasing demand for assistance in SLF design, development, operations, and setting up of M&E system by providing technical assistance through direct training and mentoring of LGUs (with approved SLF sites and acceptance of the project by the host barangay), PLGUs, academic institutions and local engineering firms on soil permeability testing, SLF design and IEE preparation.
 - Assist LGUs with operational SLFs develop their SLF operations and maintenance procedures and performance standards. An engineering specialist will be deployed for this purpose and to help specific LGUs address technical issues that may arise during the operations phases.
 - Provide follow-up training to PLGUs and DENR field staff on the standards in SLF design, construction and operations and facilitate the development of protocols for joint monitoring and enforcement of SLF standards by the DENR and PLGUs.
 - Engage the EMB and NSWMC Secretariat in discussion on how to institutionalize SLF monitoring and its technical assistance to LGUs on SLF development and management.
 - Assist, through LSPs and STTAs, more LGUs design and establish category 1 and 2 SLFs and thus increase the number of LGUs with access to sanitary disposal facilities.
 - Continue to support current clustering initiatives in Mindanao and Central Visayas, and the new effort to establish a common SLF for the central Aurora LGUs. PLGU partners interested to develop clustering strategies will be guided in assessing their clustering options and starting a communications program to secure social acceptance.
 - Launch a new activity with PLGU and DENR ARMM to develop a clustering strategy for ARMM municipalities in mainland Mindanao. This will provide the basis for the expansion of the project's SWM technical assistance in the ARMM region.

- Expand the use of waste management business planning by LGUs.
 - Introduce the approach to other EcoGov-assisted LGUs.
 - Use the analyses of the pilot LGUs and the documentation of current LGU-private sector partnerships (e.g., composting operations by non-LGU entities, co-financing ventures with hospitals in the establishment of treatment and disposal facilities for health care waste) to advocate for the greater participation of the private sector in SWM operations to improve and sustain their programs. With selected LGUs, we will explore the use of performance contracts with private companies for the operation of SLF facilities and collection services.
 - Continue to provide technical advice to General Santos City in developing a model business plan for its waste collection system that features outsourcing of services to private contractors.
- Strengthen IEC, advocacy, and social marketing campaigns to generate and maintain public and political support for SWM implementation and the clustering strategy.
 - Engage STTA specialists to help the team review and improve the sector's IEC, social advocacy, and social marketing strategy, activities and materials. The specialist will provide guidance on how to strengthen communications support for the following: behavior change for the reduction and segregation of wastes at source, LGU's commitment to cost recovery, generators' willingness to pay fees for waste management services, and social acceptability for siting/location of sanitary landfills particularly for LGU clusters.
 - Assist LGUs with agriculture-based economies start an IEC and social marketing campaign against open burning of agri-waste (e.g., sugarcane thrashes in Bais City). Also assist LGUs search for alternative ways to manage agri-waste.
 - Continue to refine and enhance our IEC/social marketing approach by improving the analysis of our target audience, adopting appropriate and innovative communication tools (e.g., scale model of an SLF) and promotional materials, and relating the impacts of current waste management practices on public health, biodiversity and climate change.
 - In LGUs with significant Muslim population, the team will develop IEC, media, advocacy, and training materials that are consistent with the Al Khalifa sourcebook.
- As a follow up to an earlier study in Mindanao, conduct a study that will analyze the market and cost structures of selected recyclable products (possibly paper, PET, aluminum, broken glass) using the value-chain analysis methodology. The results will be used for advocacy and guide the team in designing incentives, identify markets and investments that are required to stimulate more recycling, and

recommend options that may capture more value of the recyclable materials at the local level. This activity will need STTA inputs.

- In Year 5, we will provide follow-on support to the project's policy initiatives for improving SWM and related concerns that may arise. We will monitor development related to the establishment of the SWM Fund and will support the testing of the grant scheme in EcoGov sites.
- Our current OD technical assistance to NSWMC and EMB is expected to improve SWM technical support to LGUs. It will directly contribute to DENR-set milestones and benchmarks that relate to increasing DENR ownership and adoption of a devolution strategy.
- Together with provincial LGU partners and DENR field staff, scale up and replicate project successes in 11 provinces.
 - Continue to strengthen capacities of provincial LGU partners and DENR field staff to replicate, scale up and sustain SWM. This approach is proceeding with encouraging results in Quirino, Nueva Vizcaya, Aurora, Bohol, Negros Oriental and South Cotabato. More effort is required to develop SWM planning capacity within the provinces of Cebu, Zamboanga Sibugay, North Cotabato, Zamboanga del Sur and Sarangani.
 - Together with DENR Region 11, we will initiate discussions with the PLGU of Davao Oriental and program initial training on SWM for PLGU staff and pilot LGUs. This province is being considered as SWM expansion area for the option years, particularly the Pujada Bay area, which is included among the Philippine Biodiversity Conservation Priorities and the pilot sites of the ADB-funded Integrated Coastal Resource Management Project (ICRMP).
 - Focus increasing efforts on building the capacity of PLGUs in SWM implementation as most EcoGov-assisted LGUs have advanced or will be advancing to the implementation phase. PLGUs require basic information on available and tested technologies, local service providers and resource persons who can be tapped, and implementation approaches that have worked. The team will continue to develop an SWM implementation tool kit that documents best practices of LGUs for various SWM operations.
 - With PLGUs and DENR, we will organize workshops to share lessons and best practices among LGUs, support cross visits, and help establish learning sites from among the more advanced LGUs to facilitate technology transfer and dissemination of good practices to other LGUs. We will continue our support to the establishment of DENR 12's Regional Ecology Center and contribute to DENR's (central and regional) plan to inventory SWM activities of LGUs and to develop a SWM database that LGUs can easily access.

- EcoGov will produce a series of training manuals, toolkits and project prototypes for use of DENR, PLGUs and other partners.
- To assist PLGUs institutionalize and/or strengthen their SWM programs, we will assist interested PLGUs to make their SWM Boards and technical units become more functional and effective. We will encourage these PLGUs to develop a provincial multi-year SWM plans that are consistent with given legal mandates. The plan will define their targets and activities with respect to assistance to component LGUs in preparing and implementing SWM plans, monitoring (jointly with DENR) LGU performance and compliance with standards, incentives systems and promotion of clustering. This will then provide them the basis for their budgeting, staffing and further training.

4.1.2 CLIN 5: Strategies to Improve Wastewater Management

Status

Convincing local governments to invest in wastewater management has proven one of the greatest challenges for EcoGov. In spite of this challenge, EcoGov successfully expanded the number of LGUs it is working with, from 6 in 2007 to 21 in 2008. Six LGUs (Kidapawan City, Alabel, Bais City; Gen. Santos City, Polomolok; Tacurong City) are considered to have met the investment requirement, per EcoGov’s definition of this performance indicator, by end of Year 4.

Table 15 below is the current status of the sector.

Table 15. Progress in Waste Water Management as of September 30, 2008

Indicator	Target	Baseline 09/2004	Yr 1 09/2005	Yr 2 09/2006	Yr 3 09/2007	Yr 4 09/2008
LGUs with investments in sanitation/WWM	20	0	0	0	0	6
Value of LGU Investments in WWM (PhP)						P16.0M
Estimated number of people impacted by LGU investments						160,350 (directly and indirectly)
LGUs trained in wastewater assessment						7 (ongoing)
LGUs developing WWM plans/ investment projects					6 (ongoing)	14 (ongoing)
LGUs with cost recovery/ business plans for wastewater collection/ treatment/disposal services						1 (under development)

In Year 4, we introduced new elements to our approach to enlist more LGU support and investment in wastewater management. We agreed to direct our efforts in selected biodiversity areas to achieve greater impacts and to support lake/coastal resource management initiatives of the target LGUs. We also initiated the wastewater assessment process in our new LGUs in Mindanao to provide them with a deeper understanding of their wastewater management needs and options, as basis for their investment decisions. These will remain as key elements of our strategy for Year 5.

Targets

In Year 5, the project intends to achieve the following targets.

- 14 LGUs with investments in sanitation projects;
- At least 12 LGUs with completed wastewater assessments and management plans;
- At least 4 LGUs with communications program on septage management;
- Trained trainers and local service providers on WWM;
- Studies and analyses of WWM impacts in at least two key biodiversity areas.

Specific Strategies

- Continue with the ongoing wastewater management assistance efforts in target LGUs. We are currently assisting 20 LGUs with different approaches to wastewater management.
 - Assist at least 11 LGUs complete their wastewater assessment and WWM strategic plans, which should be the basis for their investment decisions. As they pursue these activities, we will help the LGUs develop specific projects that are immediately doable and guide them in the evaluation of their technology and financing options, preparation of engineering designs and permitting requirements. We will also provide them with inputs to start the formulation of needed ordinances, IEC/social marketing activities and development of cost recovery schemes.
 - In 9 of the LGUs, which include those reported to have met the target, technical assistance will focus more on the “software” aspects such as operationalizing existing wastewater/septage management facilities, forging agreements with the private sector (investors, water districts, building contractors) and other stakeholders, and implementing support components such as ordinance formulation and enforcement, cost-recovery/business planning and IEC/social marketing.
 - In Sarangani, we will work with the PLGU to map and carry out an assistance program for LGUs which are ready to operate their existing septage treatment facilities.

- We will engage a multi-disciplinary team, consisting of both expat and local experts, to assist the LGUs through formal training, mentoring and coaching, workshops, practicum and cross visits.
- We will encourage LGUs to identify and involve other groups (e.g., water districts, business establishments, health professionals, NGOs) which can support their efforts. We will organize presentations of LGU wastewater assessment results to private investors and explore the use of BOT and other public-private partnerships to attract private investments and expertise to wastewater collection and treatment efforts.
- Assist interested LGUs develop and carry out an audience-oriented IEC and social marketing campaign in support of WWM.
 - There are 10 LGUs which have indicated interest to pursue septage management. We recognize that this program requires some social preparation and this will entail significant investments from the LGU (i.e., capital and operating cost of a treatment facility) and households and establishments (i.e., improved septic tanks and fees for desludging and septage treatment services). Thus, an effective information/marketing campaign must be put into place to build local support even before actual project implementation commences.
 - We will engage an STTA to lead the development of a communications approach or strategy for septage management. The specialist will be working closely with our regional IEC teams, DENR and LGU staff to customize the approach and initiate the campaign in selected LGUs, among them Alabel, General Santos City, Digos City, Samal City and Loboc. We will study the experiences of other LGUs and water districts which have similar programs. In Alabel and General Santos City, we will coordinate our efforts with the WB-funded WSP SuSEA, which is helping the LGUs develop their sanitation plans. We will use lessons learned from this activity in our work with the other LGUs.
 - The IEC and social marketing campaigns will also include wastewater minimization. This will apply to such facilities as slaughterhouses and public markets. The concerned LGUs will be provided with orientation and training on this, and will be assisted in developing information materials and training modules for users of the facilities.
- Assist LGUs, DENR, and civil society plan and carry out IEC, media, and advocacy campaigns linking proper waste management and the reduction of the threat of pollution in key biodiversity areas, especially in downstream and coastal areas.
 - The campaign for wastewater management will be more intensive in LGUs located in Davao Gulf (23 LGUs), Sarangani Bay (6 LGUs) and/or Tanon Strait/South Negros (about 17 LGUs), which are the proposed focus of WWM work during the option years. The campaign will improve understanding of the

- Clean Water Act and enhance the priority status of waste management in the investment agenda of LGUs in these areas. Linking WWM to marine biodiversity will encourage joint and coordinated actions among LGUs sharing a common resource.
- Carry out a documentation and analyses of the potential economic (i.e., coastal tourism, fisheries), health and biodiversity impacts of poor waste management in LGUs in the biodiversity areas and use these analyses and evidences in our advocacy and social marketing campaigns. The Davao City coastal area (downstream of the Talomo-Lipadas and Davao River watersheds) will be priority area for study in order to provide inputs to the promotion of the ridge-to-reef approach.
 - We will use ongoing initiatives of our partner LGUs in Central and Southern Mindanao and Central Visayas as models and learning sites for other LGUs.
 - Develop local capacity to support WWM initiatives of LGUs.
 - To address the lack of capacity in our key regions in the design and management of WWM facilities, we will organize training programs for municipal and provincial LGUs, water districts, academic institutions, DENR, local engineering firms and other potential local service providers on the engineering design, financing, business planning and management of sustainable, low-cost wastewater treatment facilities (WWTFs) and waste collection as well as treatment systems and services.
 - We will engage an STTA to develop the training design and materials and manage the training activity in Central and Southern Mindanao and Central Visayas. From these training programs we expect to select and further train a corps of WWM trainers who can then be tapped in future training of LGUs.
 - We will also explore, with at least two academic institutions with strong engineering programs the possibility of incorporating WWM in their engineering curricula and establishing on-site WWTFs for both training and actual treatment purposes. Further assistance to these institutions will be extended upon signing of a formal agreement with the project.
 - Develop key knowledge products from the training materials, feedbacks from the participants, guides for LGU wastewater assessment, and prototypes of information and communication materials.
 - Strengthen wastewater policies by contributing to efforts to review and craft amendments to the Clean Water Act and its IRR. Based on our LGU experiences, we will provide feedback to DENR on policy concerns that may require discussion, studies and clear guidelines.

4.2 UEM Strategic Approach for the 2-Year Option

EcoGov will use the Option Years 6 and 7 to consolidate the experiences and lessons learned in previous years, institutionalize the provision of technical assistance to LGUs, and refine some of our approaches to increase the sustainability of waste management programs.

EcoGov's strategy for successfully achieving its objectives involves three principal elements:

- Institutionalize the provision of technical assistance and support in provincial governments, local service providers and DENR field units, to continue efforts beyond the life of the project.
 - We will work with LGUs mainly through provincial governments, DENR, and local organizations such as educational institutions, private sector companies and non-government organizations. We will tap these organizations to help LGUs plan, design, finance, construct, and implement waste management infrastructure and waste management systems. We will likewise identify and explore opportunities to bring in private sector groups to partner with the project and with municipal and provincial LGUs in the achievement of program objectives.
 - Our team will continue to strengthen the role of provincial governments in sustaining technical support to LGUs and monitoring their compliance with environmental rules and regulation governing waste management and disposal. We will continue to facilitate collaboration between provincial governments and DENR field units and strengthen their respective roles in enforcing environmental standards and in arbitrating conflicts among LGUs.
 - We will conduct formal training programs for carefully selected potential trainers from provincial governments, DENR, other national agencies (e.g., DILG) and local institutions using EcoGov approaches and training materials. This will scale up the process to the regional level. Participation in these training programs will be expanded to include some PLGUs, DENR units and local organizations in non-EcoGov assisted provinces and regions. We will continue to generate new knowledge products and training materials for use of local trainers.
- Promote business-oriented solutions to waste management. Besides training in business planning, we will continue to encourage LGUs to:
 - Outsource key waste management functions such as the operation of landfills and septage treatment facilities, and the collection of wastes through the use of service contracts.
 - Ring fence and corporatize their LGU-run operations, including the use of performance contracts with corporatized units.

