



UNDP Project Document
UNDP-GEF Medium-Size Project (MSP)

Government of Philippines

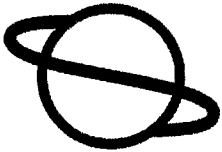
United Nations Development Programme

PIMS 3627 Strengthening Coordination for Effective Environmental Management (STREEM)

Brief description

The STREEM Project aims to generate global environmental benefits through improved coordination in the implementation of the MEAs in the Philippines.

Specifically, it intends to establish/ *strengthen cross-sectoral/convention institutional and coordination structures and mechanisms at local and national levels* to comply with the Country's commitments under the three (3) Multilateral Environmental Agreements (MEA) i.e. the UNCBD, UNCCD and UNFCCC and ensure mainstreaming of the MEA activities in the work plan of the concerned national government agencies and at the same time enhance synergies, collaboration, coordination and complementation of activities and tasks among the different actors of the three conventions on MEAs.



GEF

**MEDIUM-SIZED PROJECT PROPOSAL
REQUEST FOR FUNDING UNDER THE GEF Trust Fund**

GEFSEC PROJECT ID:
IA/ExA PROJECT ID: 3627
COUNTRY: Philippines
PROJECT TITLE: Strengthening Coordination for Effective Environmental Management (STREEM)
GEF IA/ExA: UNDP
OTHER PROJECT EXECUTING AGENCY(IES):
 Department of Environment and Natural Resources (DENR)
DURATION: Three (3) years
GEF FOCAL AREA: Multi-focal Area
GEF STRATEGIC OBJECTIVES: CB-2 (Cross-cutting Capacity-Building)
GEF OPERATIONAL PROGRAM: Capacity Building
IA/ExA FEE: US\$50,000
CONTRIBUTION TO KEY INDICATORS IDENTIFIED IN THE FOCAL AREA STRATEGIES: The project contributes to the GEF's strategic priority to enhance capacity for global environmental management by leveraging financial and technical resources to address country needs for capacity to better manage global environmental issues.

FINANCING PLAN (\$)		
	PPG	Project*
GEF Total	25,000	475,000
Co-financing	(provide details in Section b: Co-financing)	
GEF IA/ExA		
Government	20,000	515,000
Others		
Co-financing Total	20,000	515,000
Total	45,000	990,000
Financing for Associated Activities If Any:		

* If project is multi-focal, indicate agreed split between focal area allocations

FOR JOINT PARTNERSHIP**		
GEF PROJECT/COMPONENT (\$)		
(Agency Name)	(Share)	(Fee)

*** Projects that are jointly implemented by more than one IA or ExA

MILESTONES	DATES
PIF APPROVAL	N/A*
PPG (PDFA) APPROVAL	15 Dec 2005
MSP EFFECTIVENESS	April 2009
MSP START	June 2009
MSP CLOSING	June 2012
TE/PC REPORT*	December 2012

* The project is a resubmission of technically cleared proposal in GEF-3. The resubmission is in accordance with GEF-4 requirements that the proposal must be retrofitted to integrate framework for capacity building indicators.

Approved on behalf of the *United Nations Development Programme*. This proposal has been prepared in accordance with GEF policies and procedures and meets the standards of the Review Criteria for GEF Medium-sized Projects.

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Acronyms

List of Acronyms and Abbreviations

AFMA	Agriculture and Fisheries Modernization Act
BSWM	Bureau for Soil and Water Management (of DA)
BLGS	Bureau for Local Government Supervision (of DILG)
CAA	Clean Air Act
CB 2	(GEF) strategic priority related to crosscutting capacity building
CCAP	Country Programme of Action Plan
CDM	Clean Development Mechanism
CENRO	Community Environment and Natural Resource Offices
DA	Department of Agriculture
DAR	Department of Agrarian Reform
DE	Department of Energy
DENR	Department of Environment and Natural Resources
DILG	Department of the Interior and Local Government
DOST	Department of Science and Technology (DOST)
EMB	Environmental Management Bureau (of DENR)
FASPO	Foreign Assisted and Special Projects Office (of DENR)
FPA	(UN Convention) Focal Point Agencies
IACC	Interagency Committee on Climate Change
IEC	Information, education and communication
KRA	Key Results Achieved (for Regional government agencies)
LGU	Local government units
MDG	Millennium Development Goals
MEA	Multi-lateral Environmental Agreements (MEAs)
MENRO	Municipal Environment and Natural Resources Offices
MFO	Major Final Output (of Government Departments)
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MTPDP	Medium Term Philippine Development Plan
NAP-CC	National Action Plan on Climate Change
NAP-CD	National Action Plan to Combat Desertification, Land Degradation, Drought and Poverty
NBSAP	National Biodiversity Strategic Action Plan
NCSA	National Capacity Self Assessment (NCSA)
NEDA	National Economic Development Authority
NIPAS	National Integrated Protected Areas System Act
NPC	National Project Coordinator
OPF	(GEF) Operational focal point
PA 21	The Philippines Agenda 21
PAO/MAO	Provincial and Municipal Agricultural Offices
PAWB	Protected Area and Wildlife Bureau (of DENR)
PCSD	Philippines Council for Sustainable Development
PCR	Project Completion Report
PENRO	Provincial Environment and Natural Resources Office
PMB	Project Management Board
PMO	Project Management Office
PPSRNP	Puerto Princes Subterranean River National Park
STREEM	Strengthening Coordination for Effective Environmental Management
SWAP	(World Bank's) sector-wide approach
TWG	Technical Working Group
UNCBD	United Nations Convention on Biological Diversity
UNCCD	United Nations Convention for Combating Desertification and Land Degradation
UNDAF	United Nations Development Assistance Frameworks
UNFCCC	United Nations Framework Convention on Climate Change

SECTION I. ELABORATION OF THE NARRATIVE

PART I: Situation Analysis

A. PROJECT SUMMARY

The Philippines is a South East Asian archipelagic country of approximately 300,000 km² distributed over approximately 7,000 islands with a population of approximately 82 million. It has a Human Development Index of 0.753, placing it 83rd amongst 177 countries, and a GDP per capita of US\$1,026. This figure, however, translates to great wealth disparities and high levels of poverty in remote areas and amongst indigenous peoples. Despite recent improvements, poverty remains the main development challenge. Economic growth and poverty alleviation are heavily dependent on the primary productive sectors (agriculture, fisheries and forestry) which, in turn, are dependent on a reliable supply of environmental and natural resources services and goods.

The complex geological history of the Philippines and its long period of isolation have produced varied landforms, water bodies and climatic conditions and a wide diversity of forest, mountain, wetland, coastal and marine habitats and ecosystems. As a result, for example, it is one of 17 mega-bio-diverse countries, with more than 52,000 species recorded. These natural resources are naturally vulnerable to erosion and degradation, with, for example, at least three-fifths of the land classified as uplands. The land and ecosystems are also highly vulnerable to anthropogenic influences, such as poor land management and climate change.

As a result of poor management, over the past 50 years, severe natural resources degradation has taken a toll. The country now has one of the lowest forest covers per capita in Asia in the tropics and many coastal and marine ecosystems have collapsed. For example, 45% of arable land has been moderately to severely eroded. Also, as an example, landslides (resulting from a complex combination of natural circumstances, climate change and bad land management) led to the loss of at least 18,339 lives in the year 2000, as well as causing untold socio-economic damage.

The government has taken steps to reverse these negative environmental trends, introducing innovative institutional and legal reforms for sustainable natural resources management. These include the strengthening of the natural resources function in government agencies, and a comprehensive decentralization process. Importantly, the Philippines also quickly moved to ratify the Rio Conventions and establish an implementation framework.

A recent comprehensive and fully participatory assessment of capacity to implement the Rio Conventions (the *National Capacity Self-Assessment*) identified five priority capacity areas for implementing the Rio Conventions. The STREEM project responds to one of these, i.e. 'cross-sectoral policymaking'. In short, the Assessment determined that many committed stakeholders at all levels are undertaking various tasks related to the three Conventions, but a lack of coordination is leading to wastages, loss of synergy, loss of economies of scale and duplication.

The project will address these issues through an interconnected package of activities at national and local levels. At the national level, the project will first establish an inter-Convention coordination mechanism and the related infrastructure. It will then develop a series of tools designed to pragmatically support coordination at local levels and in the implementation of

activities. These tools will include an incentive system for local stakeholders. The project will then pilot these tools at the pilot site – the Puerto Princesa Subterranean River National Park and surrounding areas - and will simultaneously develop local capacity for coordination. Finally, based on the lessons learnt and experience acquired from the pilot site, the project will refine the tools and replicate their use through national, international and local partners.

A series of independently verifiable indicators of coordination capacity have been developed and are presented in the Logical Framework in Section II.

The project will be monitored and evaluated in accordance with established UNDP/GEF procedures and will be conducted by the project team with support from the UNDP Country Office. The project management reports will be presented to the Project Steering Committee (PSC) for endorsement before they are distributed to the relevant stakeholders. A list of performance indicators (and their relevant targets) to measure project progress were identified. The project will use a capacity development monitoring and evaluation scorecard to monitor the project capacity development progress. It will monitor the relevant seven capacity development indicators for this project, which are of direct relevance to strengthen cross-Convention institutional and coordination structures and mechanisms at local and national levels in the Philippines (see table below). This scorecard will be completed to review/rate the relevant capacity development indicators at inception, at mid-point of project implementation and finally at the end of project implementation. This capacity development monitoring tools will be used by the project implementation team to monitor the project capacity development progress and also by the evaluators to conduct the MTE and the final evaluation.

Capacity Result / Indicator	Contribution to which Outcome
CR 1: Capacities for engagement	
Indicator 1 – Degree of legitimacy/mandate of lead environmental organizations	2
Indicator 2 – Existence of operational co-management mechanisms	1, 2, 3
Indicator 3 – Existence of cooperation with stakeholder groups	1, 2, 3
CR 2: Capacities to generate, access and use information and knowledge	
Indicator 4 – Degree of environmental awareness of stakeholders	2
Indicator 5 – Access and sharing of environmental information by stakeholders	
Indicator 6 – Existence of environmental education programmes	
Indicator 7 – Extend of the linkage between environmental research/science and policy development	
Indicator 8 – Extend of inclusion/use of traditional knowledge in environmental decision-making	
CR 3: Capacities for strategy, policy and legislation development	
Indicator 9 – Extend of the environmental planning and strategy development process	1, 3
Indicator 10 – Existence of an adequate environmental policy and regulatory frameworks	1
Indicator 11 – Adequacy of the environmental information available for decision-making	
CR 4: Capacities for management and implementation	
Indicator 12 – Existence and mobilization of resources	1, 3
Indicator 13 – Availability of required technical skills and technology transfer	
CR 5: Capacities to monitor and evaluate	
Indicator 14 – Adequacy of the project/programme monitoring process	
Indicator 15 – Adequacy of the project/programme evaluation process	

Although it is generally accepted that poor coordination impairs performance and the implementation of the Conventions, the project design recognizes that it is not sufficient to focus on improving coordination *per se*. This project recognizes that coordination is only meaningful if it is directly *applied to* specific tasks related to the Conventions. Hence, this project will work with Convention stakeholders to improve coordination *to do* specific tasks in the following areas:

- Information, education and communication;
- Research and development;
- Information system networking;
- Monitoring and evaluation and reporting;
- National communications and country papers' preparation;
- Policy and guidelines formulation and implementation;
- Enforcement of laws and regulations;
- Sustainable financing and financial mechanisms; and,
- Planning and investment programming.

Environmental Impact. By strengthening implementation in the above areas, the project will make a direct contribution to implementing the primary obligations under the Rio Conventions, to improving natural resources, and in turn to poverty alleviation. At the project pilot site, this should directly lead to improvements in water quality, decreased deforestation and biodiversity loss. Through the projects upscaling strategy, these effects will be multiplied across the country, but the impacts are likely to be seen after the project has finished.

The project builds on a considerable policy and programmatic baseline. It will noticeably build on the government's ongoing rationalization process that is leading to improved efficiency and performance of all government agencies. It will also build on related GEF projects to be executed by UNDP and the World Bank, which are to strengthen the institutional framework within the UNCBD and the UNCCD constituencies and improve coordination *within* these sectors. The STREEM project focuses on coordination *across* the constituencies of the three Rio Conventions.

B. COUNTRY OWNERSHIP

Country Drivenness

The STREEM project was conceived through the National Capacity Self Assessment (NCSA) process. The NCSA was a broad, consultative and participatory process leading to an understanding of the capacity constraints with regards to the three Rio Conventions. The NCSA involved all concerned national stakeholders and a wide range of representative stakeholders from local levels. The NCSA was implemented in two phases: (1) the stock-taking, thematic and synergistic needs assessment; and (2) the production of an action agenda, including a resource mobilization strategy and a monitoring and evaluation framework.

It is widely agreed that the NCSA process was a unique and useful process. Not only did it lead to a better understanding of capacity and capacity needs, it was also the first time the Convention Focal Points – and their constituencies - have worked together¹. This 'eye-opening' process led to an instant realization that there are many common objectives, activities and concerns across the three Conventions, and consequently it led to awareness of the great possibilities for synergies and coordination. This realization provided the rational and impetus for the project.

¹ In many cases, it was the first time they had actually met.

At the end of the NCSA process, the members of the TWG assembled to review the documentation and identified five priority cross-cutting and common issues. These are:

- Cross-sectoral policymaking;
- Planning and programming;
- Assessment and monitoring of ecological and socio economic conditions;
- Dialogue, negotiation, mediation, conflict resolution; and,
- Education and awareness raising

Annex 1 provides the complete matrix, reviewing and analyzing these issues, as prepared by the TWG. It identified six common capacity needs related to this issue. These are to be addressed through the STREEM project and are.

- Capacity to institute mechanisms to resolve overlaps and disharmonized mandates;
- Capacity to harmonize national policy, legal and regulatory framework at various levels;
- Capacity to strengthen mechanism/s for promoting sectoral complementation;
- Capacity to develop incentive and market instruments;
- Capacity to address political uncertainties that hamper implementation of relevant policies, laws and regulations, and;
- Capacity to access the necessary tools for enforcement and conflict resolution (i.e. equipment, knowledge on the laws, skills).

National Development and Environmental Plans and Policies - The project will make significant contributions to the objectives and targets of the Philippine national plans for environmental protection and sustainable development. These include the following:

- Medium Term Philippine Development Plan (MTPDP);
- Philippine Agenda 21 (PA 21);
- National Biodiversity Strategy and Action Plan (NBSAP);
- National Action Plan to Combat Desertification, Land Degradation, Drought and Poverty (NAP-CD); and,
- National Action Plan on Climate Change (NAP-CC).

The MTPDP sets forth the policies, strategies and targets for the country's growth and development for the coming six years (2004-2010). The MTPDP recognizes that the 'under-utilisation and mismanagement of the country's abundant natural resources is a major cause of poverty'. It further recognizes that the 'ability of the major ecosystems to provide and maintain a regular stream of economic goods and services has been significantly affected due to declining stocks...' The MTPDP clearly establishes the link between sustainable resource management and poverty alleviation and national development. The project, by developing capacity for sustainable resource management, will therefore make a direct contribution to the MTPDP.

The PA 21 is the blueprint for sustainable development in the country, and provides the directions and guidelines on how to pursue and attain the objectives of harmonizing social and

economic development within the constraints of ecological thresholds. Its two action agendas have direct relevance to the country's obligations to the three Rio Conventions and to all Multilateral Environment Agreements (MEA). The Philippine Council for Sustainable Development (PCSD) has been mandated the challenging task of coordinating the multitude of government agencies, NGOs, academe, and the private sector, which are involved in the implementation of the various PA 21 programmes.

The NBSAP identifies five problems and threats to biodiversity and protected areas. The fifth of these is weak institutional capacities and legal mechanisms, which includes the '*inappropriate, overlapping, conflicting and obsolete policies and institutions*' (page 186). The project attempts to directly address this issue, and as such it is directly driven by the NBSAP and the UNCBD constituency in the Philippines.

The NAP-CD lists nine salient features to reversing land degradation, including 'multi-institutional implementation' and 'full recognition of the need for establishing synergy of UNCCD programmes with the climate change and biodiversity conventions'. The NAP-CD also sets out to converge the actions of the four key national agencies (i.e. the Departments for Agriculture, Agrarian Reform, Environment and Natural Resources and Science and Technology). Hence, the NAP-CD places great importance on coordination and the project contributes directly to this.

The NAP-CC. A large number of organizations ranging from government agencies, NGOs, academic and research institutions, and the private sector are mobilized to jointly work on the implementation of the NAP-CC. The NAP-CC has not yet been approved; however preparatory documents² emphasize the importance of: renewable energies, adaptation to climate change in watershed management, and adaptation to climate change in coastal zone management. They also emphasize the importance of coordination within the climate change constituency and with the constituencies for UNCBD and UNCCD. The project is supportive of these approaches, and is driven by the key national stakeholders for climate change.

Policies and laws. The STREAM project also contributes directly to the enforcement of environmental and natural resource management and development laws (which, in turn, are supportive of the country's efforts to implement the Rio Conventions). These include the following:

- National Integrated Protected Areas System Act (NIPASA) – which is closely related to the implementation of the UNCBD;
- Agriculture and Fisheries Modernization Act (AFMA) - which is closely related to sustainable land management and the UNCCD; and
- Clean Air Act (CAA), which is closely related to the reduction of greenhouse gas emissions and the implementation of the UNFCCC.

² These include the Initial National Communication and the proposal for UNDP-GEF support to develop the Second National Communication.

The project will strengthen coordination related to the implementation/enforcement of these (and other) laws, thereby enhancing their cross-cutting impacts and contributions to sustainable development.

MDGs and UNDAF - The Philippines has pledged to achieve the Millennium Development Goals³ (MDGs) and has developed country-specific targets. In particular, the project directly supports achieving the seventh goal on “ensuring environmental sustainability.” By strengthening the coordination capabilities, the project will help national stakeholders to efficiently carry out their mandated tasks. In addition, by leading to an overall improvement in the country’s natural resources, the project will indirectly contribute to achieving the first goal: “eradicate extreme poverty and hunger”.

The United Nations Development Assistance Framework (UNDAF) identifies five priority areas for cooperation between the UN system and the Philippines. These include ‘good governance’ and ‘environmental sustainability’. The STREEM project contributes to both of these. The UNDAF framework recognizes the fact that poverty alleviation and the sustainable management of natural resources are inseparable. It also recognizes the fact that government institutions are still weak in addressing key issues related to sustainable management of the environment. The STREEM project directly responds to these needs as identified in the UNDAF.

