Appendix 5

Levelling the Playing Field:
Fair Partnership for Local Development to Improve the Forest Sustainability in Southeast Asia

Report on Analysis of Institutions

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Analysis of Institutions

Introduction

Institutions affect the way communities manage their natural resources. Institutions are also interrelated with each other and the efficiency by which these institutions deliver the services they should provide to the various stakeholders is also affected by the relationships existing among the different organizations mandated toe assist communities in managing the natural resources. Aside from this, organizations also affected by their internal characteristics and capabilities.

Objectives

The objectives of this component of the baseline studies are:

a. Identify organizations, which have direct and indirect influence in the way the communities are managing their resources;
b. Identify areas of cooperative endeavors and conflict among the various organizations; and
c. To assess resources of the various organizations

Methodology

A survey questionnaire was designed and distributed to the representatives of the different government offices and non-government organizations who attended the stakeholder analysis workshop held in Puerto Princesa City. Nine representatives took part in answering the questionnaire, which was designed to capture the information identified in the workplan under the baseline studies.

Since responses to some of the items in the questionnaire need to be researched, e.g., budget, staff, mandates, vision, mission, we allowed the respondents to bring the survey forms to their offices. After two weeks the LPF field assistants collected the answered survey forms. During their visit to the offices of the institutions, they took some time to conduct key informant interview to get more details on the answers provided in the survey questionnaire or to clarify items not clearly answered in the forms.

4R analysis was also conducted to assess the roles, responsibilities, revenues (benefits), and relations of the various institutions. Through a participatory workshop, the different institutions were able to identify the different stakeholders that benefit most from the resources in the community, the stakeholders who have that most responsibilities, the stakeholders who are not contributing much to the proper protection and management of the resource and the stakeholders. The roles, responsibilities, rights and benefits of the different stakeholders are contained in the discussion of 4R analysis in the ***Proceedings of the Workshop to Identify Major Issues Affecting the Community, Formulate a Vision and Identify Possible Actions to Address the Problems and Issues Identified.***

Analysis

Analysis of the responses of organizations and agencies whose mandates are related to forestry and natural resources showed that with regards to:

- Mandates, management objectives and roles of the various organizations and agencies in natural resources management, particularly forestry

  As can be gleaned from Tables 1, 2, and 3, the nine organizations surveyed, which consist of 3 NGOs and 6 GOs, have varying mandates, management objectives and roles. The broadness of mandates is reflective of the extent of responsibility of the organization or agency. For example, the mandate of smaller agencies like NCIP, CENRO, NATRIPAL, Fundacion Santiago and Budyong are much more spelled out and more site specific than those of large governmental organizations like DENR, PCSD, PENRO and DA Regional Office. However, while these organizations have wide range of variation in the way these mandates are formulated and expressed, the mandates of these organizations normally do not deviate from the standard broad statement of "promotion of well being of the Filipino people". However, variation comes in, when these mandates are geared for more specific and smaller group of people like the indigenous people.

- Resources (budget, funding, staff) of the various organizations and agencies

  Table 4 shows the yearly budget of the various organizations. Budgets are obviously proportional to mandates and scope of responsibilities and concerns. The larger the organizations, the heavier its mandate, the wider its scope, then the bigger the budget. Among the organizations, City ENRO has the biggest budget followed by the PENRO-DENR and the PCSD. The other organizations are expected to have very small budgets because they are small and their mandates are of smaller coverage. NGOs usually depend upon budget from funding agencies based on their approved project proposals. Some of the organizations are not able to provide figures on their budget. Assuming that the figures provided by the respondents were accurate, it was surprising to learn that PCSD, the most powerful government institution in Palawan, had much lower annual budget that those of City ENRO and PENRO-DENR.

  Table 5 shows the staff composition of the various agencies and organizations whose work related to natural resources management. The answers provided by the respondents varied greatly and therefore no proper comparison can be drawn in terms of staff numbers among different institutions and whether the institutions have sufficient number of staff to carry out their mandates. Nevertheless, it was safe to assume the number of staff was not sufficient as most of the respondents from different organizations did identify lack of man power as one of the problems they faced (see Table 6). This was only one of the consequences of the low financial resources the institutions received. Others consequences included insufficient supplies and staff travel constraints. The results also showed that big government institutions, such as CENRO-DENR and PCSD, also faced political constraints.