- Design fee schedules that will enable full cost recovery of services provided.
- Issue ordinances and update building codes and land-use zoning that will put some of the burden for financing new waste infrastructure on private developers.
- Develop incentive systems to encourage more private investments in waste management (e.g., processing of recyclables, WWTFs).
- Broaden stakeholder participation and the dissemination of good practices and successes.
 - EcoGov will use every opportunity available to share information and involve stakeholder participation in discussions and decisions on waste management. Stakeholder participation will continue to be a major part of the assessment, option analysis, planning, implementation and investment decision-making processes.
 - We will work with LGUs to enhance the design of communications and social marketing materials and campaigns to improve public understanding of waste issues and threats, and the strategies the LGU is adopting to improve waste management.
 - The project will actively participate and contribute to provincial, regional and national waste management related discussions, fora, summits, and exhibits where EcoGov processes and successes of its LGU partners can be featured.

4.2.1 CLIN 4: Strategies to Improve Solid Waste Management

Targets

EcoGov expects to achieve its objectives of improving solid waste management in 90 LGUs by the end of Year 5. By the end of Year 7, this would have increased to 100 LGUs.

The targets for Option Years are the following:

- 10 LGUs achieving 25% diversion;
- 13 PLGUs with multi-year provincial SWM action plans (including one ARMM province);
- 12 PLGUs with formal waste management structures and systems;
- 4 working SLF clustering models;
- 2 models on public-private partnerships (PPP); and
- Pool of trained SWM trainers in each region.

Specific Strategies

Beginning in Year 5 and extending through Years 6 and 7, the EcoGov team will:

- Assist municipal and city LGUs which have achieved 25% diversion in previous years to significantly reduce their wastes and strengthen their SWM implementation organization, linkages with support sectors, cost recovery schemes and the establishment and operation of disposal facilities. This approach will be carried out in areas where most LGUs have complied with RA 9003, especially in Nueva Vizcaya, Quirino, Aurora, South Cotabato and Sarangani.
- We will maintain close collaboration with DENR Regions 7, 9, 11 and 12 and the PLGUs of Bohol, Negros Oriental, Cebu, North Cotabato, Davao Oriental, Zamboanga Sibugay and Zamboanga del Sur to help them accelerate the scaling up process. The additional 10 LGUs targeted for 25% diversion during the option years will be from these provinces as we plan to concentrate in these important biodiversity areas: Davao Gulf, Pujada Bay, Illana Bay, and South Negros/Tanon Strait.
- Advocate for the institutionalization of support by PLGUs to their component LGUs. We will continue to formalize and strengthen the waste management SWM organizations of the PLGUs so that all will have completed and approved multi-year provincial SWM actions plans by 2010. These plans are for the provision of support to LGU SWM planning and implementation, clustering for common facilities, incentives systems, enforcement of standards, and monitoring and reporting of LU performance. The provinces of Bohol, Cebu, Zamboanga Sibugay, North Cotabato, and Davao Oriental will be the focus of this activity, as this should have been started in Year 5 in the other PLGUs. The participation of an ARMM province will be pursued.
- Conduct formal training of selected trainers from the PLGUs, DENR field units, and local organizations on the standardized approaches developed by EcoGov: waste characterization and assessment, long-range solid waste management planning, communications planning/social marketing, composting, enforcement, management of solid waste collection and disposal services, SLF design and operations, business planning and cost recovery.
- Organize training programs in support of approaches (e.g., SLF design, business planning) that will require specialized training. The objective of this activity is to develop local trainers and resource persons in specific aspects of SWM whom LGUs can tap as they expand their reach. Non-EcoGov assisted LGUs in the region will also have access to these resources. The training materials of EcoGov and its learning sites will further be improved to support this activity.
- We will use the results of the value chain study in Year 5 to promote a better understanding of recycling markets. Together with DENR, we will organize round table discussions and workshops to generate ideas and recommendations on support

programs and incentives that will encourage investments related to recycling in Mindanao. The discussions will be participated in by key urban LGUs, PLGUs, national agencies (e.g., Department of Trade and Industry or DTI, DILG, National Economic and Development Authority or NEDA) and other stakeholders.

- Work with interested LGUs and encourage them to enter into public-private sector partnerships (PPP) in order to improve the quality, efficiency and sustainability of SWM operations. We will encourage larger/urban LGUs to consider the corporatization or the outsourcing of solid waste collection services and management of landfills through service and performance contracts. We will assist them prepare the needed technical and financial studies and legal instruments.
- We will continue to support clustering initiatives of PLGUs. We expect that at least 4 working models can be developed within the period.
- As part of the project's exit strategy, proactively organize workshops for sharing experiences, lessons learned and the success stories of EcoGov-assisted LGUs. These will be organized at the provincial, regional and national levels. If opportunities emerge, support the participation of key LGUs to international forum, write joint publications, and participate in photo exhibits.

4.2.2 CLIN 5: Strategies to Improve Wastewater Management

Within the option Years 6 and 7, EcoGov will work with its 20 current partner LGUs to sustain and expand their wastewater management programs and increase the overall number of LGUs with investments in sanitation facilities to 26 LGUs.

Targets

The targets for the option years include:

- 6 LGUs with investments in sanitation facilities;
- 20 LGUs trained on WWM;
- 15 LGUs with completed wastewater assessments and action plans;
- 8 operational WWTFs/STFs, with cost recovery schemes and effluent monitoring protocols;
- 1 PPP model;
- 2 academic institutions with WWM programs and facilities; and
- Pool of trained WWM trainers in Mindanao and Central Visayas

Specific Strategies

- Continue to assist the 20 LGUs in the implementation and operation of their sanitation/wastewater management projects. The assistance that relate to specific WWM investments will be on the following: development of their operation and maintenance protocols (including effluent monitoring), organization and training of

O and M staff, IEC/social marketing, formulation and enforcement of ordinance, establishment of fees and cost recovery schemes, and ring fencing of accounts. These LGUs will also be assisted in expanding their activities to other WWM priorities identified in their wastewater assessment and action plans.

- Engage at least 20 new LGUs in improving wastewater management through formal training programs on wastewater assessments. These wastewater assessments will serve as basis for further discussions with these LGUs on wastewater management strategies, cost and benefit tradeoff with different technology options, investments required, and to build broader stakeholder understanding of the risks and support for LGU investments to improve wastewater collection, treatment and disposal. Our team will refine the training program and materials in Year 5 to prepare for the roll out of this training in Mindanao and the Central Visayas (with LGU participation from other regions). The pool of trainers (from local universities, service providers, PLGUs and DENR) will be sourced from those who were trained in Year 5.
- Provide training and guidance to LGUs (preferably from those trained above) with serious intent to carry out waste water assessment and pursue WWM investments. At least 6 of these LGUs will be from either Davao Gulf or Sulu Sea/South Negros/Tanon Strait, which are priority key biodiversity areas. We will involve multiple groups from within the LGUs and the water district in the assessment and design of specific collection/treatment projects and financing plans. Training will identify the different financing options available to LGUs and water districts (e.g., MDFO, GFIs, bonds, and self-financing) and discuss the tradeoffs/advantages of each. We will encourage discussions and public hearings where these proposed projects can be discussed with other stakeholder groups. We will assist these LGUs to develop and initiate social marketing campaigns. Assistance will include support for site visits by LGU (MLGU and PLGU) staff and key stakeholders to LGUs, water districts and private companies already carrying out effective WWT programs.
- Intensify the IEC, media, and advocacy campaign to expand constituencies and generate greater support for improved wastewater management in the Davao Gulf and South Negros/Tanon Strait areas. We will initiate the discussions on wastewater management issues, policies and options beyond the LGU level by engaging the Davao Gulf Management Council, MEDCO/NEDA, DOH, WWF and other environmental NGOs, business sector, tourism councils, water districts, and provincial governments. We will expand and update our analyses on the impact of poor waste management on these important aquatic resources to provide the quantitative link between better waste management and protection of key biodiversity resources.
- Guide selected LGUs in developing business and financial plans to support their decisions to improve wastewater treatment and consider PPP mode as one of the institutional options. Meetings will be organized to discuss the pros and cons of outsourcing, joint ventures, and corporatization, and different incentive system. Advice will include designing fee schedules for various cost recovery options.

- Support efforts of LGUs to review and update building codes, sanitation code, zoning ordinances and other policies/ordinances that will require households to upgrade their sanitation infrastructure and shift some of the burden for new infrastructure construction to land developers. We will draw upon the past experiences or similar experiences of other LGUs with other programs in configuring technical assistance activities for the interested LGUs. We will work with local chapters of relevant professional groups (engineers, architects), organization of builders/contractors, and national agencies such as NMIS and HLURB for the adoption of improved designs for WWTFs of slaughterhouses and housing projects. We will collaborate with LGU leagues to share successful experiences and lessons learned on the use of ordinances, zoning, taxation, and others to improve wastewater management.
- Continue to develop local capacity for WWM. The skills of those trained in year 5 will be further deepened as they get involved in more training and actual design and O and M work, and are exposed to more working models. We expect that initial collaboration with two academic institutions will be replicated in other universities in Mindanao and other regions.

5. GOVERNANCE AND ADVOCACY – CLIN 0001

Expertise in Governance and Advocacy

Sector Leader: TBD

Manila: Wilman Pollisco (Legal Specialist), Zita Toribio (Policy and Governance Specialist), Elaine Umali (Social Marketing AP), STTA on Social Marketing (to be hired), R. Jaleco (Media Specialist), E. Guiang (COP), R. Paz (DCOP)

N. Luzon: Roger Serrano (Regional Coordinator), Gil Vilorio (AP)

C. Visayas: May Ybañez (Regional Coordinator), Rosario Farrarons (Communications AP, Cebu)

S. Mindanao: Fer Esguerra (Regional Coordinator), Raoul Geollegue (Advisor, Davao City), Ruby More (AP, Gen. Santos City), Social Marketing Specialist (to be hired)

W. Mindanao: Edward Lim (Regional Coordinator), IEC AP

In Year 4, the Chief of Party (CoP) and Deputy Chief of Party (DCoP) provided guidance and oversight for the Governance and Advocacy component with the support of several STTAs (Mr. Jolan Angeles, Mr. E Hizon, Mr. Umali), Long-Term Technical Assistance (LTTA) (Ms. Zita Toribio), and senior AP/social marketing and communication (Elaine Umali). In Year 5 and the 2-Year option, the COP and DCOP will continue to provide overall direction and oversight but will engage a GoAD Sector Leader who will coordinate and manage the component based on the approved work plan. The LTTA staff are Ms. Zita Toribio (governance and policy specialist), Mr. Bing Jaleco (media specialist), and a social marketing/IEC specialist in Southern and Central Mindanao. A senior IEC AP will be recruited in Manila to coordinate and integrate bullet stories, knowledge products, success stories, feature articles, case studies, among others that are coming from the regions for the use of USAID, DENR, and other outlets. The RCs together with their IEC/APs will be responsible in the regions to handle all GoAd-related activities.

5.1. Project Objectives and Link to DENR Objectives

In collaboration with DENR and DILG, EcoGov supports local government units and community stakeholders in their initiatives to implement devolved and decentralized ENR policies that conserve tropical forests and biological diversity in priority Key Biodiversity Areas (KBAs) and Marine Key Biodiversity Areas (MKBAs). The project assists by improving local capabilities to make decisions or choose options that would result in improved management of forests and coastal resources, solid waste, and waste water while sustaining local livelihoods.

Guided by the DENR's policy directions and programs, EcoGov will assist in improving the environmental governance of at least 80 and 90 partner LGUs by 30 September 2009 and 30 September 2011, respectively. To help these LGUs achieve improved environmental governance and, thereby, contribute to the project's biophysical targets in managing coastal and forests resources, solid waste, and waste water, EcoGov has a cross-cutting governance and advocacy (GoAd) component.

Under the GoAd, EcoGov assists partner LGUs improve the basis and processes for their decision making in their key functional areas so that these are consistent with the principles of good environmental governance—transparent, accountable, and participatory. Results and recommendations from baseline and periodic self-administered assessments, studies, analysis, consultations, and agreements among local stakeholders serve as the “substance” for advocacy and social marketing campaigns in each LGU and for all ENR sectors.

The project works with local DENR, civil society groups, and concerned provincial governments employ various communication, advocacy, and social marketing tools so that decision makers and their constituents become aware of the costs and benefits of their decisions and actions. The project also helps LGUs and stakeholders in analyzing the basis of their ENR decisions; make governance-oriented ENR policies and actions, especially in procurement, budgeting, staffing, ordinance formulation and enforcement, conflict resolution, and collaboration.

Based on the results of the baseline and periodic self-administered environmental governance assessments, EcoGov assists LGUs improve their overall environmental governance indices. With the project’s intentional and concerted technical assistance delivery, it is deemed that the LGU’s improved environmental governance over time results from the project’s interventions and assistance.

GoAd’s key objectives and targets for Year 5 and 2-Year option are:

- By 30 September 2009 and 30 September 2011, assistance to partner LGUs will have resulted in at least 80 and 90 LGUs achieving improved environmental governance, respectively;
- In collaboration with the EcoGov technical sectors, scale up, document, and advocate EcoGov best practices in at least 12 provinces as a means to partly achieve the project’s biophysical targets, sustain project investments for improving good environmental governance among LGUs, and as a basis for more focused regional and national level advocacy campaigns on environmental governance at the local level; and
- In collaboration with the EcoGov technical sectors, DENR/FASPO (especially in the implementation of the World Bank-funded ENRMP, ADB-funded ICRMP, GTZ project, among others), provincial governments, concerned NGAs, and DENR field offices, pilot, document, and advocate the institutionalization of R2R or IEM as the strategy and approach for LGU integrated ENR planning and implementation within clearly defined landscape or ecological units.

5.2. Status of Governance and Advocacy Component

The implementation of EcoGov activities requires all concerned staff to be involved, in one way or the other, in advocating and championing improved environmental governance at the community, local, provincial, regional, and national levels. These collective efforts resulted in some of the implementation highlights in Year 4.