PART II : STRATEGY

A. PROGRAM DESIGNATION AND CONFORMITY

GEF Conformity -The project addresses objectives under three of the GEF focal areas (i.e. biodiversity conservation, climate change and land degradation). The project specifically fits under the strategic priority related to cross-cutting capacity building (CB-2).

In the ongoing process to elaborate the CB-2 programming strategy, four programming frameworks are emerging, of which the third is ‘*improving national convention institutional structures and mechanisms*’. The STREEM project fits within this programming framework. Notably, in line with the guidance for this framework, the project will improve cross-institutional coordination, it will reduce overlaps and duplication, and it will catalyze synergies and efficiencies.

In addition, it is anticipated that the process of the STREEM project will lead to strengthened policies and legislative frameworks and to mainstreaming global environmental priorities into national policies and programmes, thereby contributing to the first and second emerging programming frameworks under CB-2.

Finally, the emerging CB-2 programming strategy sets out guidance and principles for CB-2 projects. The project has been designed to conform and respond to these, including:

³ These are: eradicate extreme poverty and hunger; achieve universal primary education; promote gender equality and empower women; reduce child mortality; improve maternal health; combat HIV/AIDS, malaria and other diseases; ensure environmental sustainability; and develop a global partnership for development.

- Ensuring consultations and decision-making are multi-stakeholder;
- Basing capacity building efforts in self-needs assessment;
- Ensuring replicability and sustainability;
- Ensuring the project goals and activities are nationally owned, nationally endorsed and in line with national priorities;
- Ensuring the project is consistent with Convention guidance; and,
- Ensuring the approach to achieving the project objective is cost-effective.

Convention Conformity - This project sets out to develop the capacity necessary to increase synergies across the Conventions and to reduce the risk of duplication or conflicts. It aims to do this by strengthening the coordination of the various agencies responsible for implementing the Conventions. This is related to obligations under the following articles:

UNCBD – The Conference of the Parties has adopted numerous decisions directly pertaining to cooperation with other conventions, organizations and processes. The most pertinent is Decision VII/26 from COP VII on Cooperation with other conventions and international organisations and initiatives; UNCCD - Article 4.2 (a) on the need for an integrated approach and Article 8.1 on the need to coordinate activities with implementation of the other Conventions, and; UNFCCC - Article 4(e) on cooperation in preparing for adaptation to climate change.

Moreover, by strengthening coordination in several technical and thematic areas, the project will help stakeholders in the Philippines to achieve many obligations under the Conventions, notably those related to:

- Information, education and communication (IEC);
- Research and development;
- Information system networking;
- Monitoring and evaluation and reporting;
- National communications and country papers' preparation;
- Policy and guidelines formulation and implementation;
- Enforcement of laws and regulations;
- Sustainable financing and financial mechanisms; and,
- Planning and investment programming.

B. PROJECT DESIGN (INCLUDING LOGFRAME AND INCREMENTAL REASONING)

Context - The Philippines is a South East Asian archipelagic country of approximately 300,000 km² distributed over approximately 7,000 islands. The population of approximately 82 million⁴ is one of the fastest growing in Asia, having increased by 25% in the 1990's. With a Human Development Index of 0.753⁵, the Philippines ranked 83rd amongst 177 countries, and lies consistently in the medium human development range. As of 2003, 13.8% of the population (10.4 percent of all Filipino families) were living below the subsistence food threshold or were

⁴ 2003 figure. Source: United Nations Common Country Assessment, 2004

⁵ 2002 figure. Source: *Country Program Action Plan*, UNDP Philippines, 2005.

food poor. This represents a decline from the 2000 figure of 15.8% of the population⁶. These figures, however, cover great wealth disparities particularly across rural/urban populations, and they mask the high levels of poverty in remote areas and amongst indigenous peoples. Poverty remains the main development challenge. In 2003, 30.4% of the population was considered income poor⁷.

Economic growth and poverty alleviation are dependent on environmental and natural resources services and goods. The primary productive sectors (agriculture, fisheries and forestry), which contribute about 20% to GDP and employ approximately 37% of the workforce, depend entirely on a sustained natural resource base. Importantly, the vast majority of the country's poorest households depend on these sectors.

Hence, one of the causes of widespread poverty is the degradation of natural resources. In turn, environmental degradation has its roots in inequitable access to resources and security of tenure. Land degradation is especially detrimental to people living in ecologically vulnerable areas and seasonally arid areas of the country. In the same vein, poverty also leads to desertification as poor farmers cultivate marginal lands. People living in these areas have low crop productivity, low incomes and little savings.

Global Significance and Linkages - The environment in the Philippines has high global significance. The complex geological history of the Philippines and its long period of isolation from the rest of the world have produced varied landforms, water bodies and climatic conditions. These circumstances have contributed to a wide array of soil, temperature, moisture and weather regimes and a wide diversity of forest, mountain, wetland, coastal and marine habitats and ecosystems. As a result, for example, it is one of 17 megadiverse countries, with more than 52,000 species recorded.

The natural resources are considered very vulnerable to natural forces. For example, much of the country is undulating, at least three-fifths of it is classified as "uplands"⁸, and there are 419 river basins with steep and short topography. These are all very vulnerable to ecosystem degradation. In addition, the natural resources are vulnerable to anthropogenic forces – such as climate change and poor land management.

Over the past 50 years, severe natural resources degradation has taken a toll. The country now has one of the lowest forest covers per capita in Asia in the tropics. Many coastal and marine ecosystems have collapsed. This has decreased productivity, decreased opportunities, and further increased vulnerability. This has been exacerbated by recent climatic changes – possibly linked to global climate change or to El Nino. As a result, approximately 27.3% of the country is vulnerable to drought and 45% of arable land has been moderately to severely eroded. For example, it is conservatively estimated that in 18,339⁹ lives were lost in 2000 due to landslides.

⁶ Source: Philippines Second Progress Report on MDG, 2005

⁷ Source: Philippines Second Progress Report on MDG, 2005.

⁸ i.e., with a slope of at least 18 percent.

⁹ Source: MTPDP, page 47.

Stakeholder and Institutional Framework - Over the past 50 years, the government has tried to reverse these negative environmental trends, introducing innovative institutional and legal reforms for sustainable natural resources management. These include the strengthening of the natural resources function in government agencies, and a comprehensive decentralization process that promotes resource management by local governments.

National government agencies:

Among national government agencies, the Department¹⁰ of Environment and Natural Resources (DENR) takes the lead role for the conservation, management, development and proper use of the environment and natural resources. Other key agencies involved include: the Department of Agriculture (DA) with a responsibility for agriculture and for many aspects of land management; the National Economic Development Authority (NEDA) with an overall development planning and coordination role; the Department of the Interior and Local Government (DILG) that is responsible for overseeing the decentralization process and for coordination and interaction with local government units (LGU). Other important actors include the Department of Energy (DOE), the Department of Agrarian Reform (DAR), the Department of Science and Technology (DOST) the National Disaster Coordination Committee (NDCC) and the Department of Public Works and Highways (DPWH).

Following ratification of the Rio Conventions, the government quickly appointed Focal Point Agencies (FPA) to be responsible for coordination and implementation. These are:

The Protected Area and Wildlife Bureau (PAWB) of DENR for the UNCBD;
The Environmental Management Bureau (EMB) of DENR for the UNFCCC; and,
The Bureau for Soil and Water Management (BSWM) of DA for the UNCCD.

Government coordinating agencies

There is a large number of coordinating mechanisms in the natural resources sector, mostly focused on specific technical issues. At the highest level, the PCSD, chaired by the President, has an overall coordinating function. The PCSD was initially created to oversee implementation of the Philippines Agenda 21. However, in recent years, its operations and on-the-ground impact have been limited. Several sub-committees under the PCSD focus on technical issues. These include the biodiversity sub-committee, which is mandated to support the PAWB in meeting obligations under the UNCBD. However, the activities of this sub-committee have been limited, and have focused mainly on preparing positions for meetings of the Conference of the Parties, rather than planning and designing in-country activities.

The Inter-agency Committee on Climate Change (IACC) was established over 10 years ago to support meeting obligations under the UNFCCC. The IACC has been active, meeting twice per year. It has been effective in preparing for international meetings, reporting and planning some in-country actions. However, it is presently restricted by inadequate representation of private sector, academe and NGOs.

¹⁰ In The Philippines, the 'Department' is the highest level of national administrative body, the equivalent of Ministry in most countries.

Inter-agency cooperation to implement the UNCCD exists, and the preparation of the NAP-CD was a multi-agency, multi-sectoral participatory exercise. In addition, the NAP-CD contributed to the launching of the Government's Convergence Programme, which sets out to converge the programmes of the main government agencies responsible for the UNCCD. However, as of yet, all cooperation has been informal as there is no formal coordinating agency for implementing the UNCCD.

At sub-national levels there are River Basin Organisations for most large watersheds, and Air Quality Management Boards for each of the important airsheds.

Local Government

Administratively, the Philippines is broken down into 17 regions and 78 provinces. Each province is broken down into municipalities and villages. Local governments are established at provincial, municipal and village level. Coordinating agencies reporting to national government are established at the regional level.

The Local Government Code (1991) devolved most major development decisions and coordination to the Provincial and Municipal level, to be undertaken by the Local Government Units (LGU). LGUs are headed respectively by the Provincial Governor or Municipal Mayor. For most sectors, the LGU are obliged to establish agencies or offices that mirror the national government agencies. Hence, all LGUs must establish Provincial/Municipal Agricultural Offices (PAO/MAO) as the equivalent of the national DA. However, LGUs are not obliged to establish Environment and Natural Resources Offices - this is optional. Notwithstanding, most Provinces and Municipalities have established Environment and Natural Resources Offices (PENROs and MENROs). Finally, the DENR has signed Memoranda of Agreement (MOA) with individual LGUs on general or specific issues. However, these MOA remain largely non-operational.

Under the DILG, the Bureau for Local Government Supervision (BLGS) is responsible for overseeing LGUs. BLGS does not have budgetary control, but it can impose administrative orders and sanctions on LGUs.

Given the limited LGU capacity, and the fact that not all DENR functions were devolved to LGUs, and the fact that not all LGU have established PENRO/MENRO, the national DENR has also established local affiliates in most provinces, municipalities and communities. These affiliates report directly to the DENR. It is important to emphasize that there is no overlap between the DENR affiliates and the PENRO/MENRO: however having two similar agencies with differing reporting hierarchies may lead to losses of economies of scale.

In addition, Provinces are clustered into Regions, and each Region has an affiliate of the national Government Agency. Hence, DENR has established an office in each region – the regional office reports directly to DENR, and is responsible for coordination across several provinces.

Finally, Protected Area Management Boards (PAMB) plays a key role in natural resource management at the local level. These inter-sectoral coordination agencies have a mandate covering the protected area – and 80% or more of the land of many municipalities are covered by

protected areas. Moreover, protected areas can lie in parts of two or more provinces or municipalities.

Non-governmental organizations.

NGOs play a strong and direct role in the implementation of all aspects of the Rio Conventions. These include NGOs, local People's Organisations, Private Sector and Academe. The list of NGO stakeholders is too long to mention, however their aggregate contribution to the Conventions cannot be overstated. Most NGOs belong to NGO networks or coordination mechanisms, which provide an entry point for NGOs to interact and coordinate with government agencies. Representatives of NGOs also play a role in the Convention coordination mechanisms, for example on the PCSD biodiversity sub-committee.

Cross-Cutting and Common Obligations under the Rio Conventions -The NCSA analysis and a related review of the Convention requirements and of on-going efforts to meet the obligations under the Rio Conventions identified a series of thematic areas or issues which cut across the three Rio Conventions in the Philippines. These are:

- Information, education and communication;
- Research and development;
- Information system networking;
- Monitoring and evaluation and reporting;
- National communications and country papers' preparation;
- Policy and guidelines, formulation and implementation;
- Enforcement of laws and regulations;
- Sustainable financing and financial mechanisms; and,
- Planning and investment programming.

In order to protect the global environment, and to meet the primary obligations¹¹ under all three Rio Conventions, the stakeholders under the Conventions must implement the above. The NCSA analysis identified that if activities focusing on the above were addressed in a common or coherent fashion, this would lead to significant benefits in terms of synergies, economies of scale, reduced wastage and duplication. In turn, this would lead to increased impacts on the global environment. The NCSA analysis identified that at present, the level of coordination across the common and cross-cutting thematic areas is far below optimal.

Project working definition of coordination - For the project, coordination is broadly defined as the harmonizing of the policies, programmes and actions of stakeholders. In this proposal, coordination is restricted to situations where stakeholders are both *willing* and *able* to work together in harmony¹².

¹¹ The *primary* obligations are summarized as: conserve and sustainably use biodiversity; protect land from drought and desertification; reduce greenhouse gas emissions and adapt/reduce vulnerability to climate change.

¹² It is recognised that the on-the-ground situation is not so 'black and white'. For example, stakeholders may be willing to work together on some issues, but not on others. In other cases, stakeholders may initially feel they are unwilling to work with each other, but after discussion and exploration, common ground and mutually acceptable approaches may be possible. Notwithstanding these subtleties, the focus of the proposed project is on stakeholders that are willing and able to work together.

In order to optimize implementation of the Rio Conventions, strong coordination is required:

- Amongst the constituency of stakeholders responsible for each individual Convention. This includes coordination *within* the respective FPA;
- Across and between the constituencies for each of the three Conventions. This includes across the three FPA and their partners; and,
- Vertically over the municipal, provincial, regional and national level stakeholders.

The STREEM project aims to strengthen the second and third of the above.

Most importantly, coordination is operationally defined by the tasks it will help achieve. Hence, coordination is operationally defined as coordination to perform one of the following: Information, education and communication; Research and Development; Information system networking; Monitoring and Evaluation and Reporting; National communications and country papers' preparation; Policy and Guidelines Formulation and Implementation; Enforcement of Laws and Regulations; Sustainable financing and financial mechanisms; and, Planning and Investment Programming.

Project Pilot Site - The project pilot site is the Puerto Princesa Subterranean River National Park (PPSRNP) and surrounding areas. The Park is located on the central west coast of Palawan island, some 80 kilometers north west of Puerto Princesa City. The area of the Park is 22,209 hectares, although there is a proposal to extend it considerably. The Park features a spectacular limestone karst landscape with an underground river. One of the river's distinguishing features is that it emerges directly into the sea, and its lower portion is subject to tidal influences. The area also represents a significant habitat for biodiversity conservation. The site contains a full 'mountain-to-sea' ecosystem and has some of the most important forests in Asia. Further details on the site's importance to the three Rio Conventions, the threats to the site, the key stakeholders and a map is provided in Annex 3.

Problem Analysis -As discussed above, improved coordination of efforts to address Convention obligations would lead to synergies, economies of scale, increased efficiency and, in turn, more impact. However, at present, efforts are ad-hoc, incoherent and fragmented. There are numerous coordination mechanisms but it is recognized that few are focused on the Conventions and most are not optimally effective. This lack of coordination is a major barrier to the effective implementation of obligations in the nine cross-cutting thematic areas. In the preparation of the STREEM project, a problem tree analysis was conducted by the FPAs and related stakeholders (see summarized result in Annex 4). This analysis confirmed that coordination is a key barrier to progress.

There are a series of barriers to strengthening this coordination. These include:

- The FPAs have not designated working level units responsible for the MEAs;
- The FPAs have treated MEA's as external issues, and have not fully integrated them into planning and institutional arrangements;

- The low priority accorded by FPA and other agencies to coordination and coordination committees;
- The low level interest from of concerned agencies in the MEAs;
- The lack of awareness on MEAs, in LGUs and even in FPAs;
- The overlapping and conflicting mandates, policy positions and functions of the cooperating organizations – even within Departments;
- The absence of dedicated tools and mechanisms for inter-MEA coordination;
- The absence of dedicated tools and mechanisms for vertical coordination;
- The poor communication and networking among FPAs, their field offices and partner organizations, and;
- The frequent changes in leadership in the FPAs.

These barriers are discussed and described in greater detail in Annex 5.

In general, the stakeholder framework responding to the Conventions developed in an ad-hoc manner, mainly in response to international requests and international projects. Accordingly, it has not been possible to develop the stakeholder and framework in a coherent, strategic manner. This is particularly true in the biodiversity sector as: the Convention and international support has existed longest; and the level of support through international projects has been highest, fostering the ad-hoc, as-needed response.

Baseline

National level - The baseline consists of a series of national and international policy initiatives and projects. In general, in the baseline, this will lead to strengthened sectoral implementation under each of the Rio Conventions.

A key national initiative is the on-going *rationalization process*. This process of downsizing and restructuring is an excellent opportunity to increase MEA capacity. The rationalization process aims to:

- Focus government efforts on vital/core functions;
- Improve the quality and efficiency of government services;
- Assure agency accountability for performance and results; and,
- Contain implementation of projects and programmes within allowable resources.

All national agencies are covered by this. This process is overseen by a ‘Change Management Team’ inside each agency. The process will lead to revised and clarified mandates, gap-filling and revised functions in all agencies. This will lead to an improved allocation of resources in the national government agencies.

In the agricultural sector, the rationalization process is almost complete and was in line with recommendations under the NAP-CD. The BSWM is accordingly streamlining its operations and functions. Hence, in the baseline, the institutional framework will be more responsive to land degradation concerns.

With regards to climate change, within the rationalization process, it has been to establish a mandated, budgeted climate change office. Hence, in the baseline, there will be a climate change office to support the actions of the IACC and its members.

The DENR Change Management Team is finalizing rationalization with regards to the leading agencies responsible for UNCBD, notably PAWB. In the baseline, this will lead to an opportunity to increase the efficiency and effectiveness of PAWB operations.

Another important aspect of the national baseline is two large, pipeline, sectoral projects to be supported by government and GEF. Firstly, with support from UNDP-GEF, the Government is to develop and implement the project: *Combating Land Degradation and Poverty in Marginal Areas and Communities of the Philippines*. One of the objectives of this project is to improve national and local capacity for sustainable land management. This includes institutional strengthening, including the strengthening of coordination and coordination mechanisms. A Technical Working Group will be established. Hence, in the baseline, the institutional framework for implementing the UNCCD will be strengthened.