- Overlap in mandates and responsibilities and the resulting conflicts or problems

  Perceptions of overlapping mandates and functions with their offices or institutions are provided in Table 7. Majority of the respondents perceived that there was indeed overlapping of functions and responsibilities. These overlapping mandates and functions, especially among the Government Agencies related to their wider scope and less specificities mentioned above, caused some conflicts. In natural resources and environmental management for example, the organizations with overlapping mandates that usually resulted in conflicts are, DENR, PCDS, and City ENRO.

- Level of communication, coordination and cooperation among organizations and agencies

  Cooperation among the various sectors and stakeholders were improved in the last few years. Based on the previous institutional analysis conducted by CIFOR Adaptive Collaborative Management (1999-2002), one of the contributing factors was the lack of PCSD support to the DENR CBFM program. PCSD then only supported the Community Forest Program (CFP), a forest management program of the DENR, which grants rights to organized communities to manage, develop and utilize forest resources on a sustainable basis. Later they were in favor of the Communal Forests program which gave the authorities to local government to manage forests.

  Opportunities for an institution or organization to communicate, coordinate or cooperate with other organizations and institutions usually took place during meetings, e-mails, through telephone, joint project and activities such as trainings, conferences or workshops (Table 8).

  Inter-sectoral coordination, if any, usually takes place through inter-sectoral team works, Technical Working Groups, and inter-sectoral meetings. The participation of various organizations and agencies in those inter-sectoral efforts varied in degree and extent (Table 9).

- Collective action: their purpose and initiator

  Collective actions among organizations usually occur when resources are scarce and sharing is deemed necessary. Collective action also occurs when the issue or problem being addressed cuts across the different mandates or domains of the different organizations. Initiator of collective action includes the organization where the concern is lodged, the partners or beneficiaries to the resolution of an issue or problem or by working groups, for example in case of problems pertaining of CBFM, the Provincial CBFM Technical Working Group (Table 10).

- The involvement of the marginalized groups in decision making and collective action

  Several respondents believe that IPs are heavily involved in decision making (Table 11). Based on our observations, however, the participation of IPs had not been significant in decision-making process. The intention of different institutions to engage them may be high, and some efforts to engage IPs in decision-making process have been made. Nevertheless, their participation was still considerable low and extra efforts have to be made in the future to increase the IP's capacity to actively engage in decision-making process, the awareness of different institutions on the IP's way of life and resource management, and their capacity to use different methods and mechanisms in involving the IPs.

Conclusion

The Institutional Analysis study provided necessary information with regards to the institutions' mandates, roles and responsibilities, the potential conflicts among those institutions, and the problems those institutions faced in carrying out their roles and responsibilities. This study revealed that there was indeed some conflicts occurred in the past among the institutions due to their overlapping roles and responsibilities. Nevertheless, there were also some efforts made for coordination and collective action. The information collected through this study would be useful for the Philippines LPF team in designing proper interventions in the near future.

Tables of Responses of the different institutions that participated in the filling up of survey forms for institutional analysis.

Table 1. Mandates of the different organizations.

Organization	Mandate
Nagkakaisang mga Tribu ng Palawan, Inc. (NATRIPAL, Inc.)	• To analyze, choose and prepare all of its officials and staff so that the management of NATRIPAL would be done in an orderly, proper and efficient manner, including the proper use of its resources. • To analyze and choose the programs and projects that it will implement, and ensure that these programs and projects are in accordance with the goals and objectives of NATRIPAL and the common good of the indigenous people. • Initiates the development of its leadership in the federation among the indigenous staff, with adequate and appropriate skills and dedication to the indigenous people. • Supports the dissemination of knowledge, skills and values pertaining to human rights, to ancestral domain and obligations as citizens of the country. • Supports the capacity of the local associations towards autonomy in managing their programs and projects, and the capacity to be involved in the voicing out the opinions and feelings of the indigenous people regarding concerns and issues that directly affect them. • Promotes the care for the environment and development of natural resources so that these would be a source that will support the basic needs of the nation. Concern for the culture of the indigenous people. • Promotes the right, proper and efficient use, management and development of ancestral domain and its natural resources within it.
Department of Environment and Natural Resources (DENR)	• To promote the well-being of Filipinos through the sustainable development of forest resources, optimal utilization of land and minerals, and effective environmental management.
Fundacion Santiago	• Its corporate vision states that all of Fundacion Santiago's efforts are geared towards helping realize the vision of the "complete" Filipino: a person who knows one self and can take care of oneself and to contribute to true, sustainable and equitable national development thru the promotion of social entrepreneurship among economically marginalized Filipinos particularly those in the countryside.

