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PHILIPPINES COUNTRY REPORT






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(*in alphabetical order*)

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

PHILIPINES COUNTRY REPORT

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Center for International Forestry Research (CIFOR)

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I. Background

Throughout history, rural communities in the Philippines have been faced with problems related to the use of their natural resources. This is because resources in the uplands, lowlands and coastal areas have become scarcer and scarcer while the number of people and sectors who are becoming dependent on these resources continue to increase. As this happens, conflicts have grown among these stakeholders who want to share in the benefits from the resources. Thus these stakeholders are often at loggerheads with each other on issues like what, how much, how and when to use and who should have access to natural resources.

The Philippines have been addressing this problem and various approaches have been designed to enable the proper management of natural resources and at the same time allow the fair enjoyment of the resources available to the different stakeholders.

For example, as far as resources in the forest and how they are to be accessed by the stakeholders are concerned, a new tenurial arrangement was designed to enable the communities closest to the forest to enjoy more fully these forest resources. This tenurial instrument is called community based forest management.

The Philippine government believes that if the needs of the local communities dependent upon the forests will be responded to, these communities themselves will join together to protect and properly manage the forest. When the forest is well managed there will be more benefits to share to the other stakeholders. Thus the Philippine adopts the community based forest management as the strategy to manage the Philippine forests. The strategy aims to push further the sustainable protection of the forests, improve livelihood of the communities and provide means for effective cooperation among the local communities, the local government units and the Department of Environment and Natural Resources (DENR).

Yet the challenge is far from being met as many communities are still grappling on the various processes that they have to undergo to become effective in their new roles as forest managers. The same developments are occurring in the lowland and the coastal areas as the same principles are being applied in these resources, e.g. principles of community based resource management.

It is in this area where the Leveling the Playing Field (LPF) Project wants to contribute through its goal of facilitating relevant stakeholders to achieve natural resources management that support their own livelihood. The project posits that stakeholders have different interests, goals, and views on how the natural resources will be managed. Thus the project will look at appropriate mechanisms and tools to facilitate communications among stakeholders and thus contribute to the improvement of planning and management of natural resources. Poor planning and management have contributed a lot to unwise land use allocation, disregard of welfare of local people and inequitable distribution of long- and short-term benefits derived from the resources.

The project found out that communities understand the link between improvement of local people livelihood and sustainable forest development, and how the decisions of

local governments as well as those of the community can dramatically affect local livelihood. Local development has also been seen as compatible with sustainable natural resources management. Thus the project aims to build capacity in the different sectors (local government units and agencies, forestry universities, NGOs) to contribute to sustainable natural resources management.

Development of the proposal for this project was started by CIRAD and CIFOR in 2000. University of the Philippines Los Baños (UPLB) was tapped by CIRAD/CIFOR to collaborate in the preparation of the proposal. Forestry universities are also targets as they have means to capitalize on the project outputs, which they will transfer to the future generations of forest managers.

When the project was funded in August 2003, CIRAD and CIFOR again tapped the participation of the UPLB in its implementation. In January 2004, UPLB expressed interest in taking active role in the implementation of the project in the Philippines because this was seen by UPLB as a project that can provide opportunity to contribute to enhance the understanding and realization of sustainable forest management. UPLB also sees this as an opportunity for its scientists to further hone their skills and validate or modify some of their developed methodologies as social scientists, economists, foresters and computer scientists and modelers. UPLB will also benefit in the scientific cooperation and transfer of technology from Europe to Southeast Asia. The project will enable UPLB to establish linkages not only with fellow Asian scientists but also with scientists from CIRAD and CIFOR. Lastly, UPLB can acquire practical lessons from this project, which it can use to assist the DENR in policy formulation. UPLB had committed to assist DENR in policy formulation and a MOA exist between the two agencies regarding this matter.