Second, in the baseline, the Government with support from World Bank/GEF is to develop and implement the project: *Environment and Natural Resources Management Programme, Phase 1*. The ENRMP is focused on DENR's core mandates/functions to improve public service delivery and perform its regulatory and oversight functions and capacity environmental and natural resource management. Similarly, it aims to contribute in institutional strengthening of the biodiversity conservation sector, including the strengthening of coordination and coordination mechanisms within its sector. The project also supports a general strengthening of DENR in line with the rationalization process. Hence, in the baseline, the institutional framework for implementing the UNCBD will be strengthened, and the DENR will be strengthened.

To summarise, in the baseline, coordination within the stakeholder groups of each individual Convention will be strengthened.

Currently, there are stand alone inter-agency committees in the country for each of the 3 Conventions. However, there are no efforts to increase coordination across the three stakeholder groups for these Conventions. In effect, in the baseline, policies, programmes, plans and activities under the three Conventions will continue to be developed and implemented in an isolated fashion. The Technical Working Group that was established under the NCSA project, which all stakeholders appreciated and is considered to have made a significant contribution to coordination and synergies, will stop to function in the baseline.

Local level baseline - As described above, local development is driven by the LGUs. However, in the baseline, LGUs have very limited technical capacity. National agencies do have considerable capacity, but this is presently fragmented, and due to this fragmentation, it is not being effectively brought to bear on the LGUs. Hence, in the baseline, LGUs make few attempts to mainstream MEAs into local development. In the baseline, activities by national agencies to support LGUs in the implementation of the three Conventions will continue to be isolated and fragmented. Each agency will provide support in line with its own priorities, guidelines and timetables. For example:

- IEC campaigns at the local level for the three Conventions will continue to be designed, financed and implemented separately, thereby precluding opportunities for synergies and economies of scale;
- Data collection and reporting will continue to be fragmented and incoherent across the three Conventions, placing unnecessary additional workloads on the LGUs; and;
- When national agencies (i.e. FPAs and their stakeholder groups) provide support to planning at the local level (possibly through zoning advice), they will provide the support in an incoherent and conflicting manner.

In the baseline, the DENR has MOAs with many LGUs, but these are mostly non-operational. The above-mentioned WB project will help to operationalise these, but will not focus on the three Rio Conventions and potential synergies.

Pilot site baseline - In the baseline, the various stakeholders in and around PPSRNP will continue their present activities in a determined but unstructured manner. Gaps and lack of synergies will mean that the communities are unable to sustainably manage the resources, and the threats will be too great.

In the baseline, the natural resources at PPSRNP will continue to decline. Demographic and agricultural pressure will lead to forest loss, erosion, degradation and pollution of the river waters and loss of biodiversity. In the baseline, the ability to adapt to climate change will be inadequate, and the local communities will suffer.

Alternative – Project Goal, Objective, Strategy and Outcomes

Project Goal - The STREEM Project Goal is to generate global environmental benefits through improved coordination in the implementation of the MEAs in the Philippines.

Project Objective - The STREEM Project Objective *is to strengthen cross-Convention institutional and coordination structures and mechanisms at local and national levels* to comply with the Country's commitments under the three (3) Multilateral Environmental Agreements (MEA) i.e. the UNCBD, UNCCD and UNFCCC. This will lead to reduced overlap and maximized efficiencies, particularly in the following cross-cutting thematic areas:

- Information, education and communication;
- Research and development;
- Information system networking;
- Monitoring, evaluation and reporting;
- National communications and country papers' preparation;
- Policy and guidelines formulation and implementation;
- Enforcement of laws and regulations;
- Sustainable financing and financial mechanisms; and,
- Planning and investment programming.

The project, by improving coordination, will lead to direct improvement in each of the above thematic areas for each of the Rio Conventions. In turn, this will have an impact on the global environment, on biodiversity conservation, on land management and on adaptation to climate change.

Project Strategy - The strategy to reach the Project Objective rests on two key pillars.

The first and most important pillar is the phasing of national and local activities. The first step is to develop the mechanisms so that the three FPAs (and their national level constituents) can coordinate. This will be followed by the development, in a coordinated manner at the national level, of a series of tools that can support coordination at the local level. These tools will be designed to address coordination with respect to the nine cross-cutting thematic areas listed above.

The second step will be to pilot these tools at the local level at one representative pilot site. This piloting will directly lead to coordination in the nine thematic areas and hence to a better meeting of the concerned secondary obligations. This piloting will also generate lessons and experience with regards to the tools. Accordingly, the third step, based on the pilot experience and the lessons learnt, will finalise the tools and then replicate and disseminate them across the Philippines. The contribution of the project to this third step is relatively minor.

The selected pilot site is PPSRNP and surrounding areas. This was selected based on the following criteria:

- Globally significant environment;
- Local commitment;
- Accessibility and manageability and the presence of peace and order;
- Existence of ongoing DENR, DA and/or DILG programmes; and
- Existence of environmental challenges that can be addressed through improved coordination.

A second pillar of the project strategy is 'capacity-building by doing'. Although it is generally accepted that poor coordination impairs the performance of stakeholders and, in turn, the implementation of the Conventions, the project design recognizes that it is not sufficient to focus on improving coordination *per se*. This project recognizes that coordination is only meaningful if it is directly *applied to* specific tasks related to the Conventions. This project will work with Convention stakeholders to improve Coordination *to do* specific tasks (i.e. the nine above-listed themes). Hence the project will have a direct impact on the implementation of those secondary obligations.

Finally, a number of coordination mechanisms already exist with relation to the three Conventions. The STREEM project will work with these existing mechanisms rather than create new ones. Some of these mechanisms are formalized, but others remain informal. For example, GEF Operational Focal Point (OFP) (i.e. the Foreign and Assisted Special Projects Office, FASPO, of DENR) already plays a role in coordinating the implementation of the MEAs. This has not been formalised. Through the project, this informal role will be formalized and

strengthened. The need and usefulness of this inter-Convention coordination mechanism has been highlighted by all concerned stakeholders as an overwhelming priority.

STREEM will develop an integrating mechanism which complements the existing inter-agency committees and provides the venue to harmonize the country's positions on issues across the Conventions. This STREEM- catalyzed mechanism will also address cross-cutting issues across the Conventions which need a harmonized response.

Global environmental benefits - With project support, project stakeholders will have increased capacity to implement the Rio Conventions. This will lead to improved natural resource management and improved natural resources. This will begin during the project lifetime, but will be most notable in the years following the project.

During the project lifetime, at the project pilot site, this should lead to:

- Decreased deforestation levels;
- Decreased levels of erosion; and,
- Improved water quality.

Nationally, subsequent to activities under Outcome 3, increased capacity to implement the Rio Conventions should have an impact at many sites across the Philippines. Although these impacts are likely to be after the project has been completed, this will include decreasing deforestation, decreasing erosion, maintaining land productivity, decreasing numbers of landslides and biodiversity protected.

Outcomes - In order to reach the Project Objective, three Outcomes will be achieved under this Project. Additional information on the Objective and Outcomes is provided in the Logical Framework matrix in Section II.

Outcome 1: National Rio Convention stakeholders are effectively coordinating the preparation and implementation of related policies, programmes, projects and activities.

Output 1 National Technical Coordination Committee and Office: The first step will be to establish a permanent National Technical Coordination Committee with an adequately funded Office. This will be done through the issuance of a Presidential Executive Order¹³. The Committee will be composed of representatives of the three FPAs and other key stakeholders (eg. PCSD committee on , CSOs, DTI). Bringing-in other key stakeholders as part of the Committee aims to enhance and harmonize national coordination not only among the 3 MEAs but also between multilateral agreements that affects compliance to the 3 MEAs (eg. focal point for WTO). This Committee will henceforth take responsibility for overseeing all subsequent coordination related to the nine cross-cutting thematic areas. The FASPO will provide secretariat support to the Committee. The Office will lie in FASPO, headed by the GEF OFF. Clear and

¹³ Important note: given the likelihood of Presidential elections during the project implementation phase, it may not be feasible to obtain a Presidential Executive Order in a timely manner. In which case a Joint Administrative Order (issued jointly by all concerned Departments) will be issued.

specific definition of the roles and responsibilities of the Committee will be developed during its formation stage.

Output 2 A Business Plan for the Committee and Office - The project will then support the development of a medium term Business Plan for the Committee and its Office. In preparing the Business Plan, the project will work with the Committee to review the nine cross-cutting thematic areas and strategically identify where a common, coherent approach by the three Convention stakeholders will yield most benefits in the short term. This Business Plan will set out: priorities; funding; responsibilities; technical requirements and sequencing.

The Project will then support the implementation of the first strategic actions under the Business Plan, possibly including:

- Each FPA to formally designate a permanent unit to be responsible for its concerned Convention, in line with agency mandates as established through existing Executive Orders or Departmental Administrative Orders;
- Overlaying the three related National Action Plans¹⁴, determining common areas and common approaches, and developing a single implementation mechanism;
- Reviewing related policies, identifying conflicts, gaps and overlaps, and proposing revised policies; and,
- Developing, as necessary, MOA or Memoranda of Understanding (MOU) across the stakeholders.

Output 3 Initial Incentive System - In line with the Business Plan and through the Committee, the project will support national stakeholders in the design of a national system of incentives for coordinated implementation of the Conventions. This system will include financial and other incentives to local LGUs to coordinate implementation of Rio Conventions. For example, the system may include: awards, media recognition schemes, grants for jointly implemented activities, support for domestic and international training. Under this Outcome, the Project will help design the type of incentives, the financial source for the incentives (eg. ODA, national budget, additional financing schemes from the Conventions), and the management structure of the Incentive System.

Output 4 A series of potential tools to promote coordination at the local level - In line with the Business Plan and through the Committee, and in line with the priorities under the nine cross-cutting thematic areas, the project will develop potential tools to support coordination of policies, programmes and projects at the local level. These tools may include: (1) A database and reporting formats from which information for the preparation of the reports to the three Rio Conventions (and other MEA, as possible) will be drawn; (2) Guidelines for the design and implementation of IEC programmes and campaigns; and, (3) Incentive mechanisms to increase LGU understanding of and commitment to the Rio Conventions.

Sustainability of Outcome 1: - The principal sustainable output under Outcome 1 is the National Technical Coordination Committee and Office. Sustainability will be assured through: (1) the related Presidential Executive Order, and associated budgetary allocation; and (2) the fact that

¹⁴ Ie: the NBSAP, the NAP-CD and the NAP-CC

the mandates of the participating agency members (notably PAWB, EMB and BSWM) will be harmonized to include participation in the Committee. This will be accompanied by administrative orders from the heads of the concerned national Departments, and the creation of units within the agencies;

Indicators of success for Outcome 1¹⁵: Indicators may include: (1) the issuance of the Executive Order; (2) the fact that one of DENR Major Final Outputs (MFO) reflects the effective functioning of the Committee/Office; and, (3) the level of budget allocated to the Committee.

The Business Plan to be developed will include additional indicators of success.

Outcome 2: Local and national stakeholders are addressing key global environmental issues in and around PPSRNP in a coordinated manner.

Output 1 A clear set of priorities and sequences - The first step will be to bring all the concerned stakeholders together under the auspices of the DILG. For PPSRNP and surrounding areas, the stakeholders will review: (1) the potential tools prepared under Outcome 1; (2) the nine cross-cutting thematic areas; (3) LGU programmes and priorities (eg. financial and technical needs of LGUs in providing information for the National Reports preparation for the 3 Conventions; and, (4) DILG programmes and priorities.

Based on this review, the stakeholders will identify the priorities in PPSRNP in terms of tools to be piloted in order to increase coordination. In addition to identifying priorities, the stakeholders will identify responsibilities and time-sequences for actions.

Output 2 Increased coordination and substantive outputs – as a result of piloting the tools - In line with the identified priorities, the project will support and facilitate the piloting of the tools at the local level. The project and FPAs will provide on-going technical support to the piloting of these tools. For example, around PPSRNP, with project support, the LGU may:

- Run an IEC campaign, to raise awareness and understanding;
- Test-run a common format for data collection and reporting, possibly through an innovative on-line, web-based reporting system;
- Build commitment of LGU and other local stakeholders to all MEAs, and institutionalize this commitment through MOUs;
- Provide guidance related to zoning, in order to simultaneously mainstream climate change, biodiversity and land degradation concerns into local development plans; or,
- Integrate MEAs into ongoing LGU environment-related initiatives, such as the preparation of local Environmental Action Plans, the monitoring of Development Indicators and the preparation of local legislative acts.

Output 3 Increased understanding of the Incentive System and the potential tools - At PPNRSP, the project will pilot the Incentive System designed under Outcome 1. It will also pilot the potential tools. Throughout the testing and piloting period, the project will keep a thorough record of all successes and failures, to be used in the dissemination process under Outcome 3 (below).

¹⁵ The logframe in Annex 5 provides additional information/explanation on the indicators.

Sustainability of Outcome 2: - The sustainability will be assured through the long-term commitment of the LGU and DILG to the MEAs in PPSRNP and surrounding areas. LGUs have the mandate, budget and local influence to ensure that MEA implementation can be considerably increased at the local level. By generating their commitment, the project will assure the long-term sustainability of the project outputs. The involvement DILG will oversee the sustained participation of LGUs.

Indicators of success for Outcome 2 may include:

- Water quality in the subterranean river;
- The conclusion of a signed agreements between FPAs and Puerto Princesa LGUs;
- The establishment of local joint management committees, involving all three FPAs and all concerned LGUs; and,
- The percentage of Puerto Princesa budget allocated to programmes related to all three Conventions and/or related to mainstreaming concerns of all three Conventions.

Outcome 3: International, national and local partners have adopted the Tools prepared under the project.

Output 1 Finalised tools for promoting local level coordination - Based on the experience under Outcome 2, the tools prepared under Outcome 1 will be revised and finalized. This will lead, for example, to the finalization of the guidelines, best practices manuals, reporting formats and websites. All tools will be related to one or more of the nine cross-cutting thematic areas.

Output 2 Institutionalised Incentive System - The project will also institutionalize the Incentive System, possibly through a Department Administrative Order or through an MOU as appropriate.

Output 3 Tools, Incentive System and all Project outputs disseminated to local, national and international partners. - The Project will support activities to disseminate the tools and lessons learnt to LGU across the country. This may be done through a national training programme, or a national study tour to the Pilot Site, or a national workshop. The aim is for the LGU to then adopt the tools into their workprogrammes. The DILG will play a role in this, possibly by issuing guidelines or Administrative Orders.

The Project will also support activities to disseminate the tools to national stakeholders. National stakeholders will then be responsible using the tools at other sites across the Philippines where a coordinated approach to implementing the three Conventions will yield benefits. This 'rolling out' will be mostly financed by the existing budgets and programmes of the national stakeholders. I.e., all national agencies should use these tools in their future programmes. For example, internationally assisted sectoral projects (including the UNDP-GEF OP15 project and the WB/GEF OP 12 Project) will also support dissemination and replication.

Finally, with project support, DENR will present the tools to all international partners, with the aim of encouraging these partners to adopt these tools in their future programmes and projects.

Sustainability of Outcome 3: - Institutional sustainability at the local level will be mostly assured through the involvement of DILG. DILG has the mandate and capacity to ensure that the project successes are widely disseminated and replicated, by working with LGUs.

The tools (e.g. guidance notes, reporting formats) will have been developed in a participatory manner, thereby accounting for the reality of local situation, and fully accounting for technical expertise. Also, the tools developed will lead to clear benefits; the project will demonstrate this – this should be sufficient reason for many national agencies to adopt the tools. Hence, these Outputs should be acceptable and owned by all concerned stakeholders, thereby assuring their continued use after the Project.

The Incentives System will be incorporated through an Administrative Order and backed up by budgets, thereby contributing to the sustainability of the Project Outcomes.

Indicators of success for Outcome 3: These may include: (1) The issuance by DILG of administrative orders to LGUs that target the joint implementation of the three Conventions; and (2) The level of awareness of the LGU officers across the Philippines of the three Rio Conventions and of the need to coordinate their implementation. This will be determined through a sophisticated, independent survey.

A number of coordination mechanisms already exist with relation to the three Conventions. The STREEM project will work with these existing mechanisms rather than create new ones. It will develop an integrating mechanism which complements the existing inter-agency committees and provides the venue to harmonize the country's positions on issues across the Conventions. This STREEM- catalyzed mechanism will also address cross-cutting issues across the Conventions which need a harmonized response. This mechanism will ensure that the three FPAs (and their national level constituents) can coordinate. This will be followed by the development, in a coordinated manner at the national level, of a series of tools that can support coordination at the local level with respect to the nine cross-cutting thematic areas. These tools will be pilot-tested to generate lessons and experience for replication and dissemination across the Philippines.

The selected pilot site is PPSRNP and surrounding areas. This was selected based on the following criteria:

- Globally significant environment;
- Local commitment;
- Accessibility and manageability and the presence of peace and order;
- Existence of ongoing DENR, DA and/or DILG programmes; and
- Existence of environmental challenges that can be addressed through improved coordination.

Another strategy is 'capacity-building by doing'. Although it is generally accepted that poor coordination impairs the performance of stakeholders and, in turn, the implementation of the Conventions, the project design recognizes that it is not sufficient to focus on improving coordination *per se*. This project recognizes that coordination is only meaningful if it is directly *applied to* specific tasks related to the Conventions. This project will work with Convention

stakeholders to improve Coordination *to do* specific tasks (i.e. the nine above-listed themes). Hence the project will have a direct impact on the implementation of those secondary obligations.

C. SUSTAINABILITY

The issue of sustainability has been mostly addressed *with respect to each specific Outcome in* section above. The following paragraphs summarize how the project impacts and outputs will be sustainable.

Institutional Sustainability

The formal creation of a permanent National Technical Coordination Committee and Office, under Executive Order with organizational/logistical/budgetary support of the FASPO, is a key element in the sustainability strategy. This Committee/Office, which is in effect a formalization of the existing informal arrangements, will continue to promote the project's objectives after the project is completed. During the process of creating the Committee and Office, formal agreements such as Joint MOAs will be developed through the project to ensure sustainability of its efforts.

In addition, each FPA will designate (again through Administrative Order) Units responsible for the Conventions, to further institutionalize and crystallize the coordination structures and mechanisms.

At the local level, under the guidance of DILG/BLGS, the LGUs will be instructed to adopt coordination structures and mechanisms as promoted under the project. Joint MOAs with civil society organizations and the private sector may also be initiated through the project. MOA templates will be produced by the project to this effect. Involvement of cause-oriented environmental NGOs and civil society organizations is crucial because they are active and very much determined in pushing for environmental consciousness and actions in the localities. Hence, the representative from NGOs will be recommended in the local coordination structures to act as co-chair of the local executive officer of the municipality.