Organization	Mandate
Palawan Council for Sustainable Development Staff (PCSDS)	A. PCSD Staff 1. Shall serve as the regular professional support staff of the Council. 2. Shall provide the machinery to coordinate the policy and functions, implement programs and organization such services as maybe required by the Council. B. PCSD Council 1. Shall exercise the governance, implementation and policy direction of the strategic environmental plan (SEP).
National Commission on Indigenous Peoples (NCIP)	• To protect the rights of the IPs. • To promote the rights of the IPs. • To process CADT/CALT applications.
City Environment and Natural Resources Office (CENRO)	• In accordance with Section 17 of RA 7160, provide regulatory services and functions on forest management, protected area and wildlife, environmental management, mines and geo-science development and land management.
Budyong Rural Development Foundation Inc.(BRDFI)	• Promote man's development economically and socially • Enhance, rehabilitate and develop ecological and environmental integrity • Focus of development is man.
DA (Department of Agriculture) - Bureau of Fisheries and Aquatic Resources, (BFAR) Region 4B, Provincial Fishery Office	• Enforces all laws, rules and regulations governing the conservation, protection and management of fishery resources in the area. • Assist LGU's to organize and strengthen fisherfolk organization (FARMC) in establishing fisheries management in Municipal waters. • Recommend/endorse renewal of expired fishpond with Fishpond Lease Agreement (FLA), Regulation of commercial fisheries. • Gather/provide baseline data on fish and other fishery products for the establishment of a comprehensive fishery information system.
DENR-Provincial Environment and Natural Resources Office (PENRO)	• The DENR, pursuant to Executive Order No. 192 is the primary government agency responsible for the sustainable development of country's natural resources and ecosystems. Its mandate are the following: 1. Sustainable development of forest resources. 2. Optimal utilization of lands and minerals 3. Social equity and efficiency in resource use 4. Effective environmental management

Table 2. Management objectives of different organizations.

Organization	Management Objectives
Nagkakaisang mga Tribu ng Palawan, Inc.	• To aid its members to establish, manage, maintain and operate adequate livelihood facilities and service pursuant to the objectives of the association. • To assist in the formulation and implementation of government programs with the and in view of hastening rural development. • To encourage the effective utilization of local resources for livelihood activities. • To accept donations, acquire properties, obtain loan from government through its various lending institution and from private financing institution in order to attain the objective of the association. • To develop awareness, values and attitudes and harness the participation of its member in every activity towards the development of the community. • To initiate ands support activities and programs which seeks to preserve and enhance the community's right to self-determination as well as their right over their ancestral domain. • To do and perform any other acts and things, and to exercise any other powers which may be necessary, convenient and appropriate to accomplish the purpose and objectives for which the association is organized.
DENR-CENRO	• To promote the efficient and judicious use of natural resources and ensure their sustainable productive capacity.
Fundacion Santiago	• Promotes and supports government, private sector and civil society partnership in the formulation and implementation of community-based development plans and projects. • Works primarily with community stockholders, helping create and strengthen viable local structures with capabilities to plan, implement and sustain development activities.
Palawan Council for Sustainable Development Staff (PCSDS)	• Formulate plans and policies as maybe necessary to carry out the provision of SEP. • Coordinate with the local government to ensure that the SEP plans, programs and projects are aligned with the plan of other national government agencies and local government units.
National Commission on Indigenous Peoples (NCIP)	• To see to it that the rights of the IPs are protected, especially to their ancestral domain/land which includes ancestral waters.