After a couple of months of preparing a work schedule and budget, and partnership agreement between UPLB and CIFOR was signed, project started its operations in the site. This report summarises the progress made by the LPF Philippine Team in implementing the project over a period of 6 months (1 March – 31 August 2004).

II. Operations Done in 2004 (Year 1)

II.1 Site Selection

The site where the project is being implemented in the Philippines is located in Palawan. It is a site where the DENR is maybe one of the prominent government agencies whose decisions may affect the way the natural resources are being managed there. DENR has posed prominently in the community which is predominantly upland and where a CBFM is being implemented by the community.

The project site is under the political jurisdiction of Barangays San Rafael, Tanabag and Concepcion, City of Puerto Princesa, Provice of Palawan. Accessible by land and water transport, the site is approximately 67 kms. from the city of Puerto Princesa consisting of a mosaic of varying landscapes from the coast in one side and forested mountains in the other side with settlement and agricultural areas in between. A community based forest management agreement (CBFMA) covering an area of 5,000

ha exists in the project site. Community-based forest management forms the cornerstone of the national forestry program in the Philippines. CBFM is a socially oriented forest management program, which involves the transfer of management responsibility of certain forest area to organized local communities. CBFM has been adopted by the government through Executive Order 263 as the national strategy for sustainable forest development and social equity.

The major sources of income in the communities are fishing and farming. Bulk of the family income is derived from fishing. Very little income is derived from handicraft and processing of minor forest products. Community forestry activities were in one time a major source of income for the communities when funding was available especially for comprehensive site development activities paid through contracts with government projects.

Commercial logging existed in the past the latest being the logging of Almaciga (Agathis philippinensis) conducted by a concessionaire in 1985.

The management of the CBFMA site is being undertaken by a cooperative named San Rafael Tanabag Concepcion Multipurpose Cooperative (STCMPC). STCMPC is a cooperative registered with the Cooperative Development Authority of the Philippines. Its membership, which consists of cooperators, comes from the three barangays. It has headquarters in San Rafael.

Currently the organization is facing a lot of problems as far as the management of the CBFMA is concerned. These problems include the lack of income generated from the management of the forests, as there are existing bans on the harvesting of wood from the forests. While they are given permits to harvest and utilize non-timber forest products the community is having problems in marketing of handicrafts from rattan, nito, and other non-timber forest products. Possible source of income could have been the current lumber inventory in their wood-processing workshop; however, they cannot process them into wood finished products because of lack of equipment and skilled laborer. Lastly, the community perceives some government policies as contributing to some of their problems. These include policies on forest charges and land use zoning.

CIFOR had implemented a previous project in the site under the Adaptive Collaborative Management (ACM) Program. Although the LPF project is not a second phase of the ACM, it will build upon the works already done by ACM in the site for about three years.

When the ACM project ended in 2002 many changes have taken place. There were policy changes, changes in regulations, local barangay leaders, DENR personnel in Community Based Forest Management (CBFM) areas and Peoples Organization's (PO's) activities, among others. Because of these changes, the community may possibly be faced with new priorities, challenges, problems and opportunities.

In this regard, LPF Project will challenge the local communities and stakeholders to find means to resolve these new problems.

To guide the project in its implementation of activities that will contribute to the achievement of is objectives and to ensure that the LPF Palawan activities are undertaken within the context of the overall Project framework, a workplan was deemed necessary to be prepared. Three staff (National Coordinator, Social Scientist, Field Assistant) directly involved in the implementation of the project attended a research methodology workshop in Bogor. The workshop enables the staff to meet other implementers of project in Indonesia and Malaysia. They also met other CIFOR scientists.

During the workshop, the participants learned the different research tools that may be used in implementing the project. Participants also came up with Research Plan (Please see *Appendix 1. Workplan for the Implementation of the LPF Project in Palawan, Philippines.*)

II.2 Initialization

II.2.1 Stakeholder analysis

Methodology:

The study was conducted through the use of two separate focused group discussions (FGD) at the community and government/non-government institutional levels on April 3 and 5, 2004 respectively.

The research team employed the process of identifying who are the different stakeholders wherein the participants were requested to identify the 1) specific users or those with interests on forest, lowland or coastal resources, 2) institutions whose interest were to help and provide assistance in management of resources like DENR, City ENRO, HARIBON, etc. and/or 3) economic interest groups or other users whose impacts created by their negative activities cannot be discounted.

The analysis of the identified stakeholders made use of the "Who Counts Most Matrix Analysis" and the results of the matrix analysis further analyzed though the use of Venn diagram illustration.

Details on the results of the FGDs and workshops are contained in *Appendix 2. Workshop Proceedings of Stakeholder Identification and Analysis*. Only the highlights of the results of the two FGDs were in this report. Results at the two levels were compared in terms of differences and similarities and their possible implications as well. The use of the CIFOR- ACM Project Report on stakeholders' analysis also became an important part of analyzing the results generated in the two FGDs/workshops. The latter report however dealt only on the forest resource stakeholders while the recent observations dealt on the stakeholders at the forest, lowland and coastal resources.

Key Results:

Research information on the following were generated. Please see *Appendix 3. Main Report on Stakeholder Identification and Analysis*

1. Identification and classification of the varied stakeholders into three main categories such as: forest users within the community (type 1), mediating institutions (type2) and the external economic interest/user group (type 3) for all types of natural resources namely forest, lowland and coastal areas.

2. Stakeholders analyses showed that:

    a. Among the previously identified stakeholders some GOs and NGOs GOs were said to have influenced the community people. Corresponding explanations why the institutions influenced them were likewise obtained. This included the basis for political power, the manner by which the power is exercised and the areas, issues and \concerns which power is exercised and the corresponding influence on the use and management of natural resources.

    b. Institutional ranking based on relevance showed that the community workshop participants, the most relevant institutions were the DENR and Palawan Council for Sustainable Development (PCSD) with an average score of 2.85 and 2.57 respectively and when rounded off with a score each of 3. The second highest (average) groups included Environmental Legal Action Center (ELAC), STCMPC, Haribon, Department of Public Works and Highways (DPWH), Department of Social Welfare and Development (DSWD) and LPF Project. The third group with lowest score consisted of the non-PO members of the community, Department of Agrarian Reform (DAR) and the Local Government Units (LGUs) at the city government and the Kilusang Sagip Kalikasan (KSK) at the provincial level.

    c. Government offices (GO) and NGO participants rated the community people composed of the STCMPC members, Certificate of Stewardship (CSC) together with the IPs, DENR at the Provincial Environmental and Natural Resources Officer (PENRO) and Community Environment and Natural Resources Officer (CENRO levels as the most important stakeholders. The next groups of institutions considered important were the City Agriculture, Nagkakaisang Tribu sa Palawan (NATRIPAL), HARIBON, PCSD, City ENRO and the National Commission on Indigenous People (NCIP).

    d. Results of the Venn diagram illustration to show the relevance and proximity of institution or group to community and resources are shown in Figures 1 & 2 from among the community and the GO/NGO participants respectively.

    e. Important information likewise was generated on a separate analysis of the mediating institutions and external economic interests in the community. Information included the groups or institutions working with the major users of resources or groups with economic interest in the community, the benefits derived by the user groups from interest groups, how the interest groups have influenced the political capacity of the user groups and the constraints faced by the users groups in relating with the interest groups and vice-versa.

f. Based on the information, several issues and concerns can be further looked into. Summary and Conclusion will be provided in the main report.

Figure 1. Venn diagram showing the relevance of the different institutions to the community and their resources: Community workshop, stage1

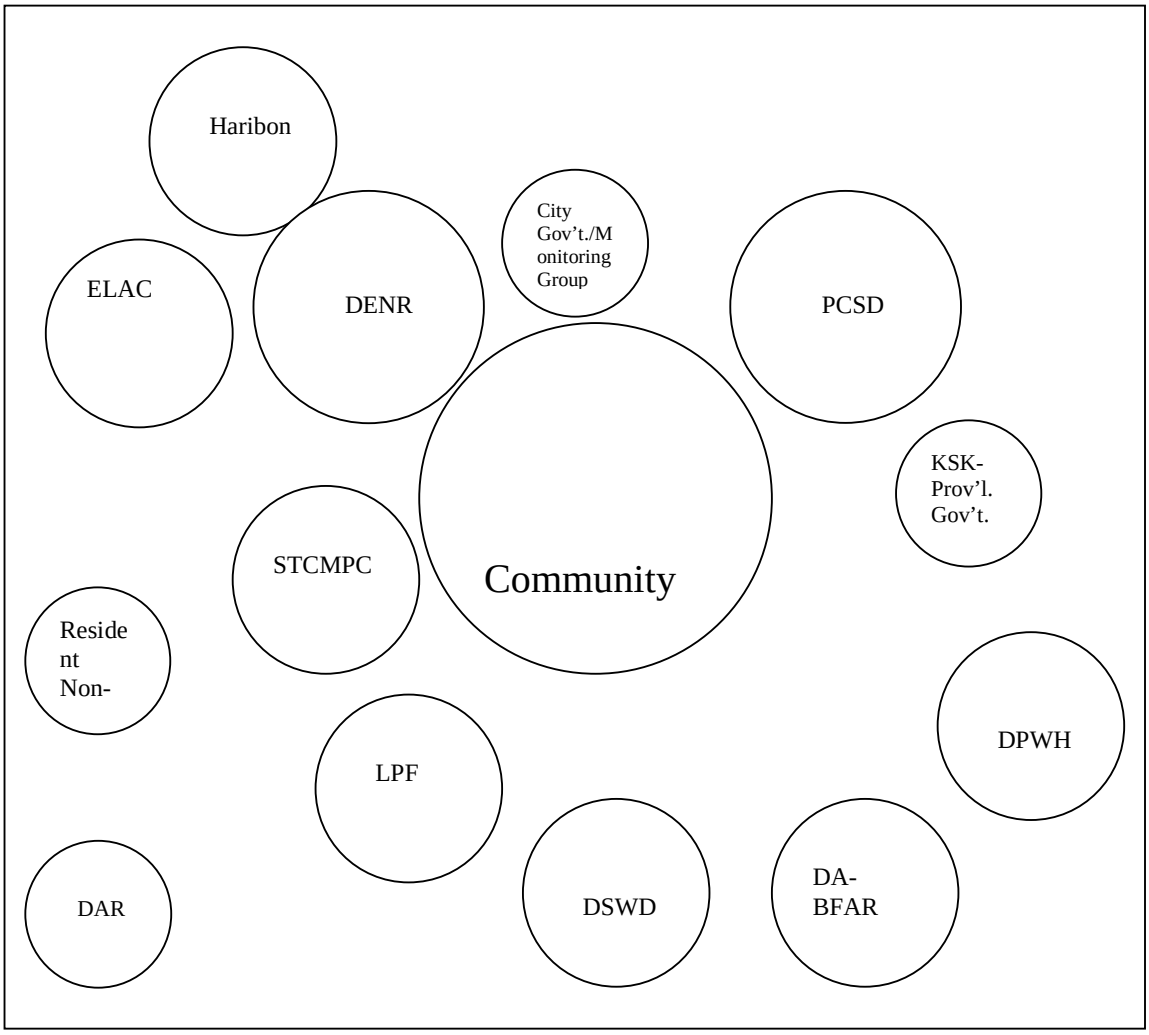
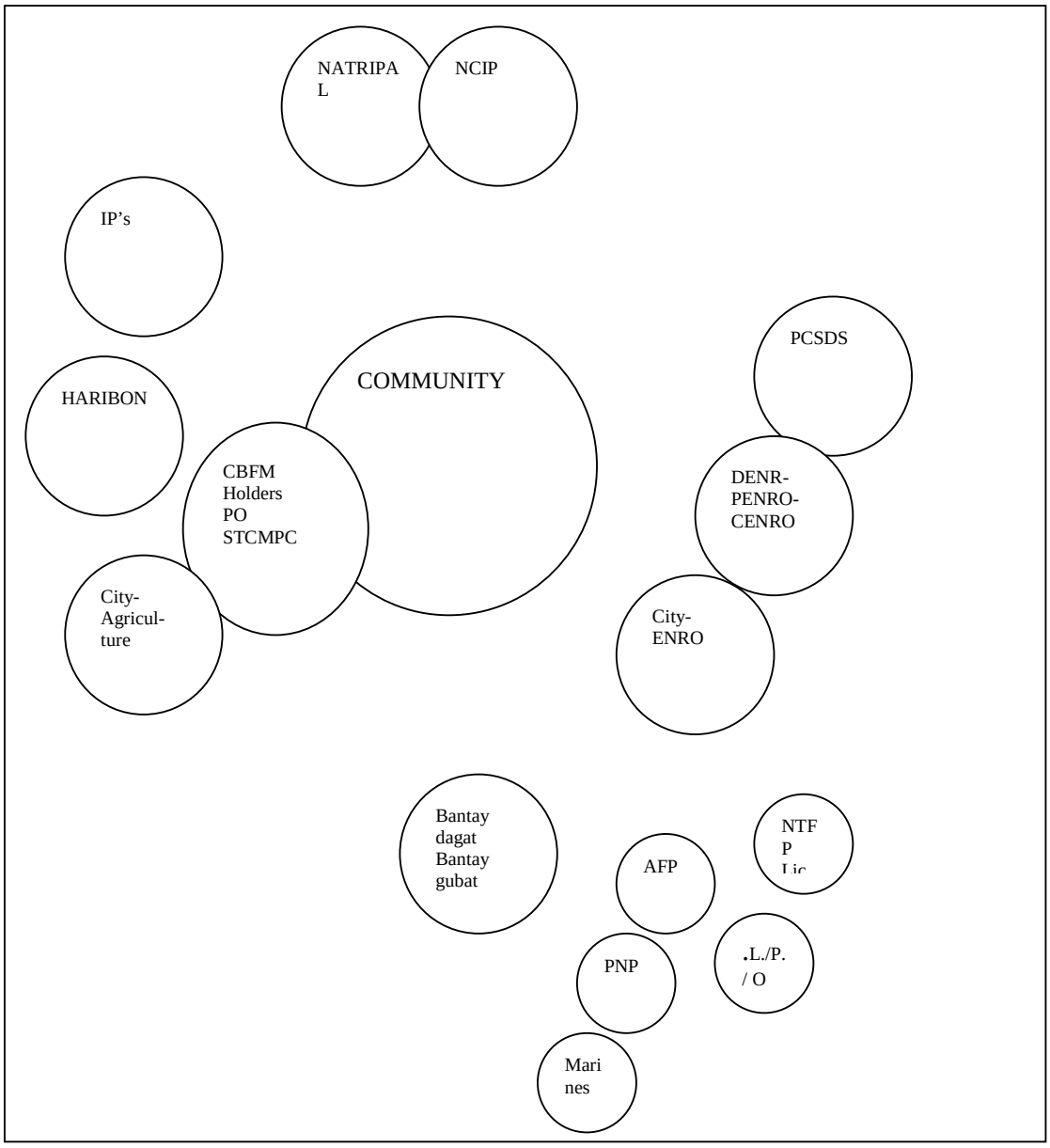


Figure 2. Venn Diagram showing the relevance of the different institutions to the community and their resources: Government and non-government institutional workshop, stage 2.



II.2.2 Resource and Resource Use

Methodology:

The team employed the use of primary data gathering through household survey and FGD/workshops at the project site from July 1-10, 2004. Specific information needed on resource and resource use had been incorporated in the household survey instrument together with the other baseline information needed for the project. With the individual respondents as sources of information, specific questions were developed to assess the following: a) present conditions of the resources forest, lowland and coastal; b) community's access and limitations on major products and services on resources; c) perceived problems that may affect the conditions of resources; and perceived capabilities of local people to address/solve issues and problems in forest and other natural resources.

The other method made use of the participatory mapping with selected participants from the community, i.e. those knowledgeable of the resource type they represent and the current uses and issues pertaining to use and management of the resources. The FGD-workshop was conducted with specific sets of guide questions consistent with the kind of questions embodied in the individual household survey instrument. In the resource participatory mapping, the participants were asked to draw or illustrate the existing kind of resources and their location in the community, how these resources were utilized together with the access and limitations they have with the use of the resources.

Discussions on the results of their outputs (mapping exercises) were done to elicit important issues, problems and limitations or to determine areas and concerns that still need to be addressed.

The main report on resource and resource use will contain an integrated output from the two approaches together with some implications and possible recommendations related to enhancing present use and management of the resources.

Progress:

1. Survey Completed. Editing and review of individual household instrument completed. Data processing and table analysis almost completed. Write up on the result and analysis will follow.

2. FGD/Workshop participants able to come up with transect maps, separate resource maps for the three barangays specifically on forest, lowland and coastal resources.

3. Information on seasonal calendar of economic activities similarly was generated.

4. Analysis and report preparation on resource and resource use will make use of the data generated from nos. 1-3 above.

5. Other information was gathered through the use of one-on one interview with individual respondents during the conduct of the individual household survey in the project site.

II.2.3 Livelihood

Methodology:

The team employed the use of primary data gathering through the conduct of household survey from July 1-10, 2004. Individual household respondents taken from a 20% household sample were interviewed using defined sets of questions to determine the: a) type of occupation and/or economic activities of household family members, b) seasonal economic activities based on type of occupation (that are related to use of natural resources, c) income and income sources that would include farm, off farm income, non-farm and other sources of income, d) household expenditures in relation to livelihood and income, e) perceived household socioeconomic status at present, 5 years ago and in coming 5 years, f) perceived community socioeconomic status at present, 5 years ago and in coming 5 years.

The other method use was seasonal calendar. The seasonal calendar on economic activities performed by the households by type of resources and nature of activities however were done using the initially prepared guide questions.

Progress:

1. Survey completed. Review and editing of survey instruments completed. Data processing and tabulation of results completed.

2. Report preparation in process.

II.2.4 Institutions

Methodology:

A survey questionnaire was designed and distributed to the representatives of the different government offices, non-government organizations who attended the stakeholder analysis workshop (Part 2) held in Puerto Princesa City. The first stakeholder analysis workshop involved the different stakeholders from the communities. Ten representatives took part in answering the questionnaire, which was designed to capture the information identified in the workplan under the baseline studies
Main concern in this survey and analysis is to identify institutions, which have direct influence in the way the communities are managing their resources.

Since responses to some of the items in the questionnaire need to be researched, e.g., budget, staff, mandates, vision, mission, etc, the representatives were allowed to bring the survey forms to their office to properly fill up. 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 properly 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 *Appendix 4. Proceedings of the Workshop to Identify Major Issues Affecting the Community, Formulate a Vision, and Identify Possible Strategies.* The key findings are presented in the following table.

Resource/Stakeholder	3Rs					
	Rights	**Score**	**Responsibilities**	**Score**	**Revenue (Benefits)**	**Score**
Coastal						
Illegal fishermen	None	0	Care and management natural coastal resources	0	Food and income	5
Fishermen	To fish	5	Protect their fishing areas	5	Food and income	3
Seaweed farmers	To farm/plant sea weeds	5	Pay tax	5	Food and income	3
Commercial fishing vessels	None	0	Care of natural resources	0		3
NGO/Haribon	Capacitation of the community people	3	Help care of coastal resources	4	Salary and project implementation	5
	Help/coordinate with leaders and other agencies	3	Inform the other agencies about their programs and projects	3	Support or assistance	3
Pundasyong Santiago	Help increase people's income in the community	3	Help the people to become self-reliant for livelihood development	4	Salary Project and Support or assistance	3
City government CityENRO Barangay Council	Get tax revenues	4	Manage/protect the mangrove resources	3	Fees/Taxes	4

Lowland						
Farmers	To farm	5	Pay taxes Take care not to erode soil in their farm	5	Products and income	5
Handicraft/ Furniture makers	Make handicrafts and furniture	5	Plant bamboos, mahogany and others Get license or permit	2 0	Income	5
Other residents	To live orderly in the community	5	Follow in the existing rules and regulations	2	Income from their own sources of living	
STCMPC members	Operate their own business	5	Orderly management of their cooperative	3	Income	
Barangay Council	Manage/lead the people within their jurisdiction	5	Respond to the needs of people in the local area Implement projects, rules and others within the area	3 3	Honoraria -	
City Government	Extend services or assistance	5	Duly implement what they are supposed to give Respond to the needs of the barangays	3 3	Taxes	
National Government	Extend services or assistance	5	Same with the city government	3	-	
NGOs	Extend services or assistance	5	Efficient implementation of their projects	3	More funding from funding agencies	
All the stakeholders had equal rights or access to the resources			Top 3 stakeholders were the: 1st- farmers 2nd- STCMPC members, Brgy. council, City government, national government and NGOs 3rd- other residents and handicraft/furniture makers		Top 3 stakeholders were the: 1st- farmers, handicraft/furniture makers; 2nd- other residents; 3rd- STCMPC members	

Forest						
PO (STCMPC)	Get Benefits Reside in the area	5	Follow in the rule and regulations of the management	2	Income Good living	4
IP community	None	5	Take care of resources	2	Income Safe area to live in	4
Other residents of the barangay/non-PO	Follow/implement laws	0	None	0	Other livelihood activities	1
Barangay Council	Implement laws	2	Apprehend violators in doing illegal activities; Support/assist the PO in implementing environmental projects/activities	1	Barangay share from all the proceeds coming from CBFM (utilization activities); Good environment	3
DENR	Implement laws	3	Technical assistance to PO Issuance of permit Monitoring of environmental activities	2	Forest Charges Other regulatory fees Less responsibilities with POs as their partners	3
City Government	Implement laws	2	Technical support Monitoring Financial support	1	Share on forest charges	1
PCSDS	Implement laws	3		2	Implementation of their mandates	1
	Stakeholders with highest rights: PO and IPs		Stakeholders with highest actual responsibilities: PO IP DENR PCDS		Stakeholders with highest Benefits: PO IP	
Results' Implications			What to do about it?			
▪ Low performance of responsibilities compared to high rights and benefits ▪ Local stakeholders do not fully understand the importance of rules and regulations ▪ Stringent environmental laws ▪ Possible over-lapping of functions among the concerned government agencies			▪ Inform and educate the concerned stakeholders ▪ Conduct IEC ▪ Review of laws (SEP, etc.) ▪ Levelling off among the concerned agencies			

Progress:

Responses of the different institutions are shown in *Appendix 5. Tables of Responses of the Different Institutions that Participated in the Filling Up of Survey Forms for Institutional Analysis.* Analysis and report are still to be done and completed.

II.2.5 Formal and informal agreements

Methodology:

Though key informant interview and assessment of records, the formal and informal agreements entered into by an existing and active cooperative in the community were listed. The status of these agreements shall be assessed.

Progress:

A survey of the agreements entered into by the communities showed that they have six formal agreements and one informal agreements entered into. Foremost among these formal agreements is the community based forest management agreement, which they have entered into with the DENR. Other formal agreements were with the following:

a. Enterprise Works Worldwide
b. Palawan Tropical Forest Protection Program (PTFPP)
c. Haribon Palawan
d. Fundacion Santiago
e. Budyong Resources Development Foundation, Inc.

An informal agreement with the Taytay sa Kauswagan, Inc. had also been entered to.

Analysis and report will still be done.

II.2.6 Policy framework

Methodology:

A list of laws, local rules and regulation including those issued by the DENR, Department of Agriculture (DA), and PCSD is being complied. How these policies affect the way the community manage the natural resources shall be assessed. Key informants including the barangay captains were asked how the different policies affect their management of natural resources.

Progress:

A list of laws and how these affect the way the natural resources are being managed is being updated. Analysis and report will be done.

II.3 Intervention

II.3.1 Workshop to formulate vision, identify problems and possible solutions to problems: By the communities

Representatives of the communities of the three barangays participated in the first workshop conducted by the project. Venue was an ordinary people's beach resort close to the community. Aside from serving as a venue for formulation of a vision for their community and identification of problems and issues that may prevent them from realizing their vision, the workshop also served as an opportunity to introduce the project to the communities. Details of the workshop are shown in *Appendix4. 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.*

II.3.2 Workshop to formulate vision, identify problems and possible solutions to problems: By the other stakeholders

To validate the vision, issues, problems and possible solutions crafted by the communities in the first workshop, these were presented to the other stakeholders consisting of representatives from various government agencies, non-government organizations and other groups that may be possible source of assistance for the communities. This was also an opportunity to present the LPF project to these other group of stakeholders. In this workshop, the perceptions of the participants as to the trends in the abundance and status of natural resources were also gathered. A 4R analysis was also conducted to gather the participants' perceptions on the various roles, responsibilities, rights and benefits of the different stakeholders. Details of this are also shown in *Appendix4. 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.*

II.3.3 Workshop to prioritize identified problems

The communities identified more than twenty issues and problems during the first workshop. These are just too many and will not be properly addressed by the communities given their capabilities and resources. A cursory look at the long list of problems and issues shows that some of the problems can actually be treated as symptoms. Thus it is possible that if problems are properly grouped and prioritized, problem solving may be more effective. Through a workshop among the representatives of the different sectors of the communities, the long list of twenty problems was reduced to four priority problems. This was accomplished through consensus.

II.3.4 Initial actions by technical working groups (TWG) to address prioritized problems

Four technical working groups were formed to address each of the four identified priority problems. The four priority problems identified are:

a. Low productivity in the coastal areas
b. Low productivity in the lowland areas
c. Low productivity in the upland areas
d. Lack of livelihood and access to markets

Members of the four technical working groups come from the three different barangays. The working groups have already met several times for organizational meetings and a facilitator for each group has been identified. Each group conducted a reflection meeting to assess the problem i.e. whether the problem can be part of a bigger problem or there are smaller problems contributing to the problem. After reviewing the problem that the working group has to address, the group designed an action plan. They leveled off to know the right process and the right path to follow to properly solve the problem. Working groups also presented their action plans to their barangay councils, the policy or lawmaking body of the barangay. Minutes of the various meetings conducted by working groups including Minutes of Technical Working Group Meetings, Minutes of Meeting to Prepare Proposals for Submission to City Councils are being compiled.

II.4 Coordination and Capacity Building

II.4.1 Coordination in Palawan

Coordination with local government offices:

1. DENR – Forest Management Bureau, Community based Forest Management Office. To explain about the LPF project and to request their participation in project implementation and to sit as member of Project Steering Committee

2. DENR Regional Office. To request their participation in project implementation

3. DENR PENRO. To request their participation in project implementation

4. DENR CENRO. To request their participation in project implementation

5. LGUs in