The project will formally document and establish coordination mechanisms (through protocols and procedures). The Business Plan will also be institutionalized. The regular use of formal documentation, Administrative Orders and signed MOA will ensure that even if there are unavoidable changes in leadership and in the membership of the coordination committees, their successors will be properly guided in continuing their initiatives.

Financial Sustainability

The main follow-on to the project is that the tools are utilized. This does not require a great deal of finance. Instead, what it requires is for stakeholders to adopt the project tools and use them in their existing programmes and activities.

However, some finance will be required for the functioning of the Committee and Office. The concerned Executive Order will have a provision for budget allotment to cover the costs of remuneration and operations of the Office, thus ensuring its sustainability. The cost of

honorarium of members and the expenses in the implementation of coordination mechanisms will be provided by the Office with counterpart funding from member agencies. The Executive Order will also stipulate funding contribution from cooperating organizations in the forms of travel expenses, supplies and materials, information network maintenance, IEC and other activities in support of the MEAs. The details of the Incentive System are yet to be determined. It is likely that there will be no-cost, low-cost and medium-cost incentives. Many of the medium costs incentives can be covered through the LGU budgets. Other sources should be found through the project.

Risks and Assumptions

Assumption no. 1: that the rationalization process, when completed, will not affect the project design. At present, the rationalization process with regards to DA is almost complete, and there is no danger that it can negatively affect the project.

However, with regards to DENR, discussions with regards to the scope and details of the process are incomplete. There is a small danger that the final rationalization process may lead to changes that will substantially affect the government agencies involved in the project. However, during the project design, the existing possible rationalization measures were assessed and were deemed to not pose a threat to the project. Moreover, this risk is greatly mitigated by the fact that the current chair of the rationalization management process in DENR is also the GEF OFP. As the GEF OFP also takes a lead in overall management of this project, coordination and harmonization of this project and the rationalization process is currently assured through the GEF OFP.

Assumption no. 2: that the necessary institutional strengthening under each Convention will take place, and in a timely manner. Coordination *between* Conventions will only work fully if Coordination and management *within* the three Conventions is strengthened. This assumption relies on a prompt start up of the related GEF projects which will address institutional strengthening: *Combating Land Degradation and Poverty in Marginal Areas and Communities of the Philippines* (UNDP-GEF) and *Environment and Natural Resources Management Programme, Phase 1* (WB/GEF).

D. REPLICABILITY

Outcome 3 of the project is dedicated to the strategic replication of the project lessons, successes and products (notably the tools) to local, national and international partners. Although the GEF contribution to this Outcome is limited, its inclusion in the project logframe ensures that it will be affected. One key partner in replication is the DILG, who will support the replication across the LGUs. Likewise, the DENR will replicate through their local offices. Other key partners in replication are the related GEF projects, who, under the guidance of DENR, will use the tools produced under this project in their institutional strengthening activities.

At a more generally level, the issue of 'coordination' is a constraining factor in all sectors in the Philippines (throughout the entire natural resources management sector, and throughout other socio-economic sectors). It is also a constraining factor in the implementation of the Rio

Conventions in many other countries. Hence the lessons learnt and tools developed through this project will be useful and applicable to other sectors in the Philippines and to other countries.

The UNDP Country Office will ensure the replication to other sectors in the Philippines through its Country Programme.

The UNDP and the GEF international networks will ensure that the lessons learnt and the methodologies developed are disseminated to other countries.

E. STAKEHOLDER INVOLVEMENT

Stakeholder Involvement Prior to Project Commencement

The level of stakeholder involvement has been very high, as this project stems directly out of the NCSA. The NCSA was led and facilitated by the FPAs, with support from their cooperating agencies and assisted by thematic consultants for biodiversity conservation, land degradation, climate change and institutional capacity building. Key regional and sectoral stakeholders were strongly involved in the NCSA process through participatory planning and validation of results. Furthermore, stakeholders at the local level were involved as respondents to the surveys conducted by the FPAs to make sure that the process took into account their assessments and proposals.

Following on from the NCSA, the preparation of this project was overseen by the FPAs. In addition, a range of cooperating organizations were involved through a consultative planning write-shop and through a validation workshop. Throughout this process, the stakeholders who are to be the immediate beneficiaries of the project identified their priorities and their inputs to strengthening the coordination system. They also defined their roles and responsibilities in the implementation of the project and validated the outcomes and outputs of the project. By drawing the active participation of the stakeholders in project formulation, their ownership, commitment and support to the project were reaffirmed.

Roles and responsibilities of relevant stakeholders in project implementation

The key stakeholders in the STREEM Project include the FPAs, FASPO, DILG, the members of the convention multi-agency committees and broader Convention constituencies. The key stakeholders, their roles and their likely involvement in the implementation of the Project are listed in the Table below.

Table 1. Roles and Responsibilities of Key Stakeholders in STREEM Project Implementation

Key Stakeholders	Mandates	Roles and Responsibilities
DENR-FASPO	Office in charge of managing and implementing foreign-assisted projects including GEF funded projects. Agency mandate: provides project design, packaging, management and coordination services.	Manages the STREEM project implementation and prepares all project reports and documents. Establishes the MEA Technical Coordination Office and Cross Cutting Committee and lead in the preparation of the Business Plan. Develops and operationalizes the incentive system. Piloting of coordination tools with DENR regional, provincial and community offices.

Key Stakeholders	Mandates	Roles and Responsibilities
BSWM	FPA for Combating land Degradation. Oversee the implementation of the NAP for Combating Land Degradation. Agency mandates: Undertake and formulate guidelines for implementation of agricultural technologies and activities that support sustainable soil and water resources use for sustainable agricultural development consistent with the law on "Agriculture and Fisheries Modernization Act (AFMA)"	Designates a permanent and alternate representative to the Cross Cutting Committee and provides inputs in the preparation of the Business Plan; implements the incentive system developed under STREEM; implements coordination tools developed under the project focusing on improving sustainable land management; provides formal feedback reports to Project Management on the effectiveness of tools piloted; implements mechanisms for vertical coordination with DA RFUs and regional and local organizations of NGAs, NGOs, academe and the private sector.
PAWB	FPA for Biodiversity Conservation. Oversee the implementation of the NAP for Biodiversity Conservation. Prepares national communications and convention reports. Agency mandates: Formulates policies on the establishment and management of an integrated protected areas system such as national parks, wildlife sanctuaries and refuges, marine parks and biosphere reserves.	Designates a permanent and alternate representative to the Cross Cutting Committee and provides inputs in the preparation of the Business Plan; implements the incentive system developed under STREEM; implements coordination tools developed under the project focusing on improving biodiversity conservation; provides formal feedback reports to Project Management on the effectiveness of tools piloted; implements mechanisms for vertical coordination with DENR-PAWS and regional and local organizations of NGAs, NGOs, academe and the private sector.
EMB	FPA for Climate Change. Oversee the implementation of the National Framework Plan for Climate Change and prepares national communications and convention reports including GHG inventories. Agency mandates: Formulates policies on the enforcement of the country's effluent and emission standards and the attendant rules and regulations; monitors implementation; and undertakes research studies related to air, water and land pollution as well as toxic and hazardous substances management.	Designates a permanent and alternate representative to the Cross Cutting Committee and provides inputs in the preparation of the Business Plan; implements the incentive system developed under STREEM; implements coordination tools developed under the project focusing on improving mitigation and adaptive measures for climate change; provides formal feedback reports to Project Management on the effectiveness of tools piloted; implements mechanisms for vertical coordination with DA RFUs and regional and local organizations of NGAs, NGOs, academe and the private sector.
DILG – BLGS	Provides national policies, rules and standards on local government, peace and order, and public safety; monitors and evaluates LGU performance and their compliance to national laws and regulations; provides strategic capacity building assistance to LGUs; and coordinates national government oversight functions.	Issues administrative order to LGUs supporting the implementation of coordination mechanisms and tools at the local level. Monitors the adoption and implementation of coordination tools by pilot LGUs; and reports to the PMO on the compliance and feedback of LGUs on the effectiveness of tools piloted.
DILG – Regional	Oversee the implementation in their	Acts as the conduit of DILG-BLGS in the

Key Stakeholders	Mandates	Roles and Responsibilities
Offices	region of national policies, rules and standards on local government, peace and order, and public safety issued by central office; monitors and evaluates LGU performance and their compliance to national laws and regulations; provides strategic capacity building assistance to LGUs; and coordinates national government oversight functions.	implementation of the directives provided in the Administrative Order on Coordination Mechanism and Tools; monitors the compliance of pilot LGUs in their regions; formulates strategies with the FPAs in the dissemination and replication of viable coordination tools.
DENR Regional Offices – PAWS	Establishes, manages and develops National Integrated Protected Areas System; conserves and protects wildlife resources; promotes nature conservation information and education in the region; and enforces laws, rules and regulations on protected areas and biodiversity conservation.	Oversees the implementation of the coordination tools on biodiversity conservation by PENROs and CENROs in pilot areas within their regions. Monitors the compliance and success of the implementation of coordination tools on biodiversity conservation by the PENROs and CENROs; and participates in the coordination committees established at the regional level for the implementation of the project and biodiversity conservation activities of NBSAP.
DA Regional Field Units	Provides support to LGUs which are necessary to make agriculture and agri-based enterprises profitable; coordinates with provincial planning units in the preparation of regional plans and programmes on agriculture development; oversees the implementation of programmes and projects in the region; and implements the laws, rules and regulations on agriculture.	Oversees the implementation of the coordination tools on sustainable land management by PAOs and MAOs in pilot areas within their regions. Monitors the compliance and success of the implementation of coordination tools on sustainable land management by the PAOs and MAOs; and participates in the coordination committees established at the regional level for the implementation of the project and sustainable land management activities of NAP-CD.
LGU – Provincial Agriculture Office (PAO)	Provides technical assistance to the Governor on matters relating to agriculture development; Extends agricultural services related to production, processing and marketing of products; prepares plans and programmes on agriculture development, conducts research studies, develops and disseminates agro-technology and establishes demonstration farms; and coordinates with other government agencies and NGOs in promoting agricultural productivity	Implements the coordination tools on sustainable land management at the pilot provincial level; participates in the coordination committees established at the provincial level for the implementation of the project and sustainable land management activities of the NAP-CD.
LGU – Municipal Agriculture Office (MAO)	Prepares plans and strategies for agriculture development in the locality; implement agriculture development projects; extends agricultural services to farmers; conducts agriculture research and disseminate agro-technology information to farmers and establishes demonstration farms; and	Implements the coordination tools on sustainable land management at the pilot municipal level; participates in the coordination committees established at the municipal level for the implementation of the project and sustainable land management activities of the NAP-CD.

Key Stakeholders	Mandates	Roles and Responsibilities
LGU – Provincial Environment and Natural Resources Office (PENRO)	Ensures the delivery of basic services and provisions of adequate facilities relative to ENR; develops plans and strategies and implements programmes and project on ENR in the province; coordinates with LGU MENROs/CENROs on the preparation and implementation of plans and programmes at the municipal/city levels; establishes, maintains, protects and preserves communal forests, watersheds, tree parks, mangroves and greenbelts, commercial forests and similar projects like industrial tree farms and agroforestry projects.	Implements the coordination tools on biodiversity conservation, sustainable land management and climate change mitigation at the pilot provincial level; and participates in the coordination committees established at the provincial level for the implementation of the project and the activities of the NAP-CD, NBSAP and NFCC.
LGU – Municipal Environment and Natural Resources Office (MENRO) or City Environment and Natural Resources Office (CENRO)	Ensures the delivery of basic services and provisions of adequate facilities relative to ENR; develops plans and strategies and implements programmes and project on ENR in the municipality/city; coordinates with LGU PENRO on the preparation and implementation of plans and programmes at the municipal/city levels; establishes, maintains, protects and preserves communal forests, watersheds, tree parks, mangroves and greenbelts, commercial forests and similar projects like industrial tree farms and agroforestry projects.	Implements the coordination tools on biodiversity conservation, sustainable land management and climate change mitigation at the pilot municipal level; and participates in the coordination committees established at the municipal level for the implementation of the project and the activities of the NAP-CD, NBSAP and NFCC.
DENR – Provincial Environment and Natural Resources Office (PENRO)	Prepares plans and coordinates environment and natural resources (ENR) management activities in the provinces; enforces environment and natural resources laws, rules and regulations; investigates and recommends appropriate actions to resolve claims and conflicts on ENR; and supervises activities of permit and lease holders on ENR.	Implements the coordination tools on biodiversity conservation, sustainable land management and climate change mitigation at the pilot provincial level; and participates in the coordination committees established at the provincial level for the implementation of the project and the activities of the NAP-CD, NBSAP and NFCC.
DENR – Community Environment and Natural Resources Office (CENRO)	Undertakes and implements projects for the development and conservation of ENR at the community level; implements/enforces laws, rules and regulations for the protection of the environment and the conservation of natural resources; and maintain up-to-date data on environmental and natural resources conditions.	Implements the coordination tools on biodiversity conservation, sustainable land management and climate change mitigation at the pilot municipal level; and participates in the coordination committees established at the municipal level for the implementation of the project and the activities of the NAP-CD, NBSAP and NFCC.
PCSD	Acts as the coordinating mechanism with the United Nations Commission on Sustainable Development (UNCSD) and the governing Bodies	Provides policy advice to the Committee on environment and sustainable development issues

Key Stakeholders	Mandates	Roles and Responsibilities
	or Secretaries of other multilateral conventions, through the Department of Foreign Affairs (DFA);	
CSOs	Implements projects for the development of ENR both at the national and local level; maintains ENR related database and conducts ENR related researches	Participates in the coordination committees established at the national and municipal level for the implementation of the project and the activities of the NAP-CD, NBSAP and NFCC.
Leagues of Cities/Municipalities/Provinces		Ensures sustainability of the Project by supporting the adoption of tools developed at the local level; Participates in the coordination committees at the provincial and municipal levels for the implementation of activities of the NAP-CD, NBSAP, and NFCC.
Department of Foreign Affairs	Officially represents the Philippines and its positions in the 3 Conventions;	Participates in the development of coordination tools;
Private Sector		Participates in the activities that may need their collaboration

PART III : MANAGEMENT ARRANGEMENTS

The Project will be implemented under the National Execution modality of UNDP which puts the responsibility and accountability of managing the Project to DENR-FASPO as the Implementing Partner. This STREEM Project is expected to contribute to the overall Country Programme Action Plan (CPAP) which is a joint undertaking of the Government of the Philippines and the United Nations Development Programme. It is within this context that a working arrangement and an organizational structure for the PMO for the STREEM are designed.

The entities performing critical management functions in implementing the STREEM are defined as follows:

The Project will be implemented under the National Execution modality of UNDP which puts the responsibility and accountability of managing the Project to DENR-FASPO as the Implementing Partner. This STREEM Project is expected to contribute to the overall Country Programme Action Plan (CPAP) which is a joint undertaking of the Government of the Philippines and the United Nations Development Programme. It is within this context that a working arrangement and an organizational structure for the PMO for the STREEM are designed.

The entities performing critical management functions in implementing the STREEM are defined as follows :

1. National Steering Committee (NSC) or Project Board. The National Steering Committee/ Project Board is composed of DENR serving as Chair, with NEDA, UNDP, DA, DILG, DFA, LCP/LMP/LP, and representatives from CSOs and private sectors as members. As the ultimate decision-making and project-coordination body, it will perform the following functions :

- Serve as the oversight body that coordinates the implementation of the project's activities by the FPA's ;
 - Provide strategic advice to the PMO and TWG in the implementation of the project involving regional and local agencies and multi-sectoral stakeholders ;
 - Review and, if appropriate, approve major deviations from the project activities and approved budget;
 - Review and approve subcontracts to be issued by the project ; and
 - Review and approve the progress and final reports of the project, including the Inception Reports and Annual Workplans.
2. The Project Management Office (PMO). The Project Management Office (PMO) of the STREEM Project shall be housed within the existing organic office within the DENR-Foreign Assisted and Special Projects Office (FASPO). The DENR-FASPO shall designate/appoint a DENR Official with the rank of Assistant Secretary to act as National Project Director (NPD), and a senior staff to act as National Project Coordinator (NPC). The PMO headed by the NPC shall be responsible for the day-to-day operations of the project. Its tasks shall include the preparation of work plans and budgets ; preparation of TORs and sourcing of inputs ; conducting regular meetings and workshops ; monitoring, evaluation, and reporting the project's achievements ; and financial management. FASPO shall also be responsible for the provision of administrative support to the implementing agencies in FPAs (i.e. EMB, BSWM, PAWB, LGUs) the implementation of the project's components and activities. FASPO shall coordinate and monitor the implementation of the project and submit technical and financial reports to GEF through the UNDP Manila Country Office.
3. The Technical Working Group (TWG). The Technical Working Group (TWG) is composed of the different Focal Point Agencies (FPA) namely : DENR-PAWB, DENR-EMB, DA-BSWM, and LGU - Palawan. They will implement activities and submit periodic reports to FASPO on the progress of its undertakings. The FPAs, as implementing agencies, shall mobilize their support staff in the implementation of assigned activities and task. The FPAs staff shall coordinate with their regional and local counterparts in the implementation of the project.

A representative of the UNDP will sit as a member of the NSC to guide the implementation of the Project in accordance with UNDP and GEF guidelines and procedures. It shall assist FASPO in contracting national and international consultants and in monitoring the progress of the project. It shall also submit the necessary project reports to the GEF.

There will also be a management arrangement at the local level ensuring participation of the different multi-stakeholders. Existing local coordinating body shall be enhanced and capacitated for the implementation and management of the Project at the pilot site.

PART IV: MONITORING AND EVALUATION

Project progress will be monitored according to UNDP-GEF rules and regulations by using annual reviews against a set of implementation milestones. Monitoring will be *ongoing*,

involving data collection and assessment of the project's field implementation and will involve key project staff meeting periodically to review operations and field implementation and to assess whether new priorities require a shift in the project's implementation.

The project's progress shall be monitored in terms of the timely completion and quality of the outputs and the efficient use of allotted resources (financial, human and physical). Tools for monitoring include:

- Quarterly progress report that provide a summary of the physical and financial status of the project and the problems and issues encountered and how they were or will be addressed and resolved;
- Annual progress reports that shall summarize the progress of work and the performance of the project in meeting its targets based on output and impact indicators. The standardised UNDP-GEF APR/PIR format will be used;
- The project's Terminal or Project Completion Report (PCR) that will sum up the level of the project's accomplishments in meeting its objectives, outcomes and outputs. The PCR will also highlight the breakthroughs and innovative contributions of the project in the field of coordination system development which are worth replicating in similar projects to be undertaken in other countries. It will also set out the strategies to efficiently managing resources;
- The project will also be subject to at least one external financial audit in accordance with established UNDP-GEF regulations; and,
- The project will also be subject to at least one independent evaluation.