Organization	Management Objectives
City Environment and Natural Resources Office	• Recommend to the Sangguniang Panlungsod, advice the city Mayor and provide technical assistance on the matters relative to the protection, conservation, maximum utilization, application of the appropriate technology and other matters pertaining to the environment and natural resources.
Budyong Rural Development Foundation Inc.	• Institutional development. • Community development. • Research development. • Training and education. • Livelihood and enterprise. • Community-based resource management.
DA-Bureau of Fisheries and Aquatic Resources, Region 4B, Provincial Fishery Office	• To conserve, protect and manage our marine resources and attain its sustainability through the strong support and cooperation of various sectors/stakeholders.
DENR-Provincial Environment and Natural Resources Office	• Sustainable development and ecologically critical uplands. • Protection of the natural forests principally through participatory community development. • Rehabilitation of denuded and marginal areas. • Determination and management of optimal land uses. • Intensification of mineral exploration and development, including offshore areas without prejudice to the environment. • Expansion of the Integrated Forestry Program. • Establishment of community-based forestry. • Survey, allocation and disposition of alienable or disposable (A or D) lands for the Comprehensive Agrarian Reform Program (CARP). • Rationalization of the disposition of public lands. • Delineation and management of people's mining areas. • Promotion and efficiency in natural resource-based industries. • Preservation of biological diversity. • Improvement of air, land and water quality especially in urban areas. • Generation of data and technologies for the proper understanding and management of natural ecosystems and their interactions.

Table 3. Organization's roles in relation to natural resource management.

Organization	Roles
Nagkakaisang mga Tribu ng Palawan, Inc.	• Advocators, trainors/ facilitators.
DENR-CENRO	• Effective protection, development, occupancy management and conservation of forest lands, watershed areas, grazing lands and mangroves.
Fundacion Santiago	• Serves as a catalyzer and an enabler.
Palawan Council for Sustainable Development Staff (PCSDS)	• Provides good policy environment relative to Palawan's natural resource management in terms of protection, conservations, and sustainable economic development.
National Commission on Indigenous Peoples (NCIP)	• To utilize natural resources in ancestral land/domain in accordance to the traditional practices of the IPs and also in accordance to other existing Philippine laws regarding natural resources.
City Environment and Natural Resources Office	• Provides technical services/assistance in the protection, rehabilitation, and conservation of the natural resources within the city in terms of forest management, environmental management, protected areas and wildlife, mine geo-science development and land management.
Budyong Rural Development Foundation Inc.	• Source out funds for community-based resource, enhancement, development and management.
DA-Bureau of Fisheries and Aquatic Resources, Region 4B, Provincial Fishery Office	• Protect and conserve (i.e. conduct seaborne patrol and surveillance operation).
DENR-Provincial Environment and Natural Resources Office	• Formulate and implement the Department's policies, plans and programs for sustainable development. • Support natural resources-based industries to promote countryside development. • Provide continuing raw materials to meet increasing demands at the same time keeping adequate reserves for (environmental stability) future use. • Encourage and enhance participation of local communities/local government units (LGUs) and non-governmental organizations (NGOs) in environment and natural resources planning, development and management. • Regulate the exploration, disposition and utilization of the country's natural resources. • Conduct inventory, survey and assessment of the country's environment and natural resources. • Provide a holistic approach to the control of environmental degradation through the

Organization	Roles
	implementation of reasonable and acceptable environmental quality standards. • Establish and integrated Protected Areas (IPAs). • Create alternative energy sources for fuelwood.

Table 4. Yearly budget of various institutions.

Institution	Annual budget (₱)	Remarks
Nagkakaisang mga Tribu ng Palawan, Inc.	200,000*	
DENR-CENRO		No answer
Fundacion Santiago	N/A	
Palawan Council for Sustainable Development Staff (PCSDS)	40,000,000	Covers salaries, traveling expenses, supplies and materials, repairs and maintenance of equipment, gasoline, bonuses, insurances, tax, ENR activity cost, etc.
National Commission on Indigenous Peoples (NCIP)		Budget is mostly intended for CADT/ CALT processing
City Environment and Natural Resources Office	14,046,814.87	
Budyong Rural Development Foundation Inc.		Depends upon budget from approved proposal
DA-Bureau of Fisheries and Aquatic Resources, Region 4B, Provincial Fishery Office		Varies
DENR-Provincial Environment and Natural Resources Office	69,877,000	

* Per project duration

Table 5. Composition of staff doing work related to natural resources management.