Indexing Environmental Governance Performance

Drafted the Guided Self-Assessment (GSA) report covering the 91 LGUs and is now undergoing EcoGov review. The report assesses the progress in LGU environmental governance as measured by the various indices (by function, principle and by sector) since the baseline assessment. A total of 60 individual LGU GSA reports have been drafted.

- Of the original 82 LGUs that underwent the baseline GSA, 73 (86%) either improved their over-all index or sustained their high baseline performance. The rest (9) of the LGUs showed deteriorated overall index performance, which may be attributed to change in political leadership, financial constraints, inadequate local technical expertise, and declined functionality of environment management offices and bodies.
- Of the total of 91 LGUs (82 original and 9 additional LGUs) that underwent the mid-term assessment, 53 (58% of total) are well-performing (based on cut-off index of 0.75-1.00), 18 are medium performing (overall index of 0.39-0.74), and 18 are overspecializing (well-performing in one sector, low performing in another sector). Only 2 (2%) LGUs remain low performers (overall index of 0.38 and below).

Highlights of Governance and Advocacy Activities

- **Advocacy.** The visits of high-level USAID and DENR officials in EcoGov sites provided a high-level affirmation and endorsement of what the project is doing with LGUs for improving environmental governance. For example, the visits of Ambassador Kenney in Pagadian City (CRM summit), in General Santos City (waste water management for the public market), in Marawi City (awarding a grant for the construction of an ablution for women in a mosque), and in Bohol (solid waste management) resulted in increased awareness on the importance of the ENR sector at the LGU level.
- **Advocacy.** Developed a “Ridge-to-Reef for Water Exhibit for the Mall of Asia Earth Day Celebration and the “Ridge-to-Reef to Address Global Climate Change” during the Negros Islands Summit on Global Climate Change. The main feature of these exhibits is the advocacy for a Ridge-to-Reef approach to integrated Environment and Natural Resources Management (ENRM), the interconnectedness of the systems, how it may work, including the benefits to communities and society as a whole.

- **Collaboration.** Explored collaborative and complementary work with other DENR FASPO projects, especially the World Bank-ENRMP and Asian Development Bank or ADB-funded Integrated Coastal Resource Management Project (ICRMP) and GTZ for the planning and implementation of the IEM framework in key pilot areas. EcoGov developed initial powerpoint presentation for the IEM framework that was discussed with DENR/FASPO, donor staff, and bureau staff from Forest Management Bureau (FMB), Protected Areas and Wildlife Bureau (PAWB), Policy and Planning, and Environmental Management Bureau (EMB).
- **Collaboration.** Held initial meetings with the provincial governors of Lanao del Sur, Sarangani, and South Cotabato for the possible piloting of the Master in Public Management (MPM, major in Environmental Governance) among their staff and LGU officials. The initiative forms part of the implementation of the MoA between the EcoGov 2 and Ateneo de Manila School of Government to improve environmental governance among LGUs. The three governors expressed their willingness to provide at least 25-30% counterpart for the total cost of the MPM over a period of 18-24 months.
- **Collaboration.** Increased partnership with PLGUs and DENR for the creation of TWGs and core groups to scale up EcoGov best practices in FFM, ISWM, and CRM in the regions and in Manila.
- **Knowledge Product (KP) Development.** To date, several EcoGov KP materials have been prepared, produced, tested, or published.

Crosscutting KPs:

- *Folio2 Success Stories.* Final copy editing ongoing; preliminary layout completed (c/o EG Hizon). Theme is "Empowered local people; purposive partnerships; improved lives."
- *"Al Khalifa (The Steward)" Guidebook and related material.* SOWs completed and formal approval pending for Darul Ifta-enhanced edition (including related SOWs for Marawi City write-up and cover artist); Arabic-language version; Maguindanao language version; prayer book; and a layman's version. Recruitment of service providers ongoing. Canvassing of printing press for Darul Ifta edition completed. Stakeholder workshop conducted in Cagayan de Oro City, April 2008, resulting in advocacy and dissemination action plan by LGU, People's Organization (PO)-NGO, and religious-academe sectors.
- *"Guide to Conducting Focus Group Discussions: A Community-based Social Marketing Tool to Increase Participation in Solid Waste Management."* Completed and reviewed; final rewriting of text for generic application (i.e., not just for SWM but also for all other project sectors); reproduction and dissemination pending.
- *Writing and Reporting "State of the Environment in the Province."* Guide for Provincial Local Government Units (PLGUs). First draft completed; review pending.

- *Bullets*. Data gathering, writing, finalization, and distribution of weekly bullets ongoing.

CRM KPs:

- *MPA Cost-Benefit Study*. Final editing and laying out of technical study ongoing. A layman's version of the Primer/Fact Sheets to be written and packaged.
- *MPA Advocacy Video*. SOW completed; initial brainstorming conducted. Approval of SOW pending.
- *Proceedings of the Congress on Sustainable Financing and Marine Protected Areas*. Printing completed; this congress was co-sponsored by EcoGov and the Philippines Association of Marine Science (PAMS).
- *Promoting MPA Best Practices: 2007 Outstanding MPA Awards and Recognition*. Printing completed. This was part of a grant provided by EcoGov to PAMS.

FFM KPs:

- *FLUP Manual*. Consolidation of Part 1 (User's Manual) completed by FFM Team; copy editing to be done upon receipt of manuscript. Part 2 (Facilitator's Manual) scheduled for initial writing by FFM team (c/o Bien Dolom).
- *Other Forests and Forestlands Management (FFM) KPs* under development—
 - Matrix: FLUP Process in a Nutshell;
 - Draft outline: Manual in preparing and analyzing maps for the FLUP and Resource Management Plan (RMP);
 - Draft outline: Individual property rights process (by F. Vicente and R. Aragon);
 - Draft outline: Resource management planning manual;
 - Draft outline: Financing FLUP annual work plan.
- The following papers were turned over for copy editing and packaging. A Layman's Version Fact Sheet will be prepared for each.
 - "Financing the Management of the Barobbob Watershed through Payment of Environmental Services";
 - "Economics of Jatropha Plantation Development: Effect of Farm Gate Price, Wage Rate, and Volume of Harvest on Financial Viability";
 - "Bayawan City Forestlands Carbon Stock and Sequestration Estimates."

UEM KPs:

- *Waste Assessment and Characterization Manual* (updated). The draft was produced from powerpoint presentations, lectures and actual field exercises. This was field tested in selected LGUs.
- *Activity-Based Cost Accounting Manual*. Initial draft was revised following its review and field testing by the EcoGov team and selected LGU accountants.

- *LGU Wastewater Management Assessment*. First draft was completed for field testing by LGUs in the Davao Gulf.
- *Operations and Maintenance (O and M) Manual for the Tacurong City Sanitary Landfill (SLF)*. Finalized and disseminated as prototype SLF operations manual during the formal opening of the SLF.
- *Reprinting of ECO-Asia Sanitation Technology Kit*. Co-branding completed; reprinting ongoing.
- *“Study Report on Greenhouse Gas Emission Estimates from Burning or Composting Cane Trash and Biodegradable/Residual Solid Wastes in Negros Island and Bayawan City and their Implications.”* For copy editing and packaging. A layman’s version will be produced.

5.3 Overall Strategies for Achieving Governance and Advocacy Objectives

5.3.1 Strategic Guidelines for Year 5 and 2-Year Option

To help achieve GoAd’s objectives and targets in Year 5 and in the 2-Year option, the project team will implement sector- and region-specific GoAd strategies based on the following guidelines:

- Intentionally supporting and adopting a project “brand”—*good environmental governance for conserving tropical forests and biodiversity in KBAs and MKBAs*—in promoting and advocating ENR devolution and decentralization, carrying out mitigating measures to minimize the negative effects of global climate change, scaling up with provinces and DENR offices, piloting innovative approaches such as social enterprise and business planning, assisting LGUs with ENR integration using R2R or IEM strategy, promoting partnership and collaborative arrangements, networking, developing project knowledge products, and refining approaches in co-management, PPP, target-oriented media, advocacy, and social marketing campaigns.
- Motivating the LGUs to adopt good environmental governance practices following an integrated manner (instead of sectoral) in KBAs or in MKBAs to reduce threats and improve the management of tropical forests and biological diversity.
- Based on the analysis of GSA indices of partner LGUs beginning from the baseline surveys and the series of surveys over the years, determine appropriate institutional arrangements between the PLGUs, leagues, and DENR how the self-administered GSA survey processes may be continued especially after the 2-Year option of the EcoGov project. A set of recommendations on options may be discussed at the provincial, regional, and national levels.
- Supporting LGU-initiated and ENR-based networks (e.g., through inter-LGU agreements around a common facility, adjoining MPAs, or watershed, or LGU alliances) that can advocate for better services from government agencies, more coordinated enforcement of environmental rules, increased and sustained funding for

environmental management activities, pooling of resources, and increased awareness that ignite appropriate collective actions.

- Enabling and supporting the LGUs to carry out good environmental governance practices through partnership and collaborative arrangements with provincial governments, DENR field offices, leagues, networks, local service providers, and civil society.
- Awareness, media, advocacy, and social marketing campaigns based on appropriate knowledge products (KPs), sound technical advice and expertise in order to increase public awareness and positively influence the knowledge, attitudes and practices (KAP) of both decision makers and community members. The KPs will be largely based on results of technical studies, analysis, GSAs, consultations and consensus, project's lessons learned and best practices from other initiatives.
- Sustaining good environmental governance initiatives by aligning all interventions—training, cross visits, conferences, consultations, policy analysis, advocacy, media campaigns, social marketing, organizational development, etc.—for concentrated assistance that will strengthen local ENR capabilities, especially in planning, enforcement, budgeting and staffing, procurement, M&E system, and policy implementation.
- Depending on the sector and region, any combination or all of the following specific strategies may be carried out by the regions or by the sector.
 - In promoting good environmental governance, the team will (a) help create opportunities for LGUs with high GSA indices to share what they have done and how they will continue to deepen their environmental governance and maintain their indices over time, (b) encourage LGUs with medium GSA indices—if overspecializing, diversify and influence other sectors to adopt improved environmental governance practices; or improve and obtain higher GSA if currently under medium category; and (c) encourage LGUs with low GSA indices—improve to medium at least in one or two sectors with overall improvement in certain functionalities.
 - Develop orientation, IEC and advocacy materials highlighting the importance and benefits of good environmental governance as measured by GSA indices. Materials will relate benefits of high GSA with:
 - improved biodiversity conservation;
 - balanced ecological health;
 - less cost for mitigating or adapting from results of public and environmental hazards;
 - increased carbon sequestration or reduced carbon emission, thereby, contributing to addressing global climate change;

- “improved public image” of local leaders that goes with increased credibility among constituents, donors, and conscience industry, effective implementation of IEM/R2R approach that maximize on- and off-site benefits of good environmental governance; and
 - improved productivity and sustainability of the uplands, lowlands, and coastal areas (as a result of sustained water supply, less pollutants in the aquifer, river systems, and coastal waters), thereby, directly and indirectly addressing poverty.
 - Work with DENR and the province in scaling up and developing a doable M&E system and enforcement to ensure good environmental governance in EcoGov-assisted LGUs who underwent GSA survey.
 - Consistent with the project “brand”—*good environmental governance for conserving tropical forests and biodiversity in KBAs and MKBAs*—the team will determine strategic key messages on environmental governance for different target groups in developing and carrying out media and social advocacy campaigns, organizing conferences and seminars, in holding one-to-one meetings with personalities, in branding or providing a communication slant for training programs and workshops, and preparing technical reports. At the national, regional, and KBA and MKBA levels, the campaigns will be intended to raise the level of awareness on the importance of environmental governance in conserving biodiversity and tropical forests, on the need for effective policy implementation and collective actions, and on the need for active engagement of LGUs, local DENR, communities, and civil society to reduce the threats (from all sources) and improve management of the environment and natural resources.
 - In social marketing, the project will continue to work with and capacitate partner LGUs in developing and implementing their social marketing plans for target audiences to effectively mount a campaign that will achieve positive and voluntary behavior-change especially in solid waste, waste water, forest management, and fisheries and MPA management. Pilot LGUs in each region for each sector will become learning sites in the use of focus group discussion (FGD) as a tool for assessing the target audiences, determining strategic positionings, and demonstration/learning sites.
- The EcoGov knowledge products is comprised of strategies, practices, methods, lessons learned that have been embedded in continually improving approaches with the project work with local government units, communities, DENR, local service providers, and partners. The KPs will be designed to encourage the adoption of best practices on environmental governance, build knowledge and skills to effectively do scaling, both geographically and cross-sectorally. The KPs will also document and promote information about high-performing partner-LGUs as learning sites for environmental governance.

- Accordingly, the team will continue to improve its existing process of capturing and documenting project lessons, best practices, success stories, case studies; and, translate this knowledge into modules for teaching and learning modules.
- The team will use the KPs for improving capability building, re-tooling, supporting, and designing incentives for the adoption of good environmental governance. The target audiences of the knowledge products are:
 - DENR, DENR regions and PLGUs as the key drivers in promoting good environmental governance among the municipal and city LGUs within their respective jurisdiction.
 - The DENR and PLGU technical staff with the local service providers as the future source of technical assistance to LGUs.
 - Municipal and city LGUs and community resource managers as the “demonstration” areas of best practices. Their practices will be their “main messages.”
 - Local, regional, and national policy makers as sponsors of good environmental governance ordinances and laws.
 - Media and civil society as the “conscience” and monitors of good environmental governance among public officials.
- The project will actively seek out collaboration, co-financing, and partnership **arrangements** with other donor-funded projects, civil society, coalitions, and cluster of local governments as a means to cast the EcoGov’s net wider—in terms of sharing and disseminating best practices, fund leveraging, capacity building, and promoting innovative approaches in the ENR sector at the LGU level.
- In all sectors and regions, increase broader participation at the local, regional, and national levels through Memorandum of Agreements or public signing of commitments among local and national non-government organizations, peoples’ organizations, schools, civic organizations, DENR projects to strengthen information sharing, cooperation, mainstreaming, and integration.

5.3.2 Key Strategies and Activities in Year 5

GoAd Strategies and Activities – National

Governance Index

- Assist the regional teams organize provincial or regional sharing and feedback sessions among MLGUs who completed their baseline and second GSA surveys. During these sessions, the team will strategically engage the media, LMP, PLGUs, DENR, DILG, Galing Pook representatives, and regional bodies. The workshops will focus on how LGUs can improve their overall GSA index.