The project will use a capacity development monitoring and evaluation scorecard to monitor the project capacity development processes. This scorecard will track project CD processes along five capacity results. Indicators will be rated to quantify the change achieved and provide information needed for higher reporting purposes at programme level. So far, it is expected that the project capacity development activities will largely be monitored by seven indicators (see Annex 8 – indicators 1, 2, 3, 4, 9, 10 & 12), which are of direct relevance to strengthen cross-convention institutional and coordination structures and mechanisms at local and national levels in the Philippines. The success of the project will therefore be monitored against these indicators only. However, any indirect contribution to other capacity development indicators will also be documented in the project reports, as necessary.

This scorecard will be completed to establish the project baseline at inception, at mid-point of project implementation and finally at the end of project implementation. The rating done at project inception will also provide a useful capacity review/assessment at the start of the project; including the updated capacity areas of weaknesses and strengths. This capacity development monitoring tools will be used by the project implementation team to monitor project progress and also by the evaluators to conduct the MTE and the final evaluation.

At a general level, the PMO will be responsible for collecting data on the indicators and reporting on progress; including the CD monitoring scorecard indicators (see Annex 5). In addition, two annual, independent surveys will be undertaken to collect monitoring data based on the indicators in the Logical Framework. Finally, the results of monitoring under the National Technical Coordination Committee's Business Plan in Outcome 1 will contribute to overall project monitoring.

The total cost of the project's M&E and reporting results is estimated to be about US\$50,000. The monitoring framework and indicators will provide the project management with regular information on the project status. In addition, regular feedback will come from the PMB, the TWGs and the project's ongoing outreach activities. Finally, the members of the PMO will meet regularly and will exchange experience and lessons from the project activities. Collectively, this feedback will enable the project management to continuously learn lessons and modify approaches and strategies, and to overcome challenges and exploit opportunities.

Results from the Project will be disseminated within and beyond the Project intervention through information sharing networks and/or through publications. For publications, proper acknowledgement to GEF for providing funding will be ensured.

PART V: LEGAL CONTEXT

This Project Document shall be the instrument referred to as such in Article I of the Standard Basic Assistance Agreement between the Government of the Philippines and the United Nations Development Programme, signed by the parties on 21 July 1977. The host country implementing agency shall, for the purpose of the Standard Basic Assistance Agreement, refer to the government co-operating agency described in that Agreement.

The UNDP Resident Representative in Philippines is authorized to effect in writing the following types of revision to this Project Document, provided that he/she has verified the agreement thereto by the UNDP-GEF Unit and is assured that the other signatories to the Project Document have no objection to the changes:

- a) Revision of, or addition to, any of the annexes to the Project Document;
- b) Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of the inputs already agreed to or by cost increases due to inflation;
- c) Mandatory annual revisions which re-phase the delivery of agreed project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility; and
- d) Inclusion of additional annexes and attachments only as set out here in this Project Document

SECTION II: STRATEGIC RESULTS FRAMEWORK, SRF AND GEF INCREMENT

One of the priority areas identified in the United Nations Development Assistance Framework (UNDAF) in the Philippines is the management of the environment for sustainable development. The framework is cognizant of the fact that poverty alleviation and sustainable management of natural resources are inseparable. It is also cognizant of the fact that government institutions are still weak in addressing key issues related to sustainable management of the environment. Thus, the UNDAF targets, by 2009, the improvement in the capacity of the government to sustainably manage environment and natural resource.

In line with the UNDAF, UNDP's Country Programme of Action Plan (CPAP) for 2005-2009 (as agreed to by the Philippine's Government), sets the following goals:

- Achieving the MDGs and reducing human poverty;
- Fostering democratic governance, including public administration reforms;
- Promoting energy and environment for sustainable development, and;
- Implementing crisis prevention and recovery.

The STREEM project focuses on the third ('promoting energy and environment for sustainable development') of these, although it will make a direct contribution to the second ('fostering democratic governance'). With regards to promoting energy and environment for sustainable development, UNDP has a series of capacity building activities planned for the period 2008-2010, mostly with DENR. The most relevant of these to the STREEM project are:

- Strengthening of the PCSD by rationalizing its memberships and improving the organization and functions of committees and subcommittees for more effective coordination;
- Operationalizing the Integration of Project Management Functions into the DENR Structure and Operations (Department Admin Order No. 56) – an implementation arrangement will be developed to streamline and properly coordinate the project management functions of the bureaus and Regional Project Management Offices;
- Developing a Common Monitoring Framework (Protocols and Indicators) among cooperating agencies in monitoring and evaluating the progress and accomplishments of biodiversity conservation efforts;
- Development of Collaborative Agreements among the various agencies/organizations and other key stakeholders enforcing the Wildlife Act in three trade hotspots; and,
- Updating and Harmonization of DENR Plans and Programmes and promoting the links to MDG. This will enable the DENR Planning Officers and CENROs and PENROs to understand and appreciate the synergy of plans with MDG Actions in contributing to global and national environmental concerns.

Below is the results framework of STREEM

Project Goal: The STREEM Project Goal is to generate global environmental benefits through improved coordination in the implementation of the MEAs in the Philippines.					
Objective/Outcome	Indicator of Success	Baseline	Target	Means of verification	Assumption
Project Objective To strengthen cross-convention institutional and coordination structures and mechanisms.	National sectoral plans include cover the coordinated implementation of the three Rio Conventions in the region on the use of the tools. ¹⁶	Rio conventions are not explicitly addressed in the national sectoral plans	national sectoral plans reflect the Rio conventions	DA/DENR plans	End point of rationalisation process will not affect project design.
	The level of mutual appreciation of the conventions across the three stakeholder groups ¹⁷ Capacity development monitoring scorecard ratings	To be determined through first annual survey <i>Ratings to be completed at project inception phase</i>	To increase by 100% by end of year 3. <i>Targets to be completed at project inception phase</i>	Survey results	Institutional strengthening under each individual Convention advances sufficiently to provide a basis for inter-Convention coordination.
Outcome 1: National Rio Convention's key stakeholders ¹⁸ are effectively coordinating the preparation and implementation of related policies, programmes, projects and activities.	The issuance of the Executive Order ¹⁹ ;	No related EO	Issued within 18 months	National legal journal	
	One of DA/DENR performance indicators reflects the effective functioning of the Committee/Office ²⁰ ;	No coordination mechanism <i>PCSO E.O.</i>	Coordination mechanism functioning within 2 years	Project accomplishment report; M&E; reports of DA/DENR	
	The level of budget allocated to the Committee;	No budget allocation	Allocation of \$10,000/year by end of year 2	Department (DA/DENR) work and financial plan Medium term investment plan of DA and DENR	

¹⁶ Explanation: all government Regional Offices have several (typically 5) KRA on which their performance is assessed by the national Department. These KRA are the regional equivalent of MFOs and drive the activities and agenda over the medium term.

¹⁷ Explanation: An independent, specialist agency in surveys will be hired to undertake an annual, sophisticated survey of mutual appreciation.

¹⁸ As defined in C.5 Stakeholder Analysis

¹⁹ Important note: given the likelihood of Presidential elections during the project implementation phase, it may not be feasible to obtain a Presidential Executive Order in a timely manner. In which case a Joint Administrative Order

²⁰ Explanation: All government Departments have several (typically 5) Major Final Outputs, on which their performance will be assessed by Congress. These MFO drive the Department activities and agenda over the medium term. DENR currently has five MFOs, each of which has 2-3 Objectively Verifiable Indicators

Outcome 2: Local and national stakeholders are addressing a key global environmental issue in PPSRNP pilot site in a coordinated manner.	Water quality in the subterranean river.	To be determined at project outset	Fully in line with Philippines' standards for national park by project end	Local government monitoring records	
	Signed agreements between FPAs and LGUs and other concerned agencies.	No effective mechanisms for coordination of MEA related activities at the local level	Establishment of mechanism at the local level by end of year 2	MOA on project records	
	Locally established joint management committees, involving all three FPAs and all concerned LGUs;	No committee	MEA Concerns incorporated into existing committees by end of year 2	Project records	
	Puerta Princesa LGU and other concerned agencies' allocate at least 3% of their environment budget to programmes related to all three Conventions and/or related to mainstreaming concerns of all three Conventions.	No budget allocation	3% of budget allocated for environmental concerns by end of Year 3	LGU and other agencies budget records	
Outcome 3: International, national and local partners have adopted the Tools prepared under the project.	Issuance of joint administrative order from DA/DENR and DILG to implement and replicate the tools developed.	No such order.	Issued within year 3	National legislative journal	
	Issuance by the national agencies of an appropriate legal instrument (i.e. AO) to local level counterparts targeting the joint implementation of the three Conventions;	No such order	Issued within year 3	Project records	

	Tools are incorporated into the performance indicators system of key stakeholders ²¹ .	Tools not yet developed	Incorporated into agency work plans by end of year 3.	Work and Financial Plans	
	Dissemination of tools developed and pilot tested nationwide.	Tools still to be developed	Materials disseminated nationwide	IEC materials and manuals	

²¹ Explanation. DILG monitors and evaluates performance of LGUs through a system of performance indicators, in part addressing sustainable development.

SECTION III. TOTAL BUDGET AND WORK PLAN

Total Budget and Work Plan

Award ID:	00057052
Project ID:	00070327
Award Title:	PIMS 3627 MSP MFA: CB-2- Philippines: Strengthening Coordination for Effective Environmental Management (STREEM)
Business Unit:	PHL10
Project Title:	CB-2-Philippines: Strengthening Coordination for Effective Environmental Management (STREEM)
Implementing Partner (Executing Agency)	(NEX) Department of Environment and Natural Resources, Government of the Philippines

GEF Outcome/Atlas Activity	Responsible Party/ Implementing Agent	Fund ID	Donor Name	Atlas	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Total (USD)
				Budgetary Account Code					
OUTCOME 1: National Rio Convention stakeholders are effectively coordinating the preparation and implementation of related policies, programmes, projects and activities.	DENR	62000	GEF	71300	Local Consultants	7,000	7,253	2,000	16,253
				71600	Travel	10,000	10,000	10,000	30,000
				74200	Publications & Reporting	7,000	7,000	10,000	24,000
				72100	Contractual Services-Company	10,000	10,000	-	20,000
				63400	Learning Costs	5,000	8,000	4,000	17,000
				74500	Miscellaneous	1,000	5,000	1,000	7,000
					Total Outcome 1	40,000	47,253	27,000	\$114,253
OUTCOME 2: Local and national stakeholders are addressing key global environmental issues in and around PPSRNP in a coordinated manner	DENR	62000	GEF	71300	Local Consultants	15,000	15,000	11,299	41,299
				71600	Travel	20,000	20,000	10,000	50,000
				72100	Contractual Services-Company	20,000	15,000	5,000	40,000
				63400	Learning Costs	15,000	15,000	10,000	40,000
				72400	Communication and audio visual	10,000	4,000	2,000	16,000
				74100	Reporting services	3,000	5,000	7,000	15,000
74500	Miscellaneous	5,000	6,000	6,000	17,000				
	Total Outcome 2	88,000	80,000	51,299	219,299				
OUTCOME 3: International, national and local partners have	DENR	62000	GEF						
				71300	Local Consultants	7,000	10,000	4,000	21,000
				71600	Travel	4,000	4,000	2,000	10,000

SECTION III. TOTAL BUDGET AND WORK PLAN

Total Budget and Work Plan

Award ID:	00057052
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Business Unit:	PHL10
Project Title:	CB-2-Philippines: Strengthening Coordination for Effective Environmental Management (STREEM)
Implementing Partner (Executing Agency)	(NEX) Department of Environment and Natural Resources, Government of the Philippines

GEF Outcome/Atlas Activity	Responsible Party/Implementing Agent	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Total (USD)
OUTCOME 1: National stakeholders are effectively coordinating the preparation and implementation of related policies, programmes, projects and activities.	DENR	62000	GEF		Intl Consultant	2,000	0.00	0.00	2,000
				71300	Local Consultants	5,000	5,253	2,000	12,253
				71600	Travel	10,000	10,000	10,000	30,000
				74200	Publications & Reporting	7,000	7,000	10,000	24,000
				72100	Contractual Services-Company	10,000	10,000	-	20,000
				75700	Learning Costs	9,000	8,000	3,000	20,000
				74500	Miscellaneous	1,000	2,000	1,500	4,500
	Supplies	500	500	500	1,500				
	Total Outcome 1			44,500	42,753	27,000		\$114,253	
OUTCOME 2: Local and national stakeholders are addressing key global environmental issues in a coordinated manner	DENR	62000	GEF		Local Consultants	15,000	15,000	11,299	41,299
				71600	Travel	20,000	20,000	10,000	50,000
				72100	Contractual Services-Company	0.00	30,000	10,000	40,000
				75700	Learning Costs	15,000	15,000	10,000	40,000
				72400	Communication and audio visual	0.00	9,000	7,000	16,000
				72500	Supplies	2,000	6,500	6,500	15,000
				74500	Miscellaneous	400	8,300	8,300	17,000
	Total Outcome 2			52,400	103,800	63,099		219,299	
OUTCOME 3: International, national and local partners have	DENR	62000	GEF		Local Consultants	0.00	12,000	4,000	16,000
					Travel	4,000	4,000	2,000	10,000

adopted the Tools prepared under the project	72100	Contractual Services-Company	10,000	10,000	5,448	25,448
	75700	Learning Costs	7,000	11,000	6,000	24,000
	72500	Supplies	1,000	2,000	2,000	5,000
	74500	Miscellaneous	1,000	1,500	1,500	4,000
		Total Outcome 3	23,000	40,500	20,948	84,448
Project Management	62000	GEF	11,500	13,500	14,500	39,500
		Local Consultants	-	13,500	14,500	39,500
		Miscellaneous	2,500	1,500	1,500	5,500
		Professional Services	4,000	4,000	4,000	12,000
		Total Project Management	18,000	19,000	20,000	57,000
PROJECT TOTAL			137,900	206,053	131,047	\$475,000

GEF	475,000
Government	515,000
TOTAL (\$)	990,000

$33 \times 32, m = 1,056, m$
 $33 \times 25, m = 825, m$
1,881, m = 39,087,90 \$

²⁰ Summary table should include all financing of all kinds: GEF financing, cofinancing, cash, in-kind, etc. etc

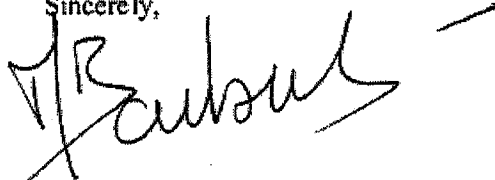
Mr. Yannick Glemarec

-2-

January 7, 2009

I am attaching a copy of the project tracking sheet for your records.

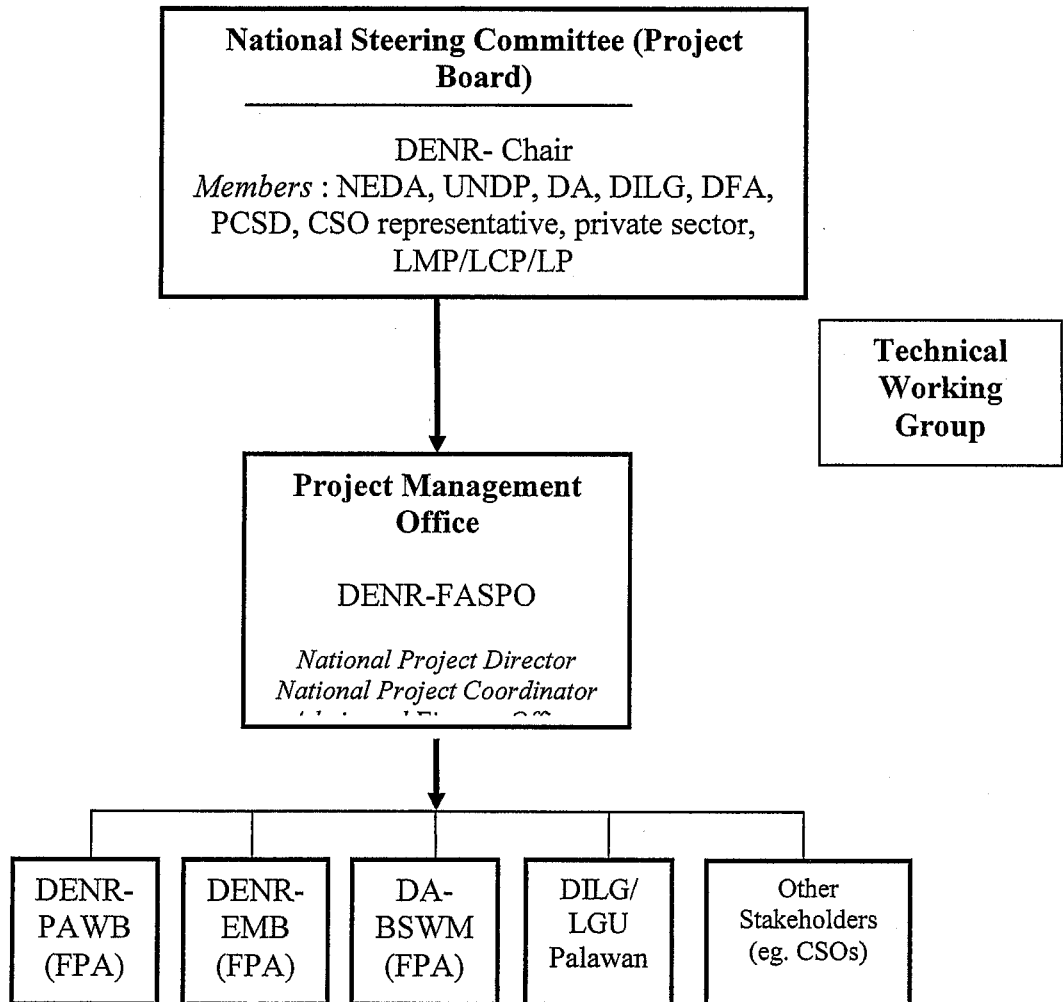
Sincerely,

A handwritten signature in black ink, appearing to read "M. Baubert", with a long horizontal stroke extending to the right.