Institution	Composition of staff
Nagkakaisang mga Tribu ng Palawan, Inc.	15 staff at present • Foresters • Agriculturists • Education • Business management
DENR-CENRO	• CENRO • Chief FMS • Different units such as Forest Protection, CBFM, Utilization, Reforestation, Watershed and Forest Engineering
Fundacion Santiago	• No answer
Palawan Council for Sustainable Development Staff (PCSDS)	• Planning • Policy • Implementation of policies
National Commission on Indigenous Peoples (NCIP)	• The staff are mostly working to IP related problem and to assist the IPs in the utilization of natural resources in traditional way and as per other existing Philippine laws.
City Environment and Natural Resources Office	• (1) Community Development. Officer IV • (1) Community Development Officer II • (3) Environment Management Specialist II • (1) Community Development Assistant II • (2) Community Development Assistant I • Casual employees (designated to every project of the City ENRO)
Budyong Rural Development Foundation Inc.	• Staff has tertiary education and work experience related to forest management, environment science, natural science, community organizing and development, fishery and research
DA-Bureau of Fisheries and Aquatic Resources, Region 4B, Provincial Fishery Office	• A composite team with PCG in the conduct of seaborne patrol in the municipal waters • A composite team with DENR and PCSDS in the conduct of monitoring of mangrove conversion (into fishponds)
DENR-Provincial Environment and Natural Resources Office	• At the higher level, the Secretary is assisted by five Undersecretaries, seven Assistant Secretaries and other officers in the discharges of their functions • The Sectoral Bureaus are Forest Management Bureau, Land Management Bureau, Mines and Geo-Sciences Bureau, Environmental Management Bureau, Ecosystem Research and Development Bureau, Protected Areas and Wildlife Bureau. Three agencies are attached to the DENR. These are the National Mapping and Resource Information

Institution	Composition of staff
	Authority (NAMRIA), Natural Resources Development Corporation (NRDC) and the National Electrification Administration (NEA) • At the field level, the Regional Environment and Natural Resources office is headed by a Regional Executive Director and five Regional Technical Directors in each administrative region. Then at the field level, it is headed by the Provincial Environment and Natural Resources officer at the provincial level and the Community Environment and Natural Resources Officer at the Community level supported by different sectors and units

Table 6. Problems in relation to carrying out of functions.

Institution	Problems
Nagkakaisang mga Tribu ng Palawan, Inc.	• Fund limitations
DENR-CENRO	• Lack of funds • Lack of manpower • Lack of supplies, transportation etc.
Fundacion Santiago	• "Kanya-kanya" attitude of people in the community
Palawan Council for Sustainable Development Staff (PCSDS)	• Not clear appreciation/ understanding of other national government agencies and local government units on the true mandate of PCSD/PCSDS • Institutional arrangements, systems and procedures are not clearly define to every major players of SEP implementations especially on the field level
National Commission on Indigenous Peoples (NCIP)	• Lack of sufficient funds to finance the processing of CADT/ CALT applications
City Environment and Natural Resources Office	• Lack of budget • Lack of manpower • Political constraint
Budyong Rural Development Foundation Inc.	• Unresponsive barangay officials and community members • Delay in fund release
DA-Bureau of Fisheries and Aquatic Resources, Region 4B, Provincial Fishery Office	• Lack of technical manpower • Insufficient funds • Lax implementation of some municipal ordinance (e.g. protection of marine/aquatic resources)
DENR-Provincial Environment and Natural Resources Office	• Insufficient budget support in ENR activities, capacity building, equipments, vehicles and livelihood to People's Organization • Incentives and benefits of employees i.e. travel allowance, salary increase, etc. • Lack of Legal Officer assigned in the field to assist on legal matters

Table 7. Perceptions on overlapping of mandates or functions with other offices or institutions.

Institution	Perception		Other institutions that overlapped
	YES	NO	
Nagkakaisang mga Tribu ng Palawan, Inc.		1	• No answer
DENR-CENRO	1		• PCSD, LGU - City
Fundacion Santiago	1		• Private micro-lending enterprises
Palawan Council for Sustainable Development Staff (PCSDS)	1		• DENR and LGUs – only, on the understanding of implementations especially their staff
National Commission on Indigenous Peoples (NCIP)		1	
City Environment and Natural Resources Office	1		• DENR-CENRO
Budyong Rural Development Foundation Inc.	1		• Other NGOs who have the same mandates • DENR • PCSD
DA-Bureau of Fisheries and Aquatic Resources, Region 4B, Provincial Fishery Office		1	
DENR-Provincial Environment and Natural Resources Office	1		• Other environmental agencies i.e. PCSDS, ENRO or NGOs should focus on their mandate and functions so as to do away with duplication/overlapping of functions. Such ENR functions carried by these agencies/institutions should be harmonized and cleared by them starting from the community level

Table 8. Opportunities for an institution or organization to communicate, coordinate or cooperate with other organizations and institutions.