- Develop an integrated ENR orientation for all EcoGov-assisted LGUs and use these materials with DENR, BFAR, and PLGU sector counterparts as the primary “talking heads on the need for good environmental governance.” The team will at the same time engage selected partner LGUs as “examples” for other LGUs to broaden environmental governance in different ENR sectors. Develop a follow-on action plan for each target LGU to help them improve their GSAs in Year 5.
- Support the participation of selected LGU officials and staff in various sector conferences (in FFM, CRM, UEM, local governance) to further broaden their understanding and appreciation of how they can address their ENR concerns at the LGU level.
- Coordinate the conduct of self-administered GSA in early 2009 and another self-administered baseline GSA survey with new EcoGov-assisted LGUs especially in those being directly assisted in WWM and those indirectly assisted through the scaling mode of technical assistance.

Collaboration and Networking

- Work with DENR/FASPO in organizing and facilitating regular “reflection” and sharing sessions on lessons learned, issues, and challenges in planning and implementing devolved ENR functions through the R2R or IEM initiatives. An informal “learning group” with members from the technical bureaus, ASEC for Devolution, Policy and Planning Office and other concerned DENR offices will be organized through an SO and may invite donor agencies, academe, NGOs, and LGUs from time to time for discussion. Key topics to be discussed may include the R2R/IEM framework, knowledge products materials for dissemination and advocacy materials, joint sharing sessions with LGUs through the MDC or leagues, policy recommendations based on lessons learned from different ongoing foreign-assisted projects.
- With DENR-FASPO as the lead convenor, collaborate with the World Bank-funded ENRMP, ADB-funded ICRMP, GTZ project, and others in piloting R2R (or IEM if only a portion of the R2R coverage) in 5 pilots—Sarangani (with the provincial ENR code, Quirino with the forestry master plan, Liguasan Marsh as a wetland biodiversity site, cluster of LGUs in Bohol for integrated watershed management), Davao Oriental (with ICRMP), and Bayawan City.
- Collaborate with MDC, LMP, and NTV Lakbayin and Pilipinas Program in documenting and airing EcoGov LGU ENR best practices. The project will also explore co-organizing a nationwide sharing workshop on FLUP with LMP and MDC, GTZ, and World Bank-funded ENRMP project.
- Collaborate with provincial governments and DENR regional offices in planning and implementing a “recognition” strategy for LGUs, communities, organizations, and individuals who demonstrate good environmental governance. We will try doing this

with LMP, civil society organizations, local academic institutions, and even with the Galing Pook Awards Program.

- Together with DENR-FASPO and other foreign-assisted projects, organize a multi-sectoral and inter-agency workshop on “payment for environmental services” (PES) in early 2009. The objectives of the workshop will be designed to facilitate (a) sharing of best practices on PES in forestry, coastal, urban management, eco-tourism, and protected areas, and (b) identifying current DENR policies that are impeding or needed to further strengthen PES as a major source of “environmental funds” for ENR activities at the community, local, provincial, and national levels.
- Work with DENR Region 12 and the provincial government of Sarangani in drafting and signing a MOA, with DENR agreeing for the full devolution of ENR in Sarangani using the enacted provincial environment code as the framework.
- As part of strengthening local environmental governance and developing a cadre of ENR professionals, continue carrying out the agreements with Ateneo de Manila School of Government and Silliman University in developing environmental governance courses for either master’s or certificate programs. EcoGov will partly fund (together with the counterparts from the LGUs and the students) the training program.

Media and Social Advocacy Campaigns

- Advise and work with the regional teams in developing and launching concerted and target-oriented media and advocacy campaigns in support of each sector to achieve biophysical and institutional targets. In Year 5, media and social advocacy campaigns will be developed and carried out in at least 5 KBAs and MKBAs—Davao Gulf/Mount Apo area, Sarangani Seascape, Illana Bay, Camotes Islands, Southern Sierra Madre (QPL). The GoAd team in Manila will help the regional teams to:
 - Analyze potential audiences for advocacy, awareness, and social marketing campaigns;
 - Select target audiences by sector and region;
 - Clearly define how technical assistance can be positioned to encourage or motivate each target audience to adopt certain environmental governance practices; and
 - Determine tactics and actions to meet objectives, targets and KPIs in each sector and region as a result of changed behaviors, re-aligned budgets, approved sector plans, enacted ordinances, enforced rules, created ENROs, signed MOAs or MOUs, and resolutions supporting scaling up, among others. These may include formulating clear messages that specify net benefits in making the change or adopting certain actions, communication channels or media campaigns, developing and disseminating appropriate knowledge products, designing or providing strategic support activities, enforcement, incentives, networking, training, expected outputs, evaluation process, cost, and others.

- Assist the regional offices launch their media and social advocacy campaigns in partnership with local media, LGUs, civil society, DENR, and private sector for the targeted KBAs and MKBAs, especially for Davao Gulf/Mount Apo, Sarangani Landscape, and Illana Bay in Zamboanga del Sur.
- Assist the regional offices in mainstreaming gender concerns as part of the LGUs and resource managers, especially in their participatory planning and decision-making processes, creation of committees and boards, training and cross visits, consultations, etc.
- At the national level, establish working and long-term mutually beneficial relationship with media editors and beat reporters and DENR PAO central office. The team will update EcoGov media kit, organize orientation workshops, prepare and disseminate press releases, success stories and bullets. Scheduled personal visits and discussions with key personalities will also be conducted to get more coverage in the media and enlist them as environmental governance monitors or advocates.
- Maintain media relations to enhance delivery of key environmental governance messages. The target groups will include the DENR, leagues, LGUs, religious groups (CBCP, PCCI, MAP, PIPPA, etc), media groups, and business groups (PCCI, MBC, MAP) to broaden their understanding and news delivery channels for environmental governance and seek their endorsement and active support.

Social Marketing

- Work with the regional teams in determining pilot sites for scaling up the planning and implementation of social marketing approach to achieve behavior changes in UEM, CRM, and FFM.
- Work with the regional staff and LGU/DENR TWGs in planning and conducting low-cost, practical, and meaningful research on priority target audience groups (e.g., FGDs, key information interviews or KIIs, doer/non-doer analysis).
- Based on the FGD results and inputs from the sector technical assessments and analysis, (a) develop core messages that clearly explain the costs and benefits of each desired behavior change in each sector, (b) assist in preparing social marketing programs to effectively communicate/promote the desired behavior-changes that meet the four most important decision points from the research and analysis, and (c) help in developing an implementation plan with M&E—who will do what, when, how much, where, and what indicators to be monitored and evaluated.
- Assist in reviewing the social marketing plans and deal with LCEs, assist in getting approvals and sourcing funds, facilitating issuance of implementation orders, and mobilize local resources for implementation.

- Strengthen the capacities of assisted LGUs in conducting FGDs, analyzing FGD results, preparing social marketing plans, advocating support for their approval, implementation, and monitoring.
- Facilitate and coordinate the sharing of LGUs on lessons learned from their social market programs—from planning, implementation, and monitoring and evaluation—especially in the UEM sector.

Knowledge Products

- Develop and/or carryout audience-focused and culturally appropriate, standardized, replicable IEC programs and activities that are targeted towards specific audiences (e.g., schools, vendors, public market administrators, hospitals, establishments, fisherfolks, indigenous upland farmers, migrant upland farmers). In Muslim communities, continue referring to the Al Khalifa source book as basis for developing communication materials.
- Complete priority knowledge products especially those that will support scaling up (manuals, how to's, resource books, powerpoint presentations, write ups on learning sites, guides, etc.), advocacy for certain policy decisions or governance decisions; media and social advocacy campaigns, social marketing, GSA improvements, collaboration and partnership.
- Revise project briefing kits and IEC materials for dissemination during campaigns, conferences, and workshops.
- Prepare bullets and success stories that are based on themes highlighting threat reduction and improved management of KBAs and MKBAs in each region, best practices in good environmental governance; benefits of collaboration and partnership; and project innovative approaches such as R2R or IEM; local initiatives to address global climate change, PES, MPA network, business planning, landfill clustering, etc.
- IEC, media, and advocacy materials will focus on MKBAs—Illana Bay, Davao Gulf, Camotes Seas, Tanon Strait, Bohol Seas, Sarangani Seascape, Baler Bay; and KBAs—Sierra Madre Mountain Range, Mount Apo, Lanao Lake, Negros Oriental, Lake Sebu, etc.
- Organize EcoGov KPs based on target audiences for easier dissemination and monitoring purposes. An effective and efficient way of disseminating and distributing these materials to target audiences will be developed. The project will also take advantage of events to launch some of the significant KPs. Some of KPs will be uploaded in the EcoGov Website and other outlets. Initially the project will categorize them into:

- EcoGov technical reports (technical reports, analysis, models, etc.)
- Project reports—Quarterly Reports, Annual Reports, Work Plans
- Proceedings of thematic and regional workshops, conferences, and minutes of important meetings
- Training materials (manuals, powerpoint presentations, videos, etc.)
- Guides for cross visits and information on learning sites
- IEC and briefing kits
- Bullets and success stories (published or unpublished)
- Approved LGU technical plans (FLUP, CRM, MPA, etc.)
- Posters and photos
- Maps

GoAd Strategies and Key Activities in Northern Luzon

- The team will continue to assist 19 LGUs in sustaining or achieving improved governance index. The major strategies and key activities are:
 - Together with the concerned provincial governments, DENR, and civil society groups, organize feedbacks and sharing sessions among the 19 LGUs by province or cluster of LGUs so that they can learn from each other. The team will discuss the results and guide the LGUs on how they can improve or sustain their GSA indices over time.
 - After the feedback sessions and sharing, the team will guide the LGUs in preparing action plans (with SMART objectives) so that the three median LGUs (Quezon, Aglipay and Maria Aurora) and five overspecializing LGUs (Bayombong, Solano, Bagabag, Dipaculao and San Luis) will have achieved significant GSA index progress by 2009.
 - The team will assist the 11 well-performing LGUs (Dupax del Sur, Dupax del Norte, Bambang, Aritao, Baler, Dinalungan, Diffun, Nagtipunan, Maddela, Cabarroguis, and Cauayan City) to sustain and deepen their environmental governance performance by helping them communicate what they have done to other LGUs, serving as models or learning sites to the other LGUs in Northern Luzon, linking them to institutions that provide incentives or reward to good performing LGUs, or documenting their good environmental practices for the reference of other LGUs.
 - Jointly institute M&E system with the Provincial ENRO Office and DENR to regularly keep track and monitor the LGU implementation of agreed courses of action. Regular meetings among cluster LGUs to be initiated by the PLGUs or DENR will be encouraged.
 - Conduct another self-administered feedback with LGUs in early 2009 and GSA benchmarking for at least two new LGUs. After the analysis of results, the team will organize cluster feedback sessions among the LGUs.

- The regional team will help coordinate and work with the concerned sector leaders and regional specialists in their various media, advocacy, and social marketing campaigns; in their scaling up training programs; and in linking with LGU leaders and DENR officials. The GoAd team will help the sector teams achieve their planned targets in Year 5. The following key activities will be jointly designed in support of the sector teams.
 - IEC, media and advocacy support for the LGUs’ efforts to establish, maintain, and promote their learning sites/models (complete with show of share tell features).
 - In FFM, the team will continue to support the preparation and approval of the provincial forestry master plan in Quirino and the PES implementation in Barobbob Watershed.
 - Collaborate with the sector teams in advocating for the concerned LGUs to institutionalize and strengthen organizational, financial, policy, technical, and enforcement support for the implementation of their FFM, UEM, and CRM plans.
 - Lead the process of awareness, media and advocacy campaigns for conserving tropical forests and biodiversity in the Central Sierra Madre KBA, highlighting the need for integrated ENR approach at the local level.
 - Help the sectors advocate for the enactment of ordinance and local actions to regulate the use of banned herbicide (a major threat to biodiversity, such as the soft-shelled turtle) in Quirino Province.
 - Help the CRM sector document the process and development of IEC materials related to MPAs in Baler Bay and the preparation of the state of the coast reporting by the province.
 - Facilitate the organizational development process of Cauayan City and Bayombong for strengthening their ENR services to their constituents.
 - Assist the sectors in developing local knowledge products such as composting of market wastes in Diffun and Maddela that involves partnership between LGU and academe.
 - Develop and carry out theme-oriented plan to write bullets, success stories, press releases, photo captions, and others that pertain to significant achievements and best governance practices in each of the sectors.
- Collaborate, partner and provide organizational strengthening and capability support for the PLGUs of Nueva Vizcaya, Quirino, Cagayan, and Aurora as these provinces enter into MOAs with DENR and jointly form technical working groups to “scale up” — reach out to other municipal/city LGUs within the province — EcoGov best

practices in either FFM, UEM, and CRM or all of these sub-sectors. The team will work through the DENR-PLGU.

- For the provinces of Nueva Vizcaya, Quirino and Aurora, focus shall be on the reorganization and strengthening of their Provincial ENROs, as they address varied concerns from the upland to the river plains and coastal areas and work closely with different stakeholders and their constituent LGUs. In Aurora, the PLGU shall be assisted in transforming its Inter-LGU CRM Committee into a more functional oversight body acting as a Council.
- Through collaborative work with the provinces and DENR, explore how EcoGov best practices can be included as one of the regular agenda of the local leagues and Regional Development Councils of Cagayan Valley and Central Luzon with the objective of increasing awareness of good environmental governance and promoting best practices in Northern Luzon.
- As part of “drumming up support” and increasing the level of awareness on the need for good environmental governance in KBAs and MKBAs, the team with the local media and through the PLGUs and regional DENR will participate in declared national ENR celebrations.
- Periodic joint review of ENR implementation plans—DENR, PLGUs, and LGUs—will be designed to serve the purpose of learning from the scaling up approach, refine and simplify approaches, and strengthen working relationships between and among DENR, PLGUs, and LGUs.
- In Nueva Vizcaya, work with the PLGU and DENR TWGs to complete the FLUPs of Villaverde, Ambaguio, Dupax Norte and Bambang. Assist the TWG in refining the FLUP processes to fit their needs as they update/revise the CLUPs of LGUs.