Attachments: GEF Project Tracking Sheet and Review Sheet

cc: Country Operational Focal Point, GEF Agencies, STAP, Trustee

B. Implementation Structure



C. ENDORSEMENT LETTER OF THE NATIONAL GEF OFF



Republic of the Philippines
Department of Environment and Natural Resources
Visayas Avenue, Diliman, Quezon City
Tel Nos. (832) 929-66-28 to 29 • (832) 929-62-52
929-66-20 • 929-66-33 to 35
929-70-41 to 43

April 20, 2006

Mrs Nileema Noble
Resident Representative
United Nations Development Programme
30f Yuchengco Tower RCBC Plaza, Makati

Dear Mrs. Noble,

We are pleased to formally endorse the **Strengthening Coordination for Effective Environmental Management (SEEM)** project which is a follow on of the National Capacity Needs Self Assessment (NCSA) process. It will be funded by the United Nations Development Programme – Global Environment Facility under the “Cross Cutting Capacity Building” focal area.

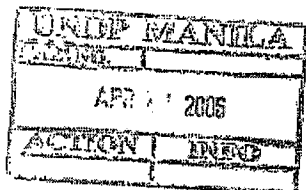
The Philippine NCSA process revealed that the country's present capacity to fulfill its obligations to the MEAs is low, with capacities for different obligations and across the various dimensions ranging between “lacking” to “barely sufficient.” The NCSA identified several priority capacity issues which hamper the country's ability to sustainably and effectively implement its obligations across the three conventions. The SEEM project will focus on strengthening coordination among the agencies implementing the convention agreements.

The project has been formulated based on the priority capacity needs of the national focal points of the UN Framework Convention on Climate Change, UN Convention on Biological Diversity; and the UN Convention to Combat Desertification. The NCSA Technical Working Group and Project Management Board were consulted during the process of formulating this project.

We look forward to your continued support of the priorities of the Philippine government.

Very sincerely,

Analiza Rebuelta-Teh
Atty. Analiza Rebuelta-Teh
Assistant Secretary, DENR and
GEF Operations Focal Point



Let's Go Green

D. COMMITMENT LETTERS

1. Co-financing from Foreign Assisted Special Projects Office (FASPO)



Republic of the Philippines
Department of Environment and Natural Resources
Visayas Avenue, Diliman, Quezon City
Tel Nos. 626-6625 to 26; 626-6633 to 35
625-7041 to 43; 929-8252, 929-1689
Website: <http://www.denr.gov.ph> / E-mail: web@denr.gov.ph

Handwritten mark

05 April 2006

CERTIFICATION

This is to certify that the Department of Environment and Natural Resources of the Philippine Government will provide co-financing through in kind contribution in the amount of US \$150,000 in the form of office space and equipment, counterpart staff, and involvement in studies/activities necessary in the implementation of the UNDP/GEF Medium-Sized Project "Strengthening Coordination for Effective Environmental Management".

Analiza Teh
ATTY. ANALIZA TEH
Assistant Secretary for Foreign Assisted
& Special Projects Office & GEF
Operational Focal Point

2. Co-financing from Protected Areas and Wildlife Bureau (PAWB)




Republic of the Philippines
Department of Environment and Natural Resources
PROTECTED AREAS AND WILDLIFE BUREAU
Quinson Avenue, Diliman, Quezon City
Tel. No. 829-5151 to 52 Fax No. 829-1102
Website: www.pawb.gov.ph E-mail: planning@pawb.gov.ph

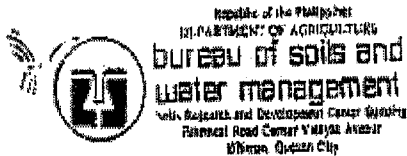
5 April 2008

CERTIFICATE

This is to certify that the Protected Areas and Wildlife Bureau (PAWB) of the Philippine Government will provide co-financing through in-kind contribution in the amount of ONE HUNDRED THOUSAND US DOLLARS (US\$100,000.00) in the form of office accommodation, counterpart staff and involvement in studies as necessary in the conduct of the UNDP/GEF Medium Sized Project entitled "Strengthening Department for Effective Environmental Management".


VIRGILIO V. VITUG
Director


3. Co-financing from Bureau of Soils and Water Management (BSWM)



4 April 2006

Certification

This is to certify that the Bureau of Soils and Water Management of the Philippine Government will provide co-financing through in kind contribution in the amount of Two Hundred Five Thousand USD (US\$205,000.00) in the form of office accommodation, counterpart staff and involvement in studies as necessary in the conduct of the UNDP/GEF Medium Sized Project entitled "Strengthening Coordination for Effective Environmental Management".


ROGELIO N. CONCEPCION
Director

E. TERMS OF REFERENCE FOR KEY PROJECT GROUPS

TERMS OF REFERENCE (TOR)

(1) National Coordinator

Duty Station: Manila

Duration: nine months

I. Background Information

The National Capacity Needs Self Assessment (NCSA) Project identified **the need to sustain institutional commitments to thematic and synergistic concerns** as among the priority short-term capacity needs of the Philippines. Consultations with stakeholders have revealed that coordination among the focal point agencies is a critical first step to sustaining these institutional commitments.

Moreover, by strengthening coordination in several technical and thematic areas, the project will help stakeholders in the Philippines to achieve many obligations under the Conventions, notably those related to:

- Information, education and communication (IEC);
- Research and development;
- Information system networking;
- Monitoring and evaluation and reporting;
- National communications and country papers' preparation;
- Policy and guidelines formulation and implementation;
- Enforcement of laws and regulations;
- Sustainable financing and financial mechanisms; and,
- Planning and investment programming.

II. Objective

Under the overall guidance of the UNDP Program Manager and National Project Director (government counterpart) the National Coordinator is expected to work closely with Focal Point Agencies and other relevant Governmental and Non governmental organizations in finalizing outputs relevant to implementation of the GEF Medium-Size Project. The National Coordinator is responsible for project operation to ensure the overall quality of MSP stage implementation and administration in line with UNDP and GEF requirements, with special focus on attaining the outcomes and outputs of the Project.

III. Scope of work of the National Coordinator

The National Coordinator will be responsible for planning, procurement, financial and reporting activities, including but not limited to:

1. Overall co-ordination, daily management of the project and supervision of the recruited staff.
2. Preparation of detailed work plans for the project, and drafting of terms of reference for the experts and subcontracts.
3. Organize and supervise workshops and trainings needed during the project.
4. Organize national steering Committee meetings and act as a Secretary to Steering Committee.
5. Identify national experts and institutions to work for the project if subcontracting services are required.

6. Establish, maintain and foster link with related nationally and internationally implemented programmes and projects, participate in networks.
7. Liaise with relevant government entities, NGOs and other relevant institutions in order to involve their staff in project activities, and to gather and disseminate information relevant to the project
8. Prepare periodic progress reports of the project as per UNDP and GEF requirements.
9. Control expenditures and ensure an adequate management of the resources provided for the project,
10. Provide a venue for negotiations (e.g. meetings) on co-financing and identify implementation arrangements to the large-scale stage of the project.
11. Fulfill other duties in relation to the fulfillment of project goals as necessary.

IV. Terms and conditions for provision of services by the National Coordinator

UNDP Philippines may coordinate with the National Coordinator and request its expert support, inputs or participation in meetings in relation to any activity or elaboration of a legal or working document pertaining to the development of the project in question.

V. Reporting by the contractor

The National Coordinator is reporting to the National Executing Agency. He/She will refer to UNDP for guidance on proper reporting and fulfilment of UNDP/GEF requirements.

TERMS OF REFERENCE (TOR)

(2) Administrative and Finance Officer

Duty Station: Manila

Duration: nine months

General Description:

The administrative officer is tasked to work with government counterparts in the management of the administrative and financial processes of the project.

Specific duties

1. Under the guidance of the National coordinator, establish systems and procedures for the management of the project funds which are in line with the National Execution (NEX) Manual.
2. Monitor the submission of essential reports and collation of data as prescribed under the Results Based Management Manual of UNDP (e.g. risk log, quality log etc)
3. Submit the essential reports (e.g. financial report, work and financial plan, annual work plan) to the government implementing agency and to the United Nations Development Programme (UNDP) as prescribed in the rules and regulations of the said institutions
4. Perform other duties and responsibilities as necessary

Essential Requirements:

1. Graduate of accounting or other business related course
2. At least three years work experience (experience in managing a UNDP project is a plus).
3. Has had previous dealings with government offices (either as part of a government office or with an institution that works closely with government institutions)
4. Able to communicate well in Filipino and English (written and spoken)

Reporting:

This position will report directly to the National Coordinator (PMO hired) as assigned by the Government Implementing Agency. He/she will work closely with UNDP personnel on UNDP/GEF reporting requirements.

F. Report on the Use of Project Preparation Grant



PDF/PPG STATUS REPORT



GEFSEC PROJECT ID:

UNDP PROJECT ID: 3627

COUNTRY: Philippines

PROJECT TITLE: Strengthening Coordination for Effective Environmental Management

OTHER PROJECT EXECUTING AGENCY(IES): Department of Environment and Natural Resources

GEF FOCAL AREA: Multi-focal Area

GEF OPERATIONAL PROGRAM: Capacity Building

STARTING DATE: January 2006

DATE OF OPERATIONAL CLOSURE (ACTUAL): DECEMBER 2006

ESTIMATED DATE OF FINANCIAL CLOSURE: JUNE 2007

Report submitted by:

Name	Title	Date
Amelia Dulce Supetran	UNDP Environment Focal Point	23 March 2007
Ms. Analiza Rebuelta-Teh	Assistant Secretary, Foreign Assisted and Special Projects Office, Department of Environment and Natural Resources	23 March 2007

PART I – PREPARATORY ASSISTANCE ACHIEVEMENTS

A- SUMMARY OF ACTUAL ACHIEVEMENTS OF PREPARATORY PHASE (OUTPUTS AND OUTCOMES), AND EXPLANATION OF ANY DEVIATIONS FROM EXPECTED OUTCOMES

(1) MSP Proposal prepared and submitted to GEFSEC in April 2006, with endorsement from GEF OFF, dated 20 April 2006. The proposal was technically cleared by the GEFSEC on 21 July 2006.

Key Outputs:

(2) Detailed Reports

- Stakeholder Analysis Report
- Report of Write-shop for the MSP “Strengthening Coordination for Effective Environmental Management”, 8-10 March 2006, Tagaytay City and 17 March 2006, Pasig City – The report contains stakeholders discussion on: Barriers to coordination; Project Logical Framework; Estimated Budget for MSP; Co-Financing schemes; and Project Management and implementing arrangements
- Report on Review of Existing and Proposed Coordination Mechanisms on MEAs including baseline assessment of existing national and local initiatives on biodiversity, climate change and sustainable land management, as well as the Rationalization Process for Government Agencies (prepared based on Forms/Matrices distributed and filled-out by various stakeholders (particularly those participants to the workshops above).
- Profile of the MSP pilot site, Puerto Princesa Subterranean River National Park

Table 1: Completion Status of Project Activities

Proposed Activities at Approval	Approved		Status of activities	Actuals		
	GEF Financing	Co-financing (in-kind)		GEF financing committed	Co-financing committed (in-kind)	Uncommitted GEF funds
1.Stakeholder analysis	6,600.00	5,000	Completed	6,817.65	5,000	0
2.Baseline analysis		2,000	Completed		2,000	0
3.Problem, barrier, opportunity analysis		2,000	Completed		2,000	0
4.Planning Workshop	9,200.00	3,000	Completed	4,955.75	3,000	0
5.Preparation of documentation	9,010.00	3,000	Completed	7,762.15	3,000	0
6.Consultation and partnership building	190.00	5,000	Completed	5,464.15	5,000	0

B – RECORD OF STAKEHOLDER INVOLVEMENT IN PROJECT PREPARATION

KEY ACTIVITIES CONDUCTED AND OUTPUTS:

- The proposal was prepared based on the results of the NCSA process. The NCSA documents were the main basis of the MSP concept and proposal design. The NCSA documents were produced based on comprehensive stakeholders dialogues and consultations at various levels.

- Series of meetings among Convention Focal Points (UNCCD, UNCBD, UNFCCC) as well as GEF OFP were conducted to ensure that national priorities are identified in the project design.
- Two major workshops were conducted (8-10 March and 17 March 2006) involving various stakeholders and discussed Barriers to coordination; Project Logical Framework; Estimated Budget for MSP; Co-Financing schemes; and Project Management and implementing arrangements. See list of stakeholders involved in the PDFA process.

LIST OF KEY STAKEHOLDERS INVOLVED IN PROJECT DEVELOPMENT PROCESS (PDF-A)

NAME	OFFICE	Telephone	Email Address
Usec Demetrio L. Ignacio	DENR	928-4969	udli@denr.gov.ph
Rafael E. Camat	Former OFP		
Analiza R. Teh	DENR-FASPO	9268074	analiza@denr.gov.ph; akg_teh@yahoo.com
Cristina Regunay	DENR-FASPO	926-8065	regunay@yahoo.com
Socorro Mallare	DENR-Region IV		
Evelyn Juanillo	DENR-FASPO	926-8065	
Theresa Mundita Lim	DENR-PAWB/Biodiversity	920-4417	munditalim@yahoo.com;
Meriden Maranan	DENR-PAWB/Biodiversity	920-4486	planning@pawb.gov.ph
Florendo Barangan	CMMO/International Waters	929-6626 loc.2104	
Joy Goco	IACCC Secretariat	9202251	joygoco@yahoo.com
Angelita Brabante	EMB/Project Coordinator, POPs	9202263	angelita_brabante@yahoo.com
Ella Deocadiz	POD	426-4340	gellamini@yahoo.com
Dr. Rogelio Concepcion	Former MEA Focal Point/Land Degradation		
Gina Nilo	DA-BSWM/Land Degradation	920-4378	ginatnilo@yahoo.com
OIC-Director Silvino Tejada	DA-BSWM/Land Degradation	920-4382	silvinotejada@yahoo.com.ph
Romeo Acosta	FMB	927-4788	fmbdenr@mozcom.com
Jesus Javier	FMB- Refo Div.	9282891	fmbdenr@mozcom.com
Fritz Fernandez	DFA	834-4896	tsy925@yahoo.com.ph
ADG Rolando G. Tungpalan	NEDA	6310957	rgtungpalan@neda.gov.ph
Jonathan Uy	NEDA-PIS	631-2198	
Jan Andrew Zubiri	NEDA-Agri Staff	631-2187	jdszubiri@neda.gov.ph
Luisa Jolongbayan	NEDA-Agri Staff	631-2187	lljolongbayan@neda.gov.ph
Violeta Corpus	NEDA-EDS	631-3753	VSCorpus@neda.gov.ph
Sheila Flor T. Dominguez-Javier	University of the Philippines (UP)	928-8305	sdjavier@gmail.com
Noriel Tiglao	UP NCPAG/NCTS	928-3861	nctiglao@up.edu.ph
Karl Vergel	UP NCPAG/NCTS	928-8305	karl.vergel@up.edu.ph
Dante Lantin	DOTC	727-7960 loc.200	dante_lantin@yahoo.com
Dir. Ildefonso Patdu	DOTC	727-1703	
Mylene Capongcol	DOE	840-2120	mycaps@doe.gov.ph
Ramon Allan Oca (representative) Nenito Jariel	DOE DOE – Geothermal and Coal	840-2068 840-2254	

Ramon Allan Oca (representative) Nenito Jariel	DOE DOE – Geothermal and Coal	840-2068 840-2254	
Ramon Faustino Sales, Jr	Phil. Network on Climate Change	372-2151/4991	rfsales@csi.com.ph
Wilfrido Pollisco	Conservation International	412-8194; 926- 8461	wpollisco@conservation.org
Romeo Troño	Conservation International	412-8194; 926- 8461	manila@conservation.org.ph
Annabelle Plantilla	Haribon Foundation	911-6088/434- 4696	director@haribon.org.ph
Christine Reyes	FPE	927-2186	creyes@fpe.ph
Nelda Habacon	PNOC-EDC	840-1890	habacon@energy.com.ph
Agnes C. de Jesus	VP, PNOC	840-1893	dejesuac@energy.com.ph
Francis Dolor	PNOC	893-7380	dolor@energy.com.ph
Irma Rose C. Marcelo	ED, El Nido Foundation, Inc		ircmarcelo@hotmail.com
Michael Atrigenio	Critical Ecosystem Partnership Fund	435-6446	matrigenio@conservation.org

PART II - PREPARATORY ASSISTANCE financial delivery

TABLE 2 – PDF/PPG INPUT BUDGET – APPROVALS AND COMMITMENTS

<i>Input Description*</i>	<i>Approved</i>			<i>Committed</i>		
	<i>Staff weeks</i>	<i>GEF financing</i>	<i>Co-finance (in-kind)</i>	<i>Staff weeks</i>	<i>GEF financing</i>	<i>Co-finance (in-kind)</i>
<i>Personnel</i>		-	10,000			10,000
<i>Local consultants</i>		8,800.00		3 m/m	8,837.60	
<i>International consultants</i>		5,500.00		10 man days	7,549.78	
Training/Workshop		7,000.00	3,000		4,955.75	3,000
Office Equipment			3,000		3,444.20	3,000
Travel		3,510.00	2,000		212.67	2,000
Miscellaneous		190.00	2,000		-	2,000
Total		25,000.00	20,000.00		25,000	20,000

- Indicate PDF/PPG delivery rate (funds disbursed at time of operational closure as percentage of total GEF allocation) – 100% GEF PDF-A Funds disbursement as at 31 December 2006.
- Indicate whether it is expected that there will be unspent PDF/PPG funds at the time if financial closure - None
- Provide justification for major deviations of actual disbursement from what was planned – No major deviation

TABLE 3 : ACTUAL PDF/PPG CO-FINANCING

Co-financing Sources for Preparatory Assistance				
Name of Co-financier (source)	Classification	Type	Amount	
			Expected (\$) (in-kind)	Actual (\$) (in-kind)
EMB-DENR	Government	In kind	5,000.00	5,000.00
BSWM-DA	Government	In kind	5,000.00	5,000.00
PAWB-DENR	Government	In kind	5,000.00	5,000.00
FASPO-DENR	Government	In Kind	5,000.00	5,000.00
Total co-financing			20,000.00	20,000.00