Institution	Presence of opportunities		Ways institution communicate, coordinate or cooperate with other institution
	Yes	No	
Nagkakaisang mga Tribu ng Palawan, Inc.	1		• Meetings, e-mail and telephone
DENR-CENRO	1		• Meetings, telephone (landline and cellular phones, and seminars
Fundacion Santiago	1		• By networking and linkaging
Palawan Council for Sustainable Development Staff (PCSDS)	1		• Periodic or constant dialogue with them • The true will of the management to clearly communicate
National Commission on Indigenous Peoples (NCIP)	1		• Meetings with other agencies whose projects will affect ancestral domain/land or IP rights.
City Environment and Natural Resources Office	1		• Meetings, conferences, workshops, etc.
Budyong Rural Development Foundation Inc.	1		• Coordinate and work with a joint project • Work with separate and distinct responsibilities in coordination with other agency to attain bigger objectives
DA-Bureau of Fisheries and Aquatic Resources, Region 4B, Provincial Fishery Office	1		• Constant coordination/linkage with LGUs through meetings and participation particularly in the issues on protection of our marine/aquatic resources
DENR-Provincial Environment and Natural Resources Office	1		• Meetings/dialogues • Trainings • Formation of Technical Working Group (TWG)

Table 9. Inter-sectoral coordination happening with a certain institution with other institutions or organizations.

Institution	Presence of intersectoral coordination		Ways where there is intersectoral coordination of an organization with other institutions or organizations
	Yes	No	
Nagkakaisang mga Tribu ng Palawan, Inc.	0	0	• No answer
DENR-CENRO	1		• Technical working group (TWG), Composite teams and partners
Fundacion Santiago	1		• Complementation of resources
Palawan Council for Sustainable Development Staff (PCSDS)	1		• There is intersectoral coordination but not very comprehensive. Roles are not yet defined in specific details
National Commission on Indigenous Peoples (NCIP)	1		• By asking them what can they share or provide to help the IPs especially in the processing of CADT/CALT applications
City Environment and Natural Resources Office	1		• Meetings, seminars, etc.
Budyong Rural Development Foundation Inc.	1		• During baseline survey and community health management and with other agency in a particular barangay
DA-Bureau of Fisheries and Aquatic Resources, Region 4B, Provincial Fishery Office	1		• Through meetings
DENR-Provincial Environment and Natural Resources Office	1		• Meetings • Formation of warm bodies/technical working group

Table 10. Initiation of collective actions and their purposes.

Institution	Initiator of collective action
Nagkakaisang mga Tribu ng Palawan, Inc.	• Board of Directors, General Assembly
DENRCENRO	• DENR being the leading agency for proper action or the TWG. It depends or case to case basis
Fundacion Santiago	• Both, meaning the foundation and the communities
Palawan Council for Sustainable Development Staff (PCSDS)	• PCSD Staff, local leaders
National Commission on Indigenous Peoples (NCIP)	• Staff concerned
City Environment and Natural Resources Office	• City ENR Officer
Budyong Rural Development Foundation Inc.	• The partners or project beneficiary are motivated to initiate collective actions
DA-Bureau of Fisheries and Aquatic Resources, Region 4B, Provincial Fishery Office	• It depends to the concerned topic and issues.
DENR-Provincial Environment and Natural Resources Office	• If the issues and concerns lies within DENR, this agency will be the one to convene or hold meeting/dialogue, however if there is a TWG, they are the one to address any issues related therein. In the community level, participatory process is adopted in resolving issues and concerns.

Table 11. Involvement of Indigenous Peoples (IPs) in decision making.

Intitution	Presence of involvement		
	Yes	No	Other
Nagkakaisang mga Tribu ng Palawan, Inc.	1		
DENR-CENRO	1		
Fundacion Santiago	1		
Palawan Council for Sustainable Development Staff (PCSDS)	-		
National Commission on Indigenous Peoples (NCIP)	-		
City Environment and Natural Resources Office	1		
Budyong Rural Development Foundation Inc.	1		
DA-Bureau of Fisheries and Aquatic Resources, Region 4B, Provincial Fishery Office			It depends on the type of meetings/dialogue being conducted
DENR-Provincial Environment and Natural Resources Office	1		