GoAd Strategies and Key Activities in Central Visayas

- Organize feedback and sharing sessions in clusters for the 30 LGUs in Central Visayas that completed their self-administered GSA survey. The team will conduct personal visits and one-on-one meeting with the LGUs or their key staff before or after the sessions. The sessions will end up with agreed action plans, specifying how the project, DENR, and each LGU will work together to achieve improved environmental governance index. The LGUs, DENR, province, and BFAR will be encouraged to discuss the tangible benefits of good environmental governance in their localities. Specifically, the team will:
 - Prioritize project assistance to the 10 median LGUs in order for them to show significant progress in all sectors. These LGUs are Pilar, Poro, Tudela, Carmen, Compostela, Lazi, Ayungon, Bindoy, Pamplona, Tanjay, Corella and Panglao. The team will ensure that the action plan for each LGU under this category will

- lead towards improved GSA index and the result of team work between DENR, LGU, and the project.
- For the 15 overspecializing LGUs, the team will help them improve their capacity to address the other ENR sub-sectors. They will be linked to other ongoing initiatives, participate in the scaling up activities, or attend local workshops and conferences. The project may also organize cross-visits and interactions with good performing LGUs within the region to augment their knowledge base and to motivate them to work for faster adoption and more effective implementation.
 - For the 5 well-performing LGUs, the team will continue to coach and help them deepen their understanding of the benefits of good environmental governance. The team will also explore opportunities for these LGUs to be recognized and share their experiences in large fora. The LGUs under this category are Bayawan City, Talibon, Maribojoc, Dalaguete and Danao City.
 - Organize and facilitate periodic and joint M&E with selected LGUs with the participation of DENR, province, civil society, and other NGAs.
 - Conduct of Guided Self-Assessment early in 2009 and provide feedbacks and recommendations to the concerned LGUs.
 - Collaborate with Silliman University in developing a certificate course for LGU ENROs in Central Visayas. The certificate program will focus on developing the capacities of ENR offices of LGUs to enable them to respond to the increasing challenges in protecting and managing the ENR sector to meet multi-objectives, including biodiversity conservation and tropical forest management.
 - Collaborate with the sector teams to determine the critical GoAd support that will be needed by each sector. In year 5, GoAd will support the sectors in meeting their biophysical targets. The key activities will be:
 - Help in developing sector-specific media and social advocacy plan in the region to support the establishment of learning sites/models (complete show-share-tell features). These will be Danao (CRM implementation), Pilar (MPA strengthening), Bayawan and Talibon (environmental governance all sectors), Jagna (ISWM waste diversion), Duero (LGU-implemented composting), Daus (household-level composting), Cortes (segregated collection). In these learning sites, the media, IEC, training, and advocacy materials will be in support of biodiversity conservation in selected KBAs (Camotes Sea and South Negros Sea/Sulu Sea).
 - Develop and carry out media, communication, and advocacy plans in support of (a) the formalization of institutional arrangement for the north metro Cebu common ISWM facility in Carmen, operationalization of the common SLF for metro Bohol cluster in Alburquerque, and development of the common SLF for

- metro Dumaguete in Dauin; and (b) the institutionalization of the CRM cluster of LGUs in Camotes Sea and Siquijor Island so that they will become sustainable in the long term.
- Continue to capacitate the LGUs of Jagna, Camotes Sea, metro Bohol cluster, Loboc River, and Bais City in planning and implementing their social marketing plans that target to change behavior in waste management, burning, fisheries and coastal management, among others.
 - Facilitate organizational assessment/development for Bayawan City, Danao City, Bais City, Toledo City, the provinces of Bohol, Cebu, and Siquijor in support of their commitment to strengthen their ENR functions and structures and scale up with DENR EcoGov best practices in FFM, CRM, and UEM.
 - In collaboration with DENR and partner LGUs, develop local knowledge products based on the best practices in Central Visayas such as (a) video of an SLF — how it works, developed and maintained as a tool for both social advocacy and social marketing, (b) guides for clustering SLF based on Metro Bohol and Cebu experiences.
 - Develop KBA-focused, theme-related and timely bullets/short stories for the USAID and other outlets.
 - Together with the DENR field office, scale up EcoGov best practices with the provinces of Cebu, Bohol, Negros Oriental. Identify with the PLGUs and DENR strategic areas (preferably those which impact key biodiversity areas) for scaling up sector or R2R approaches. Develop and initiate a social advocacy campaign with the concerned province and DENR especially in Camotes Sea, Bohol Sea (Danajon double barrier reef, Carood Watershed, Panglao Island), Tanon Strait and/or South Negros or Sulu Sea.
 - Use and adopt EcoGov models and knowledge products in scaling up EcoGov best practices. Facilitate orientation, MOA signing, training support, and assessment and feedback sessions between and among the provinces, DENR, LGUs, and local service providers, if needed.
 - Take advantage of regional and provincial events as media and advocacy opportunities where model LGUs and practitioners discuss their good environmental governance practices. These events may include Earth Day, Ocean Month, Water month, Environment Month, Foundation Days, Business Month and festivities such as Sinulog (Cebu), Sandugo (Bohol) and Buglasan (Negros).
 - Work with the PLGUs (old and new partners), local leagues, and DENR to influence the agenda and direction of the RDCs. This approach may help facilitate the process of “climbing up” the environmental governance agenda at a larger scale, generate wider support, generate higher-level recognition of

successful LGUs. The team will analyze the RDC structure, dynamics, and agenda before embarking on a media and advocacy plan.

GoAd Strategies and Key Activities in Southern and Central Mindanao

- Eleven (out of 17 LGUs) have low to medium or deteriorating GSA indices. At least 7 LGUs will be assisted to achieve higher governance index in Year 5. These are LGUs strong in UEM but weak in FFM: T'boli, Surallah, Isulan, Tacurong; and LGUs strong in FFM but weak in UEM: Makilala, Bagumbayan, and Ninoy Aquino. The key strategies and activities are:
 - Cluster feedbacking will be done along with good performing LGUs with the concerned provincial government and DENR. Sharing will be followed by an action planning by all LGUs. The team will provide advice and guidance on how each LGU can improve their GSAs.
 - The low performing LGUs will be linked with the existing networks such as the Allah Valley Landscape Development Alliance (AVLADA) combined with cross visits, coaching/mentoring, and periodic visits with each cluster for monitoring the action plan commitments.
 - Low performing LGUs such as Makilala to join the training activities in UEM now ongoing with other North Cotabato LGUs (Magpet, President Roxas and Kabacan).
- Strengthen LGU and DENR capacity on good environmental governance through the project's collaboration with Ateneo de Manila School of Government, DENR Regions 11 and 12, and provinces of Sarangani and South Cotabato. This collaboration will jointly support the participation of at least 25 LGU and DENR staff to get into the Master of Public Management, major in Environmental Governance. This will be conducted on-site at General Santos City or Alabel, Sarangani.
- Assist DENR Region 12 and Sarangani province in piloting the concept of "ENR" full devolution through a MOA, action planning, review and assessment, and refinements. The process and lessons learned will be documented for the use of DENR and other provincial governments.
- To help the FFM sector achieve its targets (15,393 ha improved natural forests; 920 ha bare forestlands under development), GoAd will:
 - Facilitate approval of MANP Management Plan.
 - Build the capability of PASU and Protected Area Management Board (PAMB) by assisting in the conduct of cross visits to other PAMB areas and help in the conduct of roundtable discussions to emphasize the need for transparency, accountability and participatory decision making in the PAMB.

- Replicate the Environment Code efforts by helping document processes and developing information materials/briefers (e.g., powerpoint materials, preparing code outline).
- Promote collaboration between concerned agencies and helping empower communities, by facilitating cooperation between DENR-DA in Region 12 (i.e., MOA signing, provision of TA by both agencies) to address issues on food security, environmental concerns and economic needs of local communities, especially in the uplands. The model here could be developed in Kiamba, Sarangani province. In addition, work with Sarangani PENRO in implementing programs benefiting CBFM POs (e.g., Hunger Mitigation program).
- Promote best practices by writing and publishing bullets, short stories, photo captions and success stories.
- To help the UEM sector achieve its targets in ISWM (10 LGUs with 25% diversion, 3 with SLF, 2 clustering sites and 3-4 LGUs with business plans in SCM region), GoAd will:
 - Assist LGUs complete and obtain approval of their ISWM plans.
 - Promote good practices by writing and publishing bullets, photo captions, short stories as well as success stories.
 - Promote various waste diversion programs by helping establish new learning sites/models (such as Surallah or Polomolok in South Cotabato and Kidapawan in North Cotabato).
 - Help demonstrate approaches to changing behaviors by conducting awareness and social marketing campaign in General Santos City (i.e., Barangay Lagao).
 - Assist the DENR Regional Ecology Center in Region 12 by documenting best practices in waste diversion, SLF clustering and preparing IEC/briefing materials.
 - Assist in promoting business planning by publicizing experiences of “successful” LGUs such as Tacurong to encourage target LGUs to do the same (TV interviews, newspaper articles, stories on college school papers, etc.) and in helping develop some promotional materials (e.g., brochures, powerpoint presentations).
- To help the UEM sector achieve its WWM targets (10 LGUs in SCM), GoAd will:
 - Carry out awareness, media, and social marketing activities with the LGU to positively influence behavior on payment of fees and septage use in Alabel.
 - Assist Alabel as a learning site for LGUs such as Malalag, Kiamba and Maitum by helping prepare IEC materials and document PPP experiences, waste water assessment methodology.

- Help advocate the need for LGUs in Davao Gulf to invest in WWM to sustain economic growth, conserve biodiversity, and minimize environment risks and hazards of increasing pollution.
- Facilitate LGU-DENR/EMB collaboration by helping EMB 11 & 12 in making relevant reports that are intended for sharing with reader-friendly LGUs.
- Sharing good practices by writing/publishing bullets, short stories, photo captions and success stories.
- To help the CRM sector achieve its targets (strengthening of 6 other MPAs in Davao Gulf located in Davao, Sta. Cruz, Samal, Panabo; establish 1 MPA network in Davao Gulf — SanPaSaDa), GoAd will:
 - Assist in establish a learning site in Punta Dumalag, Davao City (showcasing management planning efforts, implementation activities such as enforcement).
 - Assist the LGUs in preparing the State of the Coast reports by helping document best practices of LGUs (such as Sta. Cruz and Samal).
 - Assist in inter-LGU efforts such as the establishment of MPA network in Davao, Sta. Cruz, Samal and Panabo) by helping develop presentation and other materials showcasing benefits and experiences in MPA networking targeting decision makers, media and other established groups (i.e., Davao Gulf Council, leagues).
 - Promote best practices in MPA by writing and publishing bullets, photo captions, short stories and success stories.
- Help integrate Al-Khalifa in IEC/training programs of various sectors (especially UEM in Cotabato City and other Muslim areas) and projects (such as ACCION EL Hambre and Act for Peace) and ARMM agencies (though the operationalization of an Executive Order to be issued by the ARMM Regional Governor),
- Assist in scaling up efforts in North Cotabato, Sultan Kudarat, Davao oriental and other Davao Gulf LGUs by:
 - Helping Sarangani as a learning site/model for scaling up in FLUP. Assistance will include documentation of processes and development of knowledge products (e.g., brochure on FLUP process/flow/stages, enhanced power point presentations, brochure on co-management process/flow).
 - Providing OD advice and other assistance in the creation of the Sultan Kudarat PENRO.

- Working with the MENRO association of North Cotabato in holding roundtable discussions where best practices in both FFM and UEM could be shared with other LGUs.
- Collaborating with provincial governments (such as Sultan Kudarat) and other organizations (such as Allah Valley Landscape Development Alliance) in the conduct of environmental summits that will highlight best practices in FFM and UEM sectors.
- Collaborating with DENR/EMB and other groups (i.e., GenSan and other LGUs, KBP, GenSan Chamber of Commerce) in the conduct of special events (i.e., Earth Day, Environment Month) that highlight efforts in environmental management
- Continuing to network with media groups and other environment-related projects (such as Act for Peace, which is present in many areas of Region 12 and ARMM) for inclusion of environmental governance agenda in their programs.
- Working with local leagues, councils (such as the Davao Gulf Council) and other groups by riding on their scheduled activities and making presentations to promote investments in wastewater and solid waste management.

GoAd Strategies and Key Activities in Western Mindanao

- The team will assist 15 (out of 17) LGUs with low- to medium-GSA indices to improve their overall good environmental governance practices. At least 8 LGUs are targeted to reach high GSA indices in Year 5. The strategies and key activities are:
 - Organize and conduct feedback and sharing sessions among cluster LGUs. Depending on the cluster of LGUs, the team will encourage the active participation of the concerned PLGU, DENR, and members of the civil society group during the cluster feedback sessions. Individual LGU action plans will be prepared during the feedback sessions. The action plans and the project's analysis of weak areas will be the basis in designing LGU- or cluster-specific assistance to the LGUs. Before the feedback sessions, the team will visit the LGUs and discuss the results and implications of the GSA index per LGU. The team will emphasize that the GSA index is not a score card of their performance but an indicator of the level of environmental governance practices of the LGUs.
 - The team will assess the two LGUs in Western Mindanao that have remained to have low GSA index (Naga and Payao). The slippages of these LGUs can be attributed to lack of political will by the Payao mayor to pursue the municipal CRM initiative due to the tragedy that befell his predecessor. The clear disinterest of the Naga mayor to support coastal management agenda is partly due to his personal conflict of interest. EcoGov WM will work out a strategy in consultation with other neighboring LGUs to determine possible positive approaches in the process.

- A combination of ENR orientation, cross visits, participation in local workshops and conference, mentoring, and information campaigns will be used to promote the importance and benefits of good environmental governance at the LGU level. This will be done for the cluster LGUs in Illana and Sibugay Bays.
- Western Mindanao LGUs display a long range of dissimilarities in terms of customs, governance performance, and direction. Accordingly, the team's approach and technical assistance per LGU or cluster of LGUs may differ. EcoGov will be particularly sensitive to political dynamics between and among cluster LGU members, and provincial leaderships. Al-Khalifa-based training, media, and advocacy materials will be used in Muslim-dominated LGUs.
- EcoGov will explore, together with the LGU beneficiaries and a provincial support group, approaches that will bring poor performing municipalities to better performance level. In Zamboanga del Sur, the DENR and the PPDO or the PEMO, will be encouraged to be part of the support group for improved governance. A regular feedbacking activity can be used for brainstorming, reflection, action planning, and informing other LGUs of each other's innovations.
- The GoAd team will help the FFM sector advocate the signing of co-management agreements, sub-agreements for communities and claimants, active role of DENR in FLUP for 3 SVDC LGUs and Lakewood, Lanao del Sur; Tungawan, Naga, and RTLim. Support will also be provided for the continuing help of the Lanao del Sur TWG team and scaling up possibilities in Zamboanga del Sur and Tawi-Tawi (mangrove management).
- Facilitate the MOA with MSU system for collaboration and partnership in developing training and IEC materials in Muslim Mindanao that are based on the Al-Khalifa and possible service provider of LGUs in ARMM and nearby provinces. The MSU system will be encouraged to participate in selected CRM sites, in training and advocacy, utilizing Al Khalifa in curriculum module development and outreach programs.
- In CRM, the GoAd team will help:
 - Advocate for the legitimization of CRM plans in 3 LGUs.
 - Advocate for the continuing and increased support of the provinces and LGUs in implementing CRM work plans.
 - Pilot Al Khalifa sourcebook in selected Muslim-dominated CRM barangays including documenting good environmental governance practices in the CRM sector.