ANNEXES

Annex 1. FPA Matrix Analyzing Common and Cross-cutting Capacity Issues and Needs

Common Issues ²³	Common Capacity Needs	Action Agenda/Programme (examples only--- as per the draft NCSA Document and other suggestions of the TWG members. Additional suggestions are strongly encouraged)	Broad categories as per the NCSA Document
I. Cross sectoral policymaking			
Overlapping and disharmonized mandates	Capacity to institute mechanisms to resolve overlaps and disharmonized mandates Capacity to harmonize national policy, legal and regulatory framework at various levels	Review, evaluate and redefine the technical mandates of the FPAs and other pertinent agencies of government with respect to the thematic concerns on climate change, biodiversity conservation and land degradation. This includes harmonizing their lines of responsibility and public accountability and programmes to address the concerns with the view of optimizing collaboration and complementation of institutional capacities across them.	Institutional
Weak mechanism for promoting sectoral complementation of convention-relevant expertise	Capacity to strengthen mechanism/s for promoting sectoral complementation	Design and develop mechanisms to improve the reward and benefit system for the technical staff of the FPAs in different levels of operation (central to field)	Institutional
Weak enforcement of relevant policies, laws and regulations	Capacity to develop incentive and market instruments Capacity to address political uncertainties that hamper implementation of relevant policies, laws and regulations Capacity to access the necessary tools for enforcement and conflict resolution (i.e. equipment, knowledge on the laws, skills)	Designing and Developing strategies, mechanisms and procedures for strengthening environmental law enforcement at all levels of government in the Philippines. This includes settling up a system of command and control and also incentives to attain higher levels of compliance to the laws. Focus may be made on laws and regulations relevant to climate change matters, biodiversity conservation, and combating land degradation and drought. Also on developing mechanisms that will intensify and widen multi-sector participation on the same.	Institutional
II. Planning and Programming			
Lack of sustainable funding mechanisms	Capacity to develop sustainable funding systems and mechanisms	Designing and Developing Funding and Other Support Mechanisms for All Levels of Action to Address Climate Change etc (see Project 6)	Systemic

²³ Broad categories are based on the presentation of Jerry Velasquez on Technology Transfer, Education and Outreach and Capacity Development-UNU

Common Issues ²³	Common Capacity Needs	Action Agenda/Programme (examples only--- as per the draft NCSA Document and other suggestions of the TWG members. Additional suggestions are strongly encouraged)	Broad categories as per the NCSA Document
Weak institutional and human capacities to implement, regularly monitor, and evaluate compliance to the conventions	Capacity to design, institutionalize effective systems for sustaining institutional commitments, thematic and synergistic programmes	Design and develop in-house continuing education and training programmes for FPAs and key organizations involved in addressing the thematic concerns. This includes continuing education and training programmes on the capacity needs identified in the NCSA.	Individual and Institutional
III. Assessment and monitoring of ecological and socio economic conditions			
Lack of synergistic scientific and socio-economic research on the three conventions	Develop and institute a mechanism to conduct synergistic research Capacity to conduct synergistic research and development	Research on Indigenous Knowledge Systems and Practices (and other groups most vulnerable to climate change, land degradation and destruction of biodiversity)	<i>New: Systemic</i>
Inaccessibility and lack of "common tools" (e.g. software) to assess inter-linkages of the impacts of the three conventions on the different ecosystems	Ability to develop and access common tools.	Design, develop and institutionalize common tools/measures impact to the different ecosystems Map the most vulnerable ecosystems in the Philippines and pilot the common tools in those areas	<i>New: Institutional</i>
Lack of common indicators and parameters among the three conventions (NB: Common indicators will be used to measure impact across thematic concerns; monitor change; to have a common "language" for efficient exchange of information;)	Capacity to establish common indicators to measure impact across thematic concerns; monitor change; to have a common "language" for efficient exchange of information;	Establish common indicators across the three conventions based on the common tools.	<i>New: Institutional</i>
Weak mechanisms for promoting sectoral complementation of convention relevant expertise and resources	Capacity to design, institutionalize and maintain a nationwide system to promote sectoral complementation of convention relevant expertise and resources		Institutional
IV. Dialogue, negotiation, mediation, conflict resolution			
Weak mechanisms for stakeholder decision making and programme implementation	Capacity to institutionalize and maintain a nationwide system to enhance	Designing and developing policies, regulations budget support systems and protocols on raising the level of real and substantive public	Institutional

Common Issues ²³	Common Capacity Needs	Action Agenda/Programme (examples only--- as per the draft NCSA Document and other suggestions of the TWG members. Additional suggestions are strongly encouraged)	Broad categories as per the NCSA Document
	stakeholders' participation in decision making and programmes (including on preparing and writing reports to the conventions).	participation in government decision making on environment and development matters. Existing systems are in place such as those involving PCSD but the breadth and depth of public participation is still far from being satisfactory to achieve real levels of co management and environment and development	
Lack of negotiation skills to advocate convention specific activities at the national and global level	Capacity to participate in negotiations at the national and global level (including the preparation of country position papers)		<i>New: Individual</i>
V. Education and Awareness Raising			
Need for a more efficient exchange of information among convention focal points	Capacity to design, institutionalize and maintain a national information network relevant to the thematic concerns and obligations	Design and develop a national environment and development information network and data bases that can produce different scales of spatial and technical information and details on climate change mitigation, adaptation and vulnerabilities; biodiversity conservation and activities; combating land degradation and mitigating the effects of drought	<i>New: Institutional</i>
Lack of information management mechanisms	<p>Capacity to harmonize information systems across the three conventions</p> <p>Capacity to promote and package appropriate IEC materials</p> <p>Capacity to gather information from the stakeholders</p>	<p>Development of an integrated IEC Framework for the three Conventions (<i>key words: strategies to raise awareness, access to information</i>)</p> <p>Intensifying and sustaining public education programmes to raise the level of public information, knowledge and participation in climate change adaptation and vulnerability mitigation at all levels of social organization in the country</p> <p>Strengthen multi-sector linkages in combating land degradation and mitigating the effects of drought including incorporating the national action plan</p>	<i>New: Institutional</i>

Annex 2 Basic Information on the Project Pilot Site

Location and Basic Socio-Economic Data

The project pilot site is the Puerto Princesa Subterranean River National Park (PPSRNP) and surrounding areas. The Park is located at the central west coast of Palawan island, some 80 kilometers north west of Puerto Princesa City. It is surrounded by villages (*barangay*): Barangay Panggangan (the northern most rural barangay of Puerto Princesa City) to the north, Barangay Buenavista and Barangay Mauyon to the south, and in the east by Barangay San Rafael, Barangay Tanabag, Barangay Conception and Barangay Langogan. Its western side is facing China Sea. See Map below.

There are also three Barangays (Cabayugan, Tagabinet and Marufinas) inside the Park, with a total of 741 households and an average household size of 5.5

The area of the Park is 22,209 hectares, although there is a proposal to extend it considerably (see Map).

Basic Environmental Data

This park features a spectacular limestone karst landscape with an underground river. One of the river's distinguishing features is that it emerges directly into the sea, and its lower portion is subject to tidal influences. The area also represents a significant habitat for biodiversity conservation. The site contains a full 'mountain-to-sea' ecosystem and has some of the most important forests in Asia.

PPSRNP delivers ecosystem functions, goods, and services that are inexpressible in purely economic terms. These include, but are not limited, to physical structure services such as erosion protection, biotic services such as the maintenance of biodiversity and the genetic library, regulation of ecosystem processes and function, and biological maintenance of resilience. Social and cultural services such as recreational opportunities, aesthetic values, sustenance of livelihood of local communities and support of cultural, religious, and spiritual values are its other functions.

Relevance to Rio Conventions

Climate Change The PPSNRNP is important in terms of climate change since the area is highly vulnerable to the impacts of climate change. The predicted increases in temperature would affect its physical and biological system. In tropical regions, like the Philippines, plant productivity is projected to decrease for almost any increase in temperature. While some species may increase in abundance or yield, climate change will increase existing risks of extinction to some more vulnerable species and may lead to the loss of biodiversity. The human population that inhabits the area faces severe social and economic risks as an effect of sea level rise.

Land degradation The site is important to UNCCD because of management constraints and current threats to its soil and water resources due to human induced activities. The site consists various landforms characterize by flat plains to rolling hinterlands and hills to mountain peaks. It is within karst limestone landscape. Issues and constraints that need to be addressed include logging and mining, forest product licensing, and uncontrolled tourism development, which may damage soil and water resources within the watershed. Agricultural activities of local residents also threaten the site apart from the collection of forest products such as rattans. Moreover, because of its geologic features (i.e, being underlain by limestone) groundwater resource may be vulnerable to pollution caused by excessive use of agricultural chemical inputs and urban pollutants. At this point in time, the protection of the watershed to prevent flooding and erosion and ensure sustainable water supply are being considered by the local government as part of their conservation efforts. In the long-term it will also be equally important to protect and sustainably use low-lying agricultural areas and coastal resources.

Biodiversity The biodiversity significance of the Park is demonstrated by its identification by Birdlife International as one of the seven (7) Important Bird Areas of the Philippines. Of the 252 birds species known to occur in Palawan recorded by Dickinson (1991), a total of 165 species of birds species was reported to be found in the Park. In addition, the Park was inscribed to the list of natural World Heritage Site for its spectacular limestone karst landscape with its underground river. A distinguishing feature of the river is that it flows directly into the sea, and the lower portion of the river is subject to tidal influences. The area also represents a significant habitat for biodiversity conservation. The site contains a full mountain to the sea ecosystem and protects forests, which are among the most significant in Asia.

Key Stakeholders

City Government of Puerto Princesa: By virtue of a Memorandum of Agreement dated 16 December 1993, the management and control of the park has been devolved to the City Government of Puerto Princesa. This is in recognition of the city government's success in environmental protection and conservation. The City Government, in coordination with DENR, has moved for the inscription of the Park in the United Nations Educational, Scientific and Cultural Organization (UNESCO) World Heritage List to promote it as a world travel destination and ensure its protection and conservation in accordance with national government thrusts and objectives

Protected Area Management Board (PAMB): The PAMB is chaired by the City Mayor, with members from various sectors and stakeholders. The Board is mandated to decide on budget allocations, approval of funding, planning, policy, resource and peripheral protection and general administration of the protected area.

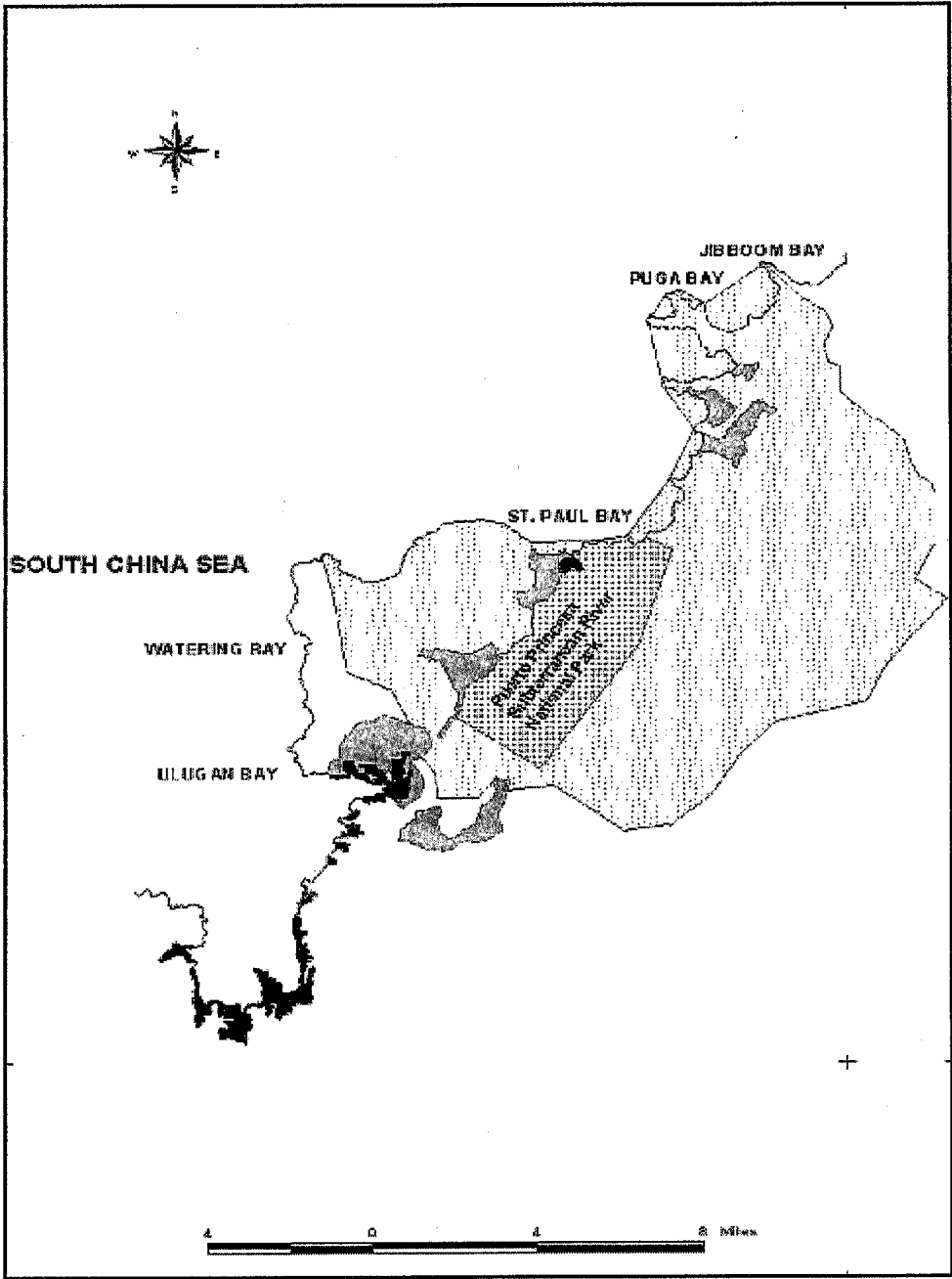
Palawan Council for Sustainable Development (PCSD): The PCSD is the implementing machinery of the Strategic Environmental Plan for Palawan Act (SEP Law) which has similar powers and functions as the DENR. On the other hand, the Palawan Council for Sustainable Development Staff which provides staff support to the Council, performs comparable staff functions as the PAMB, which is the support arm of the DENR in each protected area.

Indigenous Peoples: Within the park are ancestral domains, having been inhabited by communities of Indigenous Peoples composed of Tagbanuas and Bataks. Management of these domains are provided under the Indigenous Peoples' Rights Act (IPRA, RA 8371).

The Palawan Tropical Forestry Protection Programme. This is a European Union and the Philippine Government initiated and funded project. It conducts several research activities designed to improve agriculture, income and farm productivity in the Park.

The Environmental Legal Assistance Center is provides training to the barangay residents to understand environmental dynamics, principles and concept. They train them on the implementation of the environmental laws and the legal and metalegal remedies and options open to the communities, and develop capability in participatory action on fisheries and forestry.

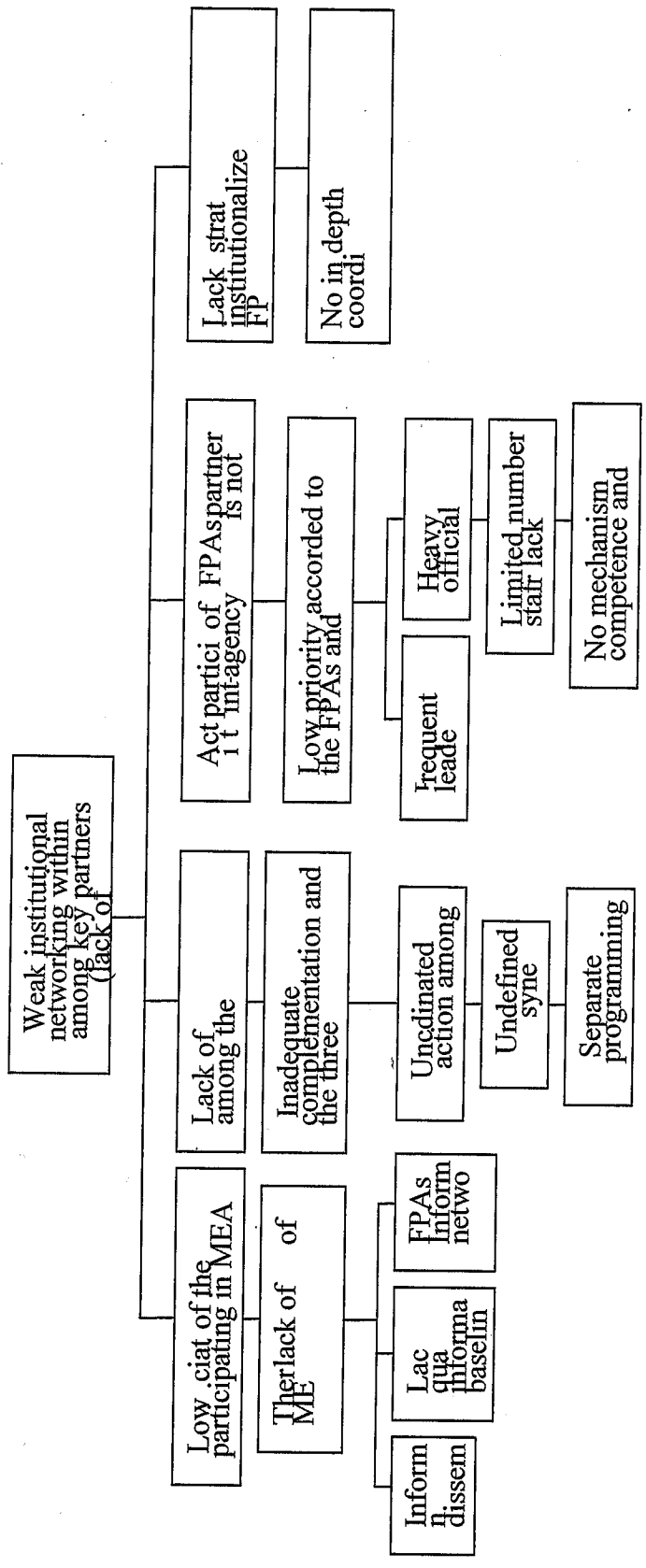
Local NGOs The HARIBON Foundation, Sagipin ang Gubat at Dagat, Palawan NGO Network Inc., Nagkakaisang Tribu ng Palawan and Ulugan bay Foundation are NGOs which have been working with the PA communities on sustainable environment and community development. Other NGOs and partners are coming into the PA to do community development and assist in the management of the PA.



LEGEND

-  Shoreline
-  Mangrove Swamp
-  Alien and Disposable Lands
-  Puerto Princesa Subterranean River National Park
-  Proposed Expansion Boundary

Annex 3.