- Document and disseminate enhanced processes, for adoption in other areas by PLGUs and other partners.
- Facilitate the OD process in strengthening the different CRM and MPA management bodies for MPA monitoring, sourcing and managing financial resources, and entering into collaborative or partnership arrangement with the private sector, service providers, academic institutions, DENR, civil society groups, and investors.
- Lead the process of following-up commitments and plans from the recently completed CRM summit in Zamboanga-Sibugay and Zamboanga del Sur.
- Promote PLGU clusters for bay-wide ecosystem targets such as the Illana-Dumanquillas-Maligay-Sibugay bays with support for identifying lead LGUs in each cluster.
- Explore scaling up CRM assistance with LGUs in Lanao del Sur that are within the Illana Bay. This responds to the request of the PLGU of Lanao del Sur.
- In UEM sector, the team will:
 - Help advocate the legitimization of plans and issuance of SWM ordinance.
 - Promote and advocate the scaling up of EcoGov best practices with PLGUs and DENR.
 - Facilitate training on soil permeability, SLF design, M&E system, and social marketing.
 - Assist the team in carrying out information, media, social advocacy, and social marketing campaigns for improving the SWM in Marawi City based on the principles in Al Khalifa resource book.
 - Enable LGUs in conducting FGDs, prepare and implement social marketing to effect positive behavior change with respect to solid waste management.
 - Pilot the adoption of improved solid waste management as one of the means of improving the management of coastal areas with communities and stilt houses in Isabela, Badjaos in Lamitan.
- Continue to advocate and inform the governors, the DENR and local counterparts on the importance of scaling up EcoGov best practices in their respective areas of jurisdiction. The team will advocate for institutional commitments on the part of the provincial governments, the ENROs of Zamboanga del Sur and Zamboanga Sibugay, and their respective Sanggunians before proceeding with the scaling up activities,

which may start with the proposed Tukuran-to-Tungawan Eco-system Network of Zamboanga Peninsula in coastal management initiatives.

- The principles of Al Khalifa resource book will be used as a major reference in developing IEC and training materials, media and social advocacy in support of the scaling up of FFM, CRM, and maybe ISWM among the LGUs in the Province of Lanao del Sur, a province with unique cultural heritage and background.
- In Lanao del Sur, the team will work closely with the TWG led by the PLGU with members from DENR/ARMM, NPC, MSU, and PMWC. The Lanao del Sur experience will be used as basis for scaling up sector projects in other parts of the province, such as its request for CRM TA in Picong, Malabang, Balabagan and Kapatagan along the eastern Illana Bay, or in dealing with Muslim dominated municipalities outside of ARMM.
- EcoGov will continue to explore institutional commitments for scaling up activities on mangrove and other CRM concerns in Tawi-Tawi.
- In cities of Isabela and Lamitan, advocacy for improving practices on environmental governance will be explored with ABC president Abral Abdurahman. Specific advocacy and advice will be for the creation or designation of permanent environment offices to replace the ad-hoc TWGs.
- Help the sectors establish learning sites for the benefit of the LGUs who will be part of the scaling up process with the PLGUs and DENR.
- Local dialects will be considered in the reprints of accepted sourcebooks, such as the Al Khalifa, and other knowledge products.
- Develop IEC, media, and social advocacy campaigns for improving LGU environmental governance in collaboration with DENR, BFAR, respective PLGUs and MLGUs.

5.3.3 Key Strategies for the 2-Year Option

GoAd Strategies—National

Governance

- Plan, guide, and coordinate the conduct of the self-administered GSA survey in 2011 including the analysis, suggestions for feedbacks, and preparing the overall report that summarizes how the EcoGov partner LGUs have shown (or not shown) improved environmental governance indices over the last 7 years.
- Plan and lead in organizing regional and national sharing workshop and conference on EcoGov's lessons learned on the use of self-administered GSA surveys as a tool

for assessing LGU improvements in their environmental governance practices. The workshop will also highlight the benefits and processes with the use of self-administered GSA surveys, including its potential as a tool for assessing environmental governance for other LGUs within the province or similar regions.

Media and Social Advocacy

- Continue to carry out media and social advocacy campaigns highlighting the benefits of good environmental governance by the LGUs—improved biodiversity conservation, improved management of natural forests, developed bare forestlands, improved socioeconomic conditions, ENR integration, PES as a source of environmental financing.
- The campaigns will be carried out to highlight the need for LGUs and the national government to align incentives and policies in support of good environmental governance for sustainability and conservation of biodiversity and tropical forests in KBAs and MKBAs.
- The campaigns will be carried out to lobby for the increased allocation, concentration, and stronger participation of civil society and media groups for conserving biodiversity in KBAs and MKBAs and for holding “public officials”—elected and appointed—accountable for their actions, choices, and decisions that impact the ENR sector.
- In early 2009, the team will closely work with DENR-FASPO in organizing a meeting with FMB, DENR Planning, PAWB, selected REDs, and invited municipal LGUs to discuss how DENR can effectively carry out the DENR’s Upland Development Programs with LGUs who are now implementing their approved FLUPs and co-management agreements. The approved FLUPs and co-management agreements will be advocated as the major avenue for co-financing upland development initiatives using DENR’s VAT surplus funds and LGU counterparts especially for support systems – social infrastructure, extension and farmer training, nurseries, and linkages with the private sector and other LGU services.

Knowledge Products

- Complete and disseminate KPs that are needed for scaling up. Turnover rites will be held in each region with the PLGUs, DENR, and partners, such as the leagues and local service providers.
- Facilitate the use and institutionalization of social marketing strategy as an approach in the ENR sector, especially at the LGU level.
- Facilitate the formalization of self-financing collaboration/partnership arrangements with funding commitments, PES, PPP, and co-financing arrangements. The team will

provide technical assistance on how these bodies become self-financing, self-regulating, and sustainable in carrying out their environmental governance activities.

- Prepare and disseminate guidelines on how LGUs, community resource managers, and networks can ensure broader, more stable, and more institutionalized sources of financing for their different ENR activities.
- Develop media and advocacy models for sustaining integrated and unified ENR planning—especially DENR and PLGUs—to address threats and the need for effective management of KBAs and MKBAs.

GoAd Strategies in Northern Luzon

- Continue assisting the 19 LGUs in Northern Luzon as they institutionalize their processes, systems, and standards that will sustain their well-performing GSA indices. The team will advise the two new LGUs (who underwent GSA baseline survey) to learn from the other LGUs on how they can improve their indices over time. A total of at least 21 LGUs in Northern Luzon are expected to meet high-performing GSA indices. The key strategies will be:
 - Use the results and recommendations from the 2009 GSA surveys to identify specific project interventions to motivate the LGUs to continue and sustain their practice of good environmental governance even after the EcoGov phase out.
 - Co-organize Environmental Governance Summits with PLGUs, leagues, DENR, and civil society in Northern Luzon to allow good performing LGUs to share their successes and benefits from good governance practices.
 - Explore possible arrangements with the leagues, DENR, civil society, and the RDC on how good performing LGUs (those with high GSA indices) may be recommended for the Galing Pook Awards, Gawad Pangulo sa Kapaligiran, Ecological Solid Waste Management Award, and others.
- Continue supporting the sector through the process of strengthening and refining the scaling up approach with target PLGUs with DENR, NCIP, local service providers, leagues, and civil society. Advise the PLGUs together with the DENR and NCIP regional office to reach out and enable other LGUs within their jurisdictions using EcoGov best practices that have been translated into various knowledge products. Media and social advocacy campaigns together with the process of building local capacities will be embedded as part of conserving tropical forests and biodiversity in the Sierra Madre Biodiversity Corridor. Specifically, GoAd support to the sector teams will focus on:
 - Promoting and aligning public and private investments in Quirino based on the provincial forestry master plan, which may have evolved into an environment code.

- Inter-sectoral ENR approach and integration in Aurora (starting in Baler municipality) using the R2R framework of ENR management.
- Based on experiences in Quirino, Nueva Vizcaya, and Aurora in scaling up either FFM or UEM approaches, continue assisting the provinces of Cagayan and Isabela (through the initiative of San Mariano municipality) on how they can reach out to other LGUs.
- Continue and sustain organizational development assistance to the provinces of Quirino, Nueva Vizcaya and Aurora so that they become effective in carrying out their ENR programs (Provincial Forestry Masterplan in Quirino, Ridge to Reef in Aurora, and Ridge to River Plain in Nueva Vizcaya)

GoAd Strategies in Central Visayas

- Conduct another self-administered GSA index in early 2011 followed by feedback sessions, sharing, and developing action plans on how to sustain and institutionalize the practice even after the EcoGov project has phased out. This may help the targeted 80% of Central Visayas LGUs to continue adopting good environmental governance practices in maintaining good environmental governance practices.
 - In addition to linking the good performing LGUs to award, recognition, promotion, budget approvals, and reward systems, the project will also initiate a more organized participation of citizenry and civil society in the feedback sessions. This strategy, combined with media and awareness campaigns, may create adequate constituents that will continue demanding good environmental governance practices from the LGUs.
 - Facilitate an open discussion with the Sanggunians on how they may use the GSA index results in reviewing, redirecting, and allocating budgets for the LGU ENR sector.
- Organize a regionwide workshop to assess the EcoGov scaling up approaches and models and provide opportunities for LGUs and DENR to share what they have learned, how they will refine the process, and how they can sustain and institutionalize the scaling up strategy with others sectors and in performing M&E system that is clearly linked with good environmental governance practices. The sharing and assessment sessions will discuss the usefulness and gaps of the knowledge products, capabilities, emerging models (R2R, IEM, MPA networks, PES), institutional arrangements, policy and funding support, promising innovative approaches for public-private partnerships, among others.
- Provide awareness, media, and social advocacy support for the implementation of waste water management initiatives on septage management (in Bayawan City and Panglao, Talibon, Maribojoc and Loboc), private-public partnership in Panglao,

R2R/IEM strategy in Bohol and Negros Oriental; and on minimizing the negative impacts of global climate change through improved management of coastal resources, solid wastes, and forests and forestlands.

- Implement the full cycle of organizational development support to PLGU ENROs especially those who are actively participating in the scaling up efforts of EcoGov best practices. The targets are the Bohol Environment Management Office, Cebu provincial ENRO, ENRO/CRM in Siquijor and the Environment and Natural Resource Division (ENRD) of Negros Oriental.
- In all sectors, develop and implement an intentional project phase out strategy with DENR, provinces, LGUs, and community resource managers.
- In collaboration with the leagues, PLGUs, DENR, BFAR, civil society, advocate with the RDC the need to address environmental governance issues in Central Visayas especially in enforcing environmental laws, integration and coordination of different ENR investments at the LGU level, imposing environmental charges or fees, and institutional recognition of LGUs practicing good environmental governance initiatives.

GoAd Strategies in Southern and Central Mindanao

- During the option years, selected LGUs which will be assisted through the scaling up mode will undergo baseline GSA survey. These LGUs will be partly identified in Year 5, and “nurtured” to ensure that they will adopt good environmental governance practices, not just in one sector but in all ENR sectors. The team will observe LGU performance of Sta. Cruz, Samal, Panabo, and those in Davao Oriental.
- To help the FFM sector achieve its targets during the option years (13,000 ha improved natural forest; 15,000 ha bare forestlands under development), GoAd will:
 - Help document best practices on public-private partnership experiences in Maasim and Kiamba and PES in Maasim (carbon sink) and Dimapatoy, Upi (watershed management).
 - Help the PASU and PAMB develop media, advocacy, and information campaign materials to enable them to communicate what and how the Mount Apo Protected Area will be managed and benefit the LGUs and their constituents while conserving biodiversity and tropical forests.
 - Work with PLGU-DENR TWGs and concerned LGUs with approved FLUP to strengthen their support for the tenure holders including the implementation of their co-managed areas.
 - Promote and disseminate local best practices by writing and publishing bullets, short stories, photo captions and success stories.

- To help the UEM sector achieve its ISWM and WWM target, GoAd will:
 - Help accelerate scaling up work in North Cotabato and Davao Oriental by conducting meetings, roundtable discussions and similar activities with representatives of the provincial governments, cities, councils (such as the Davao Gulf Council), leagues and other interest groups (such as NGOs) to get support.
 - Assist in developing necessary materials by helping develop/produce/refine region-specific KPs in ISWM, WWM, business planning and STF operations (for LGUs such as Malapatan, Maasim and Glan).
 - Increase number of model sites by helping establish learning areas, especially in the ARMM region (possibly in Upi).
 - Develop PPP models in WWM (e.g., coastal tourism) by helping document processes and designing/producing materials.
- To help the CRM sector achieve its targets, GoAd will:
 - Help advocate for the pilot implementation of EO 533 (Integrated Coastal Management) IRR in selected sites with existing EcoGov assistance (Davao Gulf) by helping develop presentation and other information materials on the EO and its IRR.
 - Assist in developing and contextualizing EcoGov knowledge products on mangrove management, sustainable financing through eco-tourism, MPA networking, co-management strategies, preparing state of the coasts, etc.
- Help institutionalize collaboration between and among DENR/EMB and other groups (i.e., GenSan and other LGUs, KBP, GenSan Chamber of Commerce) in the conduct of special events (i.e., Earth Day, Environment Month) to highlight and help intensify media and advocacy campaigns on best practices in environmental management.
- Facilitate the conduct and use of OD strategies to strengthen the PLGUs and LGUs as they scale up EcoGov best practices with other LGUs.

GoAd Strategies in Western Mindanao

- The team will continue assisting the Western Mindanao LGUs improve their environmental practices based on the 2009 self-administered GSA survey. In early 2011, another self-administered GSA survey will be carried out to determine how many of the LGUs have shown improvements in their GSA indices. The 2009 GSA results will help the team reconfigure tactics and activities in working with target LGUs for improving their GSA indices.
- Continue to strengthen the capacities of the PLGUs, DENR, and DENR/ARMM in assisting their LGUs improve their environmental governance practices, implement devolved and integrated ENR functions, and sustain EcoGov-initiated activities in all sectors.

- Information, media, and social advocacy support for the FFM team in replicating the FLUP planning and implementation, co-management agreement, and tenure holder assistance processes through the scaling up approach with Zamboanga del Sur and Zamboanga Sibugay, Lanao del Sur. This strategy will be carried out with DENR Region 9 and DENR/ARMM and MSU.
- Establish learning sites for scaling up with PLGUs and cluster LGUs EcoGov best practices such as coastal zoning, enforcement of no-take areas and buffer area, baywide ecosystem approach for biodiversity conservation and fisheries management, building networks and inter-LGU alliance in Illana Bay and Sibugay Bays.
- Develop local guidelines for the preparation of the State of the Coast as part of the State of the Environment report of the Province. This will be piloted in Zamboanga del Sur.
- Facilitate the conduct of organizational development processes with partner provinces that are engaged in scaling up EcoGov best practices.

5.4 Performance Targets

5.4.1 Year 5

The project team, in partnership with DENR and the PLGUs, will seek to implement various technical assistance activities that support the LGU initiatives to conserve biodiversity and tropical forests in selected KBAs and MKBAs in Northern Luzon, Central Visayas, and Mindanao. The expected results of the technical assistance to the LGUs is that at least 80 of them will have shown high GSA indices (0.75 and up) by the end of September 2009.

5.4.2 Two-Year Option

By the end of September 2011, at least 90 EcoGov-assisted LGUs will have shown high GSA indices (0.75 and up). This means that these LGUs shall have practiced good environmental governance in their different functional areas and are carrying out their various FFM, CRM, and UEM activities that contribute towards the conservation of biodiversity and tropical forests in the KBAs and MKBAs.

5.5. 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 for 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. At the most, the project can use its resources to positively influence DENR and LGU decision makers so that they effectively enforce ENR laws and regulations, enact policies that provide incentives, and muster necessary support in the campaign toward desired behavior changes that will improve the management of forests, coastal resources, solid waste, and waste water in KBAs and MKBAs.

5.6 Sector Leadership and Staffing

The COP, DCOP, RCs and the Technical Sector Leaders are the prime movers in making the GoAd Sector achieve its objectives and targets. The GoAd Sector Leader will coordinate, facilitate, and help the COP and DCOP integrate emerging governance and advocacy related issues, concerns, and opportunities from the regions and different technical sectors. He will be supported by a communications specialist (STTA to be hired), knowledge product specialist (STTA to be hired), media specialist (Mr. Bing Jaleco), governance and policy specialist (Ms. Zita Toribio), social marketing specialist (STTA to be hired), IEC AP (to be hired), advocacy specialist (STTA to be hired), and media specialist (STTA Ms. Jasminez. The RCs are the main governance and advocacy persons with support from their IEC/APs or IEC/social marketing specialist.

6. 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. It also includes the labor hours of the DAI Home Office Project Manager and a portion of the labor hours of the Chief of Party. In Year 4 of the project, personnel in this CLIN were engaged in regular project maintenance activities such as property management and finance. During Year 5 and the 2-Year option, this CLIN will continue to capture the labor efforts and costs associated with management of field offices, Home Office support, and the implementation the grants program and subcontracts for local service providers.

6.1. Project Organization

In Year 5, the project's structure remains largely unchanged from Year 4. Minor changes have been made as a result of changes in personnel. Figure 5 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 (The figure does not show administrative staff, nor does it show STTA who we engage for unique assignments of limited duration.) The project will be fully staffed by November 2009 because of the continued effort to recruit sector leaders for the UEM and GoAd components and addition of key staff and expertise with the expanding work of the GoAd and UEM-WWM components.

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 Roger Serrano, advocacy in Muslim Mindanao for Ed Lim, social marketing for May Ybañez, and communications for Fer Esguerra).

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 who continue to be stationed as follows:

With support from Cebu City: Camotes Island, Dumaguete City
With support from General Santos City: Davao City, Cotabato City
With support from Pagadian City: Ipil

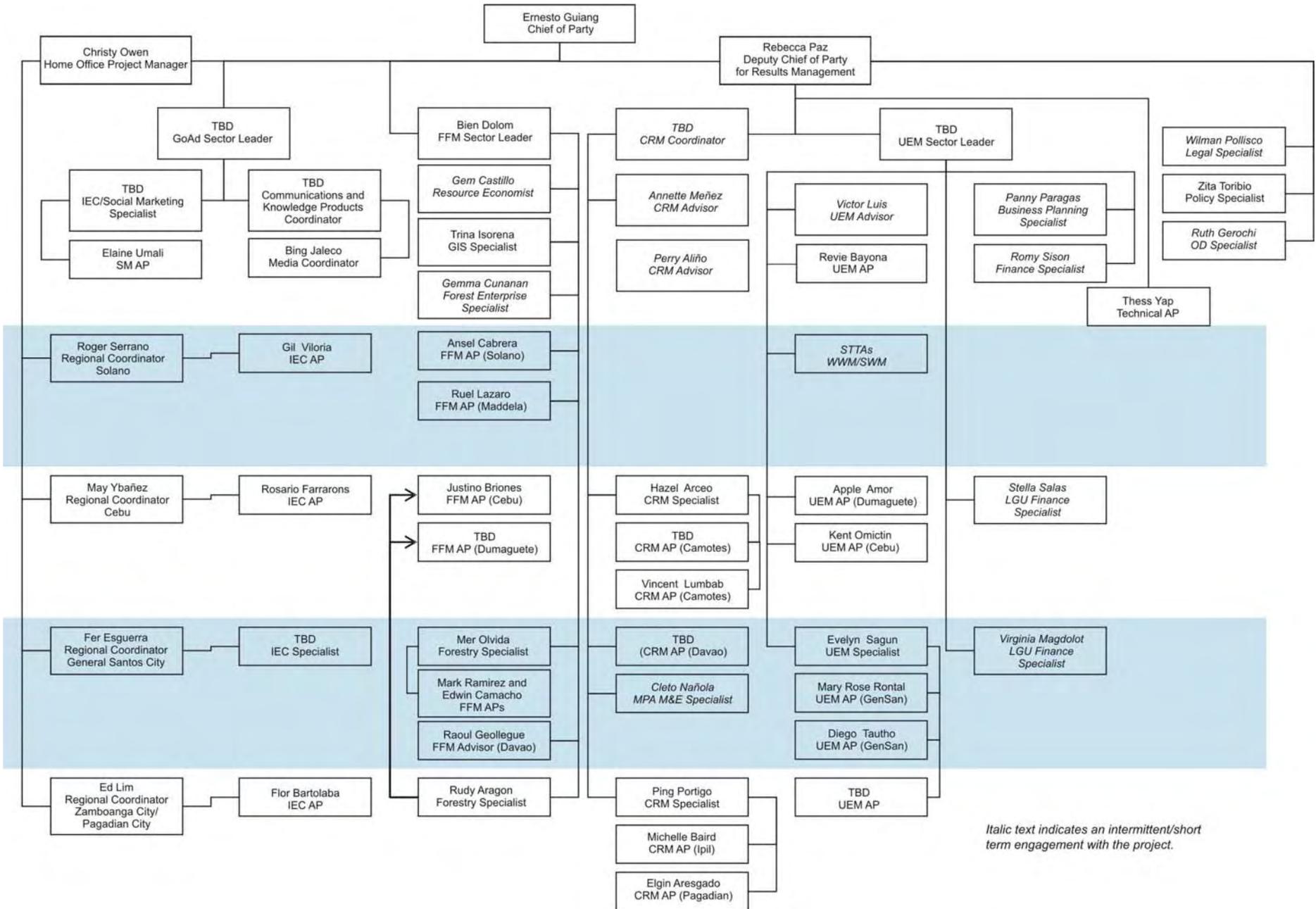


Figure 5. Anticipated Organizational Structure – January 2009

Changes in Personnel and Key Personnel in Year 5

EcoGov is a large project with dozens of personnel and multiple technical areas. Thus, it is not surprising that in Year 4, there were changes in team composition. The principal changes are as follows:

- As stated in the discussion of CRM (CLIN 3) earlier in this work plan, the current Sector Leader, Porfirio Aliño, who has been an STTA effective November 2007, will now be a senior CRM adviser. An LTTA CRM coordinator will be engaged (USAID has approved the SOW) to coordinate and guide the CRM sector implementation. Dr. Annette Meñez (STTA) together with Dr. Aliño will continue to provide technical guidance for the CRM team.
- As stated in the discussion of UEM (CLIN 4 and CLIN 5) earlier in this work plan, the project continues to recruit a new Sector Leader. In Year 4, Ms. Becky Paz with the help of local and expat STTAs (Mr. Larochelle, Mr. Robbins) and Del McCluskey provided the sector leadership in UEM in both planning and implementation activities. The project also engaged several LSPs as sub-contractors to help in the implementation. A civil/sanitation engineer (Engineer Sapdoy) has been recruited to work with Ms. Becky Paz and the STTAs to respond to the increasing demand for assistance in Mindanao and Central Mindanao, especially on the intensified work on UEM-WWM sector.
- In Year 4, the project continued to engage Mr. Jolan Angeles as an STTA senior communications advisor and Mr. E Hizon as an STTA IEC specialist with the project. However, given the increasing need to develop and implement a system for capturing, organizing, and developing audience-oriented EcoGov's knowledge products, the project will engage a part-time knowledge product specialist. It has also engaged Mr. Bing Jaleco as media specialist. A knowledge specialist will be recruited and a regional IEC specialist will be engaged to carry out the IEC responsibilities. The knowledge specialist will take off from the strategy and initial work that Mr. Angeles started on EcoGov 2's knowledge products. As mentioned, a GoAd Sector Leader will be recruited to coordinate and manage the implementation of the GoAd work plan for Year 5 and the 2-Year option. S/he will also coordinate the planned national thematic and regional fora with DENR and other partners. A social marketing/IEC specialist will be recruited for Southern and Central Mindanao where there is increasing need for a full-time senior specialist to develop information, media, advocacy, and social marketing campaigns that target different audiences. STTAs on social marketing at the national level will be engaged, depending on needs.
- In 2008, Ms. Christy Owen took over the responsibilities of Mr. Daniel Rothberg as the Project Administrator based in Bethesda, Maryland, USA. She assumed the role that involves managerial backstopping from DAI's home office with intermittent visits to the Philippines. Ms. Owen will continue to work with the COP, DCOP, grants manager, and finance and administrative staff to continue improving and making project implementation more efficient and responsive to our clients. For

Year 5 and the 2-Year option, she will lead a budget re-alignment for submission to the USAID for approval. She will be actively engaged in reviewing draft SOWs and recruiting international STTAs that the project will need in Year 5 and the 2-year option. She will continue to review the financial management and needs of the project in consultation with the finance officer, Bethesda staff, USAID, and COP. Lastly, Ms. Owen will oversee contract compliance, subcontractor management, recruitment, strategic planning, and internal audits.

- In Year 5, the project will continue to engage the regional finance advisors in Central Visayas (STTA) and General Santos City (LTTA) to assist the UEM-assisted LGUs improve their business plans, help in performing value chain analysis in the recycling sector, and assist in setting up trust funds and other similar mechanisms that will “ring-fence” fees, penalties, and incomes from waste management facilities and services.
- As has been the case in previous years, 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). The continued engagement of STTA reflects the ever-changing demands of more than 130 partner LGUs working in five different sectors and in seven regions.
- In Year 4, the grants and IQS manager decided not to renew her contract with EcoGov Project after September 2008. The project recruited a new WM office manager and selected Mr. Ramon Blanco from among several applicants to be the new grants and IQS manager.
- The Project Administrator, Administrative Officer, Financial Officer, and the Grants Manager have the main responsibilities in financial management, human resources and personnel management, procurement, property and facilities management, grants management, and indefinite quantity subcontract/local service provider. They have adequately covered most of the foregoing responsibilities with direction and oversight from the COP and the DCOP for Results Management. This arrangement will continue to be carried out in Year 5 and the 2-Year option implementation.
- Upon USAID review of the draft Year 5 and the 2-Year Option work plan, the EcoGov Project Management Team will resubmit with revisions and proposed budget with respect to implementation. USAID will further review and/or approve the revised work plan with the proposed budget for Year 5 and the 2-year option. As required, the project will modify or recommend modifications in the Year 5 financial and project management arrangements and request USAID approval.

Infrastructure Changes in Year 5

EcoGov will continue to allocate office space in its Manila headquarters to the PWRF contract to the DAI. PWRF engages total 11 personnel (7 LTTAs and 4 STTAs) and will assume a greater amount of rent, utilities, and other costs, leading to a modest cost

savings for EcoGov. We will also divide the time of a small number of people (e.g., accountant, IT support, desktop publisher) for both contracts.

In Year 4, the regional office in Zamboanga City was relocated in Pagadian City, the new regional center of Region 9. This has greatly facilitated coordination and delivery of technical assistance in Lanao del Sur, Zamboanga Sibugay and Zamboanga del Sur in forestry and solid waste. A sub-office was also set-up in Ipil, Zamboanga Sibugay.

In Year 5, the Project will be closing the Solano office by March 2009. This is due to both budgetary and technical reasons. The majority of targets in Northern Luzon will have been achieved by this date, with remaining efforts to be coordinated out of the Manila office. As Year 5 is essentially the last year of the EcoGov contract, we must also prepare for closedown, and other regions have higher priority KBAs to focus remaining resources. Even if the Option period is enacted prior to the closing of the Solano office in March, there are insufficient funds in the Option Budget to retain full presence in the field.

For the Option period, the Pagadian office will close at the end of Year 6 and we anticipate the General Santos and Cebu offices to close by month 6 of Year 7. Any remaining technical staff or specialists, whether part time or full time, to assist Western Mindanao LGUs especially Lanao del Sur will be based in General Santos City. The project will continue to explore co-location of remaining assisting professional or STTA specialists with the ENROs of provincial government's counterparts. This may be true in Negros Oriental and Bohol in Central Visayas and Lanao del Sur in Western Mindanao.

Most of the laptops and IT and audio-visual equipment that were purchased in EcoGov 1 or early EcoGov 2 have started to break down frequently. They are in need of replacement with new units. The project will consider this need in re-aligning the project budget in Year 5 and the 2-Year option year.

6.2. Grants Management

As of August 2008, EcoGov has awarded 31 small grants for a total amount of PhP12,339,069.00 or about US\$253,996.00. These awards have ranged across the multiple technical areas and locations of EcoGov II, as shown in Table 16.

Table 16. Distribution of Grants across Regions and Sectors

	N. Luzon (%)	C. Visayas (%)	S/C Mindanao (%)	W Mindanao (%)	Manila (%)	Total %	# of Grantees
FFM	15.6	9.4	21.9			46.9	15
CRM	3.1	6.3	9.4	3.1	3	24.9	8
UEM	6.3	6.3	3.1	6.3		21.9	7
GOAD		3.1		3.1		6.3	2
Total %	25	25	34	13	3	100	
# of Grantees	8	8	11	4	1		32

The primary topics tackled by grantees through their EcoGov grant within these sectors are: agroforestry, IPRs, MPA management, and composting. The two grants under GOAD cut across the three sectors and focused on IEC efforts.

The EcoGov grants program has proven to be a reliable mechanism for reaching communities and partners necessary for the successful adaptation of improved environmental management and governance of natural resources. After an internal assessment of the project's small grants program in mid-2008, the project has recommended that certain modifications should be made to the focus of the grants program so that it will be more responsive to EcoGov II objectives and technical directions in the option years. These are:

In EcoGov's grants manual, we state our policy on the use of pesticides and fertilizers as follows:

DAI will also adhere to the list of restricted goods and services clause from the list in ADS 312 "Eligibility of Commodities". The following restricted goods and services shall not be procured without the prior approval of the USAID/OP Contracting Officer:

- Agricultural commodities*;
- Motor vehicles;
- Pharmaceuticals;
- Pesticides;
- Used equipment;
- Contraceptives; and
- Fertilizer.

Waivers on Agricultural Commodities (ADS E312.5.3a2e): Depending on the source origin designation of the DAI contract, a geographic source waiver, in accordance with ADS Chapter 310, may be required if the commodity is to be purchased from a country not eligible under the agreement. If a proposal is to procure an agricultural commodity, DAI staff must review ADS 312 and obtain USAID waiver if necessary before the grant is implemented^a. DAI will work with the USAID Office of Procurement to obtain appropriate and necessary waivers prior to procurement.

Requests for the inclusion of fertilizers or pesticides in an EcoGov-supported grant takes into consideration the "Eligibility of Commodities" list and does not support the purchase of chemical fertilizers or pesticides. Instead, we encourage the use of integrated pest management approaches or the use of organic fertilizers.

³ Refer to ADS 312 "Mandatory Reference, USAID Commodity Eligibility Listing" for a list of restricted commodities.

6.2.1 WWM Investment Matching Grants

In recognition of the need to stimulate investment on the part of partner LGUs in WWM systems and infrastructure, EcoGov will initiate a matching grant program with eligible LGUs. The basic premise of the program is that the 20 LGUs currently identified for WWM investment before September 30, 2009 be offered the opportunity to receive a matching, in-kind grant from the EcoGov project. This funding provided by EcoGov would maximize the capital available to the LGU to make the needed investment.

The following will be required from both EcoGov and the LGU in order to proceed with this grants program:

- Only the LGUs currently scheduled to receive EcoGov technical assistance for WWM investment by September 2009 would be eligible. This could be extended for the option period for WWM investments only.
- Funds would be output-based and therefore be tied to explicit services or outputs on the part of the LGU. In this sense, the grants would be performance-based and payable only upon delivery of the LGUs up-front investment. No cash payments would be made directly to the LGU, rather EcoGov counterpart would be made in the form of in-kind payments to vendors and/or service providers.
- An application would be required from the LGU and would consist of a design of the WWM system or infrastructure requested, cost estimate, and verification of the availability of funds on the part of the LGU for their share of the implementation. EcoGov staff would work closely with the LGU to program the outputs and design as part of the final application.
- Funds made available to the LGU would be within the limit approved by USAID for the small grants program.

In order to move forward with this grant program, the following steps will be addressed:

- Approval from the USAID Contracting Officer for the provision of Limited Scope Grant Agreements (LGSA) grant mechanism. This is currently not an approved use of the EcoGov small grants.
- Determination of the duration of the validity of each grant. Currently, grantees are given 6 months for a period of performance. Assuming matching grants begin to be awarded by late November, the maximum duration would be 8 months, so that all grants ended by the end of July 2009. Should the option period be granted, grants could be extended up to 12 months to remain within the small grants window.
- Budget reallocation within the WWM CLIN to make sufficient money available for the grants.

6.2.2 Livelihoods and Investing Partnerships

This grant program focus is to meet the evident need for encouraging income generation opportunities tied to improved environmental governance and natural resource management and the need for sustainable partnerships among the public and private sectors. Grants would still fall within the framework of CRM, FFM, and UEM, but require an angle of livelihoods and a demonstrated counterpart from a third party. The option years will increase the focus on sustainability of the principles and practices promoted by EcoGov through the support of viable financing and income opportunities as a result of better resource management.

Types of activities could include:

- Micro-enterprise support of environmentally friendly businesses. EcoGov is currently provided enterprise support to rattan cooperatives in Northern Luzon. Grants could be used to leverage the resources these cooperatives receive from the DENR, DOLE, and other government agencies to integrate effective environmental management and/or climate change mitigation strategies into the rattan production.
- Business plan competition for various enterprises or management strategies related to FFM, CRM, or UEM.
- Provide leverage/capital through an NGO to encourage private sector to fortify partnerships with SWM boards (i.e., Gen San) in the implementation of SW plans.

6.2.3 Community Support of Improved CRM, FFM, and UEM

This would essentially be a continuation of the existing grant program that supports community initiatives in CRM, FFM, and UEM. However, more of an emphasis should be on IEC/Advocacy work that supports the environmental governance efforts of their LGU.

For all of EcoGov grants made in the Option Year period, the following would be required of the potential grantee as part of their proposal:

- Indicate clear linkage between biodiversity threats with targeted activities such that proposed activities will mitigate, reduce, or eliminate biodiversity threats
- Geographical focus of new activities must be within one or more of the biologically sensitive areas identified for EcoGov.
- Identify which aspect of LGU efforts in CRM, FFM, or UEM the proposed activity(ies) are supporting/building upon
- Integrate climate change mitigation strategies as applicable

- Include verifiable counterpart funding from a non-USAID source. This could be either private sector, other donor, or from the organization themselves. Funds from the Philippine Tropical Forest Conservation Foundation (TFCF) would be considered as counterpart funding, for example. For grantees proposing livelihood activities, they must indicate a private sector contribution.

6.3. Indefinite Quantity Subcontracts for Local Service Providers

As of September 2008, all 12 IQS holders were mobilized with a total obligated amount of P19.03 million for all the task orders. This amount represents 59.79% of the total IQS value. Moreover, around 67% of the Task Order value, or P12.8 million, has been paid. To date, EcoGov has issued a total of 28 task orders among the 12 IQS holders. The most active IQS LSPs are Institute for Small Farms and Industries (ISFI), located in Davao City, and Friends of the Environment for Development and Sustainability (FRIENDS) serving Northern Luzon. Of the task orders issued, 10 are for FFM, 9 for CRM, 7 for UEM, and 2 for GoAd. The total amount obligated under the IQS program is approximately 31.8 million pesos, of which 19.03 million has been issued through task orders. It is unlikely that the ceiling of 30 million pesos will be met before the IQS ends in March 2009.

While the IQS mechanism did enhance the organizational capabilities of several of the organizations participating, it did not allow for sufficient flexibility by EcoGov to procure the needed services. Thus, for the two option years, the following adjustments in the LSP program will be made in order to ensure the needed services are available for completion of project targets and objectives:

- **Open up the bidding process.** For the options years, the bidding process will be either full and open or limited competition in order to secure expertise, specifically the needed engineering and sanitation-related expertise that will be required to meet UEM targets. This entails letting the current IQS contracts expire. For technical service needs currently not available in the pool of IQS holders, EcoGov will look outside the pre-approved service providers starting immediately.
- **Continue to work with those LSPs that have been shown to be reliable.** ISFI, FRIENDS, and CCEF, have been reliable partners and have benefited from the relationship with EcoGov. The program will consider subcontracting with them for the full process on FLUP and CRM specifically in order to increase the opportunity for capacity building of local organizations.
- **Target academic institutions more frequently and integrate them into the planning process for CRM, FLUP, and UEM into the curriculum.** This will also enable students to grasp these concepts earlier in their professional careers.
- **Use fixed price contracting.** The IQS mechanism used T&M contract models. For future procurements, fixed price should suffice with payments made on concrete

deliverables. This will mean that rates will have to be justified individually prior to award.

- **Streamline the award process.** As basic procedure, USAID must approve all SOWs. For the IQS mechanism, project policy is for the SOW to be approved by the CTO prior to competition, but that no approval was required for the actual award. An additional step was included along the way so that USAID approved the SOW and the award. This will be streamlined to requiring USAID approval prior to award only for those subcontracts valued at \$25,000 or more.

6.4. Compliance with Local Employment Law

In adherence with USAID/Operations Research Project (ORP) Notice No. 19 of January, 2004 on compliance with local laws, DAI has made 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 Philippine 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.

Depending upon the route that our local lawyers and tax advisors recommend, if we do need to incur such a cost, we will incorporate it into a revised budget and request for contract modification to the Contracting Officer.

6.5. Year 5 Procurement Plan

Vehicles

EcoGov continues to maintain 9 vehicles. At least 2 are nearing the end of their useful life, such that the cost of repairs and the time out-of-service is detracting from project efficiency. In Year 4, the project procured an easy-to-repair, inconspicuous vehicle for Western Mindanao.

6.6. Submission of Contract Modification for Budget Realignment

Upon approval of this work plan, the DAI will submit a proposal for Contract Modification to the USAID/ORP. The proposal will include a detailed breakdown of revised budget elements, by CLIN, in accord with the narrative expressed above.

Annexes

Annex A. USAID-DENR Milestones and Benchmarks for EcoGov Year 5 Work Plan

Recommendations	Milestones & Benchmarks (for June 08-June 09)
<p>1. Ensure DENR ownership of:</p> <ul style="list-style-type: none"> ○ <i>Processes, approaches, and strategies in working with LGUs</i> ○ <i>Knowledge Products including their use and dissemination to others</i> 	<p><u>DENR</u></p> <ol style="list-style-type: none"> 1) Issuance of the current Joint AO with DILG and leagues which provides guidelines for ENR devolution. The JAO is expected to provide opportunities on how EcoGov best practices and approaches can be the starting point for ENR devolution among LGUs. 2) Developed a strategy for carrying out capacity building and training on environmental governance especially for non-EcoGov sites. 3) IEC on environmental governance developed and adopted 4) EcoGov processes and strategies integrated into KRAs and MFOs. 5) DENR devolution strategy (as stated in the JAO) for LGUs adopted. <p><u>USAID/EcoGov TA (In the Year 5 Work Plan)</u></p> <ol style="list-style-type: none"> a) Support dialogues with DILG and leagues on draft Joint AO (GoAd Sector Plan) b) Facilitate dialogues with EMB, SWMC and regional offices for better coordination, harmonization of mandates, functions, and structures in support of LGU implementation of ISWM programs (UEM Sector Plan) c) Develop training guides, manuals, materials on key EcoGov approaches in all sectors for use of DENR and LGUs (All Sector Plans) d) Train DENR partners (at the regional, provincial, and CENROs) with on-site application using EcoGov environmental governance processes (All Sector Plans) e) Partner with Silliman University and Ateneo de Manila University-School of Government in developing a certificate and graduate program on environmental governance especially for the LGUs of Lanao del Sur, Sarangani, and South Cotabato (GoAd Sector Plan).
<p>2. Promote EcoGov2 successes using its knowledge products from:</p> <ul style="list-style-type: none"> ○ <i>Best practices</i> ○ <i>Learning sites</i> ○ <i>Innovations from pilots</i> ○ <i>Templates</i> ○ <i>Processes</i> 	<p><u>DENR/FASPO</u> -Knowledge management strategy plan adopted that may include:</p> <ol style="list-style-type: none"> 1. Proceedings of various policy fora, database, web page, project report documentation, lessons learned, list of experts, communities with best ENR practice, etc. 2. Access of information 3. Inventory and review of existing information, data, and knowledge products <p><u>EcoGov TA: (In the Year 5 Work Plan)</u></p> <ol style="list-style-type: none"> a) Support the assessment of DENR/FASPO KM requirements (GoAd Sector Plan). b) Conduct training on communication planning (and identify how EcoGov approaches and best practices may be integrated in DENR's communication plan and strategies (All Sector Plans)) c) Design and conduct pilot training on audience-oriented IEC/social marketing/advocacy for concerned DENR regions

Recommendations	Milestones & Benchmarks (for June 08-June 09)
	<p>and central offices ((GoAd Sector Plan) d) Complete all planned EcoGov knowledge products for the use of DENR, LGUs, and other partners (All Sector Plans).</p>
<p>3. Work to ensure sustainability at every level</p> <ul style="list-style-type: none"> o <i>Sustainability of DENR strategy for partnership with and support or assistance to LGUs at the national and its field offices</i> o <i>Sustainability of PLGUs partnership with and support to their LGUs</i> o <i>Sustainability of LGUs as they plan and implement ENR initiatives</i> 	<p><u>DENR</u></p> <ol style="list-style-type: none"> 1. DENR devolution strategy for LGUs adopted. 2. Inventory of LGUs' ENR programs, budget and personnel for programming (as inputs to devolution strategy, possible linkages with LGUs, etc.) conducted <p><u>EcoGov TA:</u> (In the Year 5 Work Plan)</p> <ol style="list-style-type: none"> a) Develop template for the conduct of LGU ENR's programs in all sectors (All Sector Plans to be coordinated by GoAd Sector) b) Assist DENR in completing inventory of FFM, UEM, and CRM activities in all EcoGov-assisted LGUs using the the template (All Sector Plans)
<p>4. Develop and promote alternative financing options for:</p> <ul style="list-style-type: none"> o <i>DENR continuing programs for partnering, supporting, and assisting LGUs (province, municipalities, cities)</i> o <i>PLGUs support for and partnership with their LGUs (cities and municipalities)</i> o <i>LGUs planning and implementation of their devolved ENR activities</i> o <i>Communities ENR management activities</i> 	<p><u>DENR:</u> Organize Environmental Financing Conference to discuss sustainable financing options for ENR programs held. Topics may include:</p> <ol style="list-style-type: none"> 1. What's the strategic role of DENR 2. How can DENR tap other sectors/donors 3. How can DENR channel funds generated from PES back to communities and resource conservation 4. Target audience: DENR, DOF, LGUs, Donors, Private Sectors, DILG, etc. <p><u>EcoGov TA:</u> (In the Year 5 Work Plan)</p> <ol style="list-style-type: none"> a) Assist DENR/FASPO as it coordinates with concerned sectors the design effort for the conduct of an Environmental Financing Conference in early 2009 (GoAd Sector Plan) b) Prepare EcoGov environmental financing cases for presentation during the conference (PES in the FFM sector, public-private partnership in all sectors, cost recovery and business planning in UEM/SWM, and use of LGU special account mechanism in all sectors) (All Sector Plans). c) Support the participation of selected LGU and DENR participants to the conference (GoAd Sector Plan).