Annex 4: Barrier Analysis

Coordination is defined in this proposal as harmonizing the efforts of different organizations in fulfilling their obligations to convention agreements on global concerns such as biodiversity conservation, land degradation and climate change and other multilateral agreements to unify and mutually reinforce their actions leading to the attainment of common purpose and objectives. Harmonization and integration of actions are therefore the essence of coordination. However, to be effective and sustainable, the harmonious actions and reciprocal benefits should occur in an atmosphere of equality – organizations working together towards a common goal and objectives should be of equal rank and power without any entity dominating decision-making although a lead organization is traditionally accepted to initiate actions and provide guidance and directions.

Present coordination of the implementation of the three conventions is currently done through multi-agency committees. The Sub-committee of PCSD on Biodiversity Conservation chaired by DENR-PAWB and comprised of representatives from DA, DOST, DILG, DOH, NCIP, National Museum, academe and civil society groups coordinates the activities involving the implementation of biodiversity conservation. However, this committee only meets to formulate positions for the Conference of Parties (COPs) instead of meeting regularly to address concerns on biodiversity making it difficult for the DENR-PAWB as its FPA to even compile information needed for its periodic reporting to UNCBD. Due to the inactivity of the inter-agency committee, lack of coordination resulted and the different agencies tend to work separately on biodiversity issues confronting them to the extent of duplicating their efforts and differing on policy position. Within PAWB itself, there are several MEA support committees that also require coordination through a designated MEA Coordination Unit.

The Inter-agency Committee on Climate Change (IACCC) with DENR serving as its chair and DOST as co-chair was established by Administrative Order No. 220 signed by the then President Corazon Aquino in May 1991. The EMB serves as its secretariat and with the following departments and agencies as members: DFA, DOE, DOST, DA, DPWH, DOTC, DTI-BOI, FMB, NEDA, PAGASA, and Philippine Network on Climate Change. The interagency committee oversees the implementation of the country's obligations under the UNFCCC. The committee meets an average of six times a year for the last ten years to provide updates on international rules and developments, project accomplishments, to discuss issues and evaluate new projects. It complies with the requirements of the convention by preparing national communications. It also prepares country position on climate change issues and formulates national climate change policies. Lately, the IACCC has expanded its concerns from purely scientific to include economics and adaptive mechanism. Hence, the committee realized the strategic importance of mainstreaming private sector participation being a key generator of GHG emissions. The EMB (IACCC secretariat) reported that the committee is able to coordinate the projects and capacity building activities on climate change. However, other concerned organizations such as other NGOs, academic and research institutions, and the private sector which have the capacity to address some of the obligations under the UNFCCC operate separately in small groups. The collective ability of these groups to strengthen public support for climate change related activities is therefore considered weak. Furthermore, coordination of climate change related activities at the subnational and local levels is either absent or very much lacking thereby missing the opportunity to decentralize and localize the promotion of UNFCCC programmes and activities.

The implementation of the UNCCD's National Action Plan is currently being coordinated by the BSWM but there is no multi-agency committee yet that is formally organized to oversee the activities relating to the convention. Issues and concerns on land degradation are discussed by an informal body consisting of representatives invited by the BSWM from other offices of DA, and DENR, DAR, DOST, academe, NGOs and the private sector. The same body, but with more expanded membership, was involved in the formulation of the NAP-CD in consultation with national, subnational and local stakeholders. Aside from the creation of an inter-agency committee to work closely in combating land degradation, the BSWM as FPA has to establish the critical linkages at the regional and local levels by mainstreaming the participation of DA-RFUs, PENROs, CENROs and LGUs' PAOs and MAOs in the implementation of the NAP-CD. At present, the coordination of the activities of these agencies in combating land degradation is not properly executed thereby losing the opportunity to complement each other. Networking with local government agencies and their local sectoral counterparts (NGOs, POs and the private sector) warrants a coordination system equipped with creative mechanisms that would draw encouragement and support of the key local actors.

A number of obstacles affecting the sustainability of coordination efforts among the FPAs and cooperating organizations have been experienced by concerned organizations. These barriers to coordination dampened the efforts of FPAs to effectively mobilize the members of their interagency and multisectoral committees and diminished the level of participation by cooperating organizations. They also eventually slowed down or deterred subnational and local coordination efforts to be put in place. These barriers are briefly described below.

A serious barrier that has to be immediately attended to is the conflict of interest or difference in stand or policy position between two or more cooperating organizations on environmental issues. The lack of coordination and harmonization of conflicts and overlaps of mandates, policies, interest and position among government organizations, and between government organizations and civil society leads to poor implementation of programmes and activities on environmental management and sustainable development.

The most common conflicts arising between the government and the NGOs on particular environmental issues with significant global impacts include the adoption of GMOs in crop production, and allowing mining projects in biodiversity-rich or protected areas. An example of the lack of coordination and harmonization on government programmes between two or more government agencies due to their inherent institutional nature of preserving their territorial jurisdiction is the case of the DA and DENR on the extension of agricultural support services by the DA to the upland farmers who are cultivating lands within the DENR territorial jurisdiction (lands classified as timberlands located above 18% slope) upon which the DENR has its own agroforestry programme to support the upland farmers. Other environmental concerns related to the lack of coordination among government agencies is the conflict between DENR and NCIP on the issue of maintaining customary rights over statutory rights as in the case of extracting non-timber forest products and cutting of trees (e.g., Muyong system in Ifugao where the indigenous peoples (IPs) cut down forest for their use as housing materials and fuelwood) even inside proclaimed protected areas; and on the planning and ecological zoning of ancestral domains. Many other similar cases merit close scrutiny in the implementation of the STREEM Project. It is crucial for the project to address this barrier because lack of coordination among FPAs may generate inconsistent or disharmonized positions on certain issues and concerns that they separately present and discuss in international meetings or conventions.

Another barrier is the absence of a dedicated technical coordination office at the national level with a mandate from the national executive to oversee the implementation of MEAs by the FPAs and various cooperating agencies and organizations. A very basic and yet sometimes overlooked factor to make coordination sustainable among equal organizations is the presence of a formal institutional arrangement with a mandate from a high level office (Office of the President of the Republic) to legitimize decisions and actions of implementing agencies and their partners organizations. However, a coordination office without budget support would not be able to sustain its programmes and activities. In relation to this, regional, provincial and municipal offices of government agencies are apprehensive to the call for collaboration of activities because of the lack of authority from mother agencies; no agency would like to initiate coordination at the field level because it would entail unprogrammed costs; and that coordination and collaboration would entail additional tasks for them besides intruding on their freedom to decide what to do and when to do it.

The third barrier to consider is the weak mechanisms and inadequate tools for vertical and horizontal coordination. Weak mechanism falters to deepen the participation of stakeholders and to cast a wider net to capture the participation of low-profile but important organizations from civil society and the academic sector. Usually, the participation of stakeholders from NGOs, POs, academe and the private sector is rudimentary and most of the time they are not consulted in decision-making and the preparation of reports to the conventions. Some active and experienced organizations are unintentionally excluded in joining collaborative activities to implement the MEAs and this is considered a lost opportunity. The bottom line result of weak coordination mechanism among MEA implementing organizations is missed opportunity for complementation of expertise and resources.

Mechanisms and tools for coordination across and within FPAs will set the stage for a sound and sustainable implementation of MEA-related undertakings by FPAs and partner organizations. The mechanisms and tools should be designed to promote shared governance with different sectors (LGUs, NGOs, POs, IPs, private sector, academe and research institutions) in the implementation of MEA commitments and at the same time strengthen local counterpart organizations in support to devolution of knowledge and technology. These mechanisms and tools will lay down the protocols and guidelines for the smooth operations of collaborative efforts to push the activities of the group into fruition. In particular, the system of vertical coordination between the FPAs and their regional, provincial

and municipal counterparts and the horizontal coordination between FPAs and their sectoral counterparts should be strengthened through creative mechanisms.

The fourth barrier is the lack of complementation and synergy among the programme of actions of FPAs. Initiating an effective coordination among FPAs would require the development of a clear, unified and purposive agenda of action where their efforts would revolve to ensure complementation and synergistic action. Clear delineation of roles and responsibilities in implementing their common agenda would also be warranted to efficiently attain their objectives in contributing to the resolution of global environmental issues. The difficulty in forging a common agenda is due to the different priorities of the FPAs.

The fifth barrier is poor communication and networking among FPAs, their field offices and their partner organizations. Communication across FPAs, their field offices and partner organizations is currently lacking and not systematized resulting in slow diffusion of knowledge and technology. Furthermore, communication gaps in the implementation of activities relevant to MEA obligations lead to fragmented and duplication of some efforts. Poor communication skills and lack of know how in coordination work deter field offices from initiating coordination work with local organizations. Furthermore, there is presently no concerted effort to establish a data base and information system as a means of sharing information among FPAs. Poor communication and knowledge sharing constrained the complementation of efforts and cross-education among the FPAs and among their partner organizations on the status of implementation of obligations on the three conventions. Due to poor communication, local governments and local sectoral organizations lack awareness on MEAs thereby giving low priority to climate change, biodiversity conservation and sustainable land management in their planning and project investments because they think that these concerns are for DA and DENR to handle.

The sixth barrier is the lack of mechanisms to ensure continuity of MEA activities under frequent changes in leadership which affected the viability of coordination efforts. Leadership spells the success of coordination among organizations. A good leader or leaders who champion the cause of global and national environmental concerns keep the coordination organization alive and productive. Frequent changes in leadership among FPAs affected continuity and sustenance of early momentum and loss of institutional memory. Representatives to multi-agency committee also periodically change disrupting continuity in the undertaking of the tasks assigned to them. For example, personnel trained in the region to collect and report data for GHG inventory were mostly non-tenured staff that left without properly turning over documents to their successors.

The seventh barrier is that the heavy workload and priorities of representatives to coordination committees of MEAs leave them little time to attend and actively participate in the activities of the coordination committees. It is common that organizations send their senior officials and best people to important committees who are at the same time assigned with so many tasks and responsibilities in their office. Considering the large volume of work regularly assigned to these personnel, their attendance to coordination meetings and similar events becomes irregular and their agency's participation to important coordination activities becomes lackluster to the detriment of the objectives of the coordination and implementation of the country's commitment to the MEAs. On the other hand, civil society and private organizations have different priorities on environmental concerns making them less available for collaboration.

The eighth barrier is the lack of incentives which weakens the motivational force behind sustaining the participation of member agencies. Institutional and individual recognition and/or rewards are not factored in the design of coordination systems which are important sustainability elements. The sentiment of some members of inter-agency committees is that only the lead and few organizations are benefited and recognized for the collective effort of the group.

Annex 5 . Capacity Development Monitoring Scorecard

Project/Programme Name:

Project/Programme Cycle Phase:

Date:

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
CR 1: Capacities for engagement						
Indicator 1 – Degree of legitimacy/mandate of lead environmental organizations	Institutional responsibilities for environmental management are not clearly defined	0				
	Institutional responsibilities for environmental management are identified	1				
	Authority and legitimacy of all lead organizations responsible for environmental management are partially recognized by stakeholders	2				
	Authority and legitimacy of all lead organizations responsible for environmental management recognized by stakeholders	3				
Indicator 2 – Existence of operational co-management mechanisms	No co-management mechanisms are in place	0				
	Some co-management mechanisms are in place and operational	1				
	Some co-management mechanisms are formally established through agreements, MOUs, etc.	2				
	Comprehensive co-management mechanisms are formally established and are operational/functional	3				
Indicator 3 – Existence of cooperation with stakeholder groups	Identification of stakeholders and their participation/involvement in decision-making is poor	0				
	Stakeholders are identified but their participation in decision-making is limited	1				
	Stakeholders are identified and regular consultations mechanisms are established	2				
	Stakeholders are identified and they actively contribute to established participative decision-making processes	3				
.... Add your own indicator(s)						
CR 2: Capacities to generate, access and use information and knowledge						
Indicator 4 – Degree of environmental awareness of stakeholders	Stakeholders are not aware about global environmental issues and their related possible solutions (MEAs)	0				
	Stakeholders are aware about global environmental issues but not about the possible solutions (MEAs)	1				
	Stakeholders are aware	2				

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
	about global environmental issues and the possible solutions but do not know how to participate					
	Stakeholders are aware about global environmental issues and are actively participating in the implementation of related solutions	3				
Indicator 5 – Access and sharing of environmental information by stakeholders	The environmental information needs are not identified and the information management infrastructure is inadequate	0				
	The environmental information needs are identified but the information management infrastructure is inadequate	1				
	The environmental information is partially available and shared among stakeholders but is not covering all focal areas and/or the information management infrastructure to manage and give information access to the public is limited	2				
	Comprehensive environmental information is available and shared through an adequate information management infrastructure	3				
Indicator 6 – Existence of environmental education programmes	No environmental education programmes are in place	0				
	Environmental education programmes are partially developed and partially delivered	1				
	Environmental education programmes are fully developed but partially delivered	2				
	Comprehensive environmental education programmes exist and are being delivered	3				
Indicator 7 – Extend of the linkage between environmental research/science and policy development	No linkage exist between environmental policy development and science/research strategies and programmes	0				
	Research needs for environmental policy development are identified but are not translated into relevant research strategies and programmes	1				
	Relevant research strategies and programmes for environmental policy development exist but the research information is not	2				

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
	responding fully to the policy research needs					
	Relevant research results are available for environmental policy development	3				
Indicator 8 – Extend of inclusion/use of traditional knowledge in environmental decision-making	Traditional knowledge is ignored and not taken into account into relevant participative decision-making processes	0				
	Traditional knowledge is identified and recognized as important but is not collected and used in relevant participative decision-making processes	1				
	Traditional knowledge is collected but is not used systematically into relevant participative decision-making processes	2				
	Traditional knowledge is collected, used and shared for effective participative decision-making processes	3				
.... Add your own indicator(s)						
CR 3: Capacities for strategy, policy and legislation development						
Indicator 9 – Extend of the environmental planning and strategy development process	The environmental planning and strategy development process is not coordinated and does not produce adequate environmental plans and strategies	0				
	The environmental planning and strategy development process does produce adequate environmental plans and strategies but there are not implemented/used	1				
	Adequate environmental plans and strategies are produced but there are only partially implemented because of funding constraints and/or other problems	2				
	The environmental planning and strategy development process is well coordinated by the lead environmental organizations and produces the required environmental plans and strategies; which are being implemented	3				
Indicator 10 – Existence of an adequate environmental policy and regulatory frameworks	The environmental policy and regulatory frameworks are insufficient; they do not provide an enabling environment	0				
	Some relevant	1				

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
	environmental policies and laws exist but few are implemented and enforced					
	Adequate environmental policy and legislation frameworks exist but there are problems in implementing and enforcing them	2				
	Adequate policy and legislation frameworks are implemented and provide an adequate enabling environment; a compliance and enforcement mechanism is established and functions	3				
Indicator 11 – Adequacy of the environmental information available for decision-making	The availability of environmental information for decision-making is lacking	0				
	Some environmental information exists but it is not sufficient to support environmental decision-making processes	1				
	Relevant environmental information is made available to environmental decision-makers but the process to update this information is not functioning properly	2				
	Political and administrative decision-makers obtain and use updated environmental information to make environmental decisions	3				
<i>.... Add your own indicator(s)</i>						
CR 4: Capacities for management and implementation						
Indicator 12 – Existence and mobilization of resources	The environmental organizations don't have adequate resources for their programmes and projects and the requirements have not been assessed	0				
	The resource requirements are known but are not being addressed	1				
	The funding sources for these resource requirements are partially identified and the resource requirements are partially addressed	2				
	Adequate resources are mobilized and available for the functioning of the lead environmental organizations	3				
Indicator 13 – Availability of required technical skills and technology transfer	The necessary required skills and technology are not available and the needs are not identified	0				
	The required skills and technologies needs are	1				

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
	identified as well as their sources					
	The required skills and technologies are obtained but their access depend on foreign sources	2				
	The required skills and technologies are available and there is a national-based mechanism for updating the required skills and for upgrading the technologies	3				
.... Add your own indicator(s)						
CR 5: Capacities to monitor and evaluate						
Indicator 14 – Adequacy of the project/programme monitoring process	Irregular project monitoring is being done without an adequate monitoring framework detailing what and how to monitor the particular project or programme	0				
	An adequate resourced monitoring framework is in place but project monitoring is irregularly conducted	1				
	Regular participative monitoring of results in being conducted but this information is only partially used by the project/programme implementation team	2				
	Monitoring information is produced timely and accurately and is used by the implementation team to learn and possibly to change the course of action	3				
Indicator 15 – Adequacy of the project/programme evaluation process	None or ineffective evaluations are being conducted without an adequate evaluation plan; including the necessary resources	0				
	An adequate evaluation plan is in place but evaluation activities are irregularly conducted	1				
	Evaluations are being conducted as per an adequate evaluation plan but the evaluation results are only partially used by the project/programme implementation team	2				
	Effective evaluations are conducted timely and accurately and are used by the implementation team and the Agencies and GEF Staff to correct the course of action if needed and to learn for further planning activities	3				

SIGNATURE PAGE

Country: Philippines

UNDAF Outcome(s)/Indicator(s):

By 2009, increased capacity of the stakeholders to protect/enhance the quality of the environment and sustainably manage natural resources

Expected Outcome(s)/Indicator (s):

Key stakeholders are better able to manage environment and natural resources, develop and use sustainable energy sources, cope with the impacts of environmental emergencies and maintain sustainable development

Number of inconsistent environment and natural resources policies harmonized/ standardized

Expected Output(s)/Indicator(s):

Implementing partner:

Department of Environment and Natural Resources (DENR)

Other Partners:

DENR- Environment Management Bureau; DENR- Protected Areas and Wildlife Bureau; DENR- Bureau of Soils and Water Management; Department of Interior and Local Government; PCSD; CSOs

Programme Period: 2005-2011
Programme Component: _____
Project Title: Strengthening Coordination for Effective Environmental Project (STREEM)
Project ID: 00070327
Project Duration: June 2009 – June 2012
Management Arrangement: NEX

Total budget:	USD 990,000
Allocated resources:	
• GEF	USD 475,000
• Government	USD 515,000

Name / Title

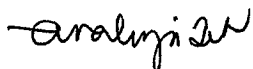
Signature

Date

Agreed by NEDA:
Mr. Rolando Tungpalan
Deputy Director General



Agreed by DENR:
Ms. Analiza R. Teh
Assistant Secretary



Agreed by UNDP :
Mr. Renaud Meyer
Resident Representative, a.i



23/1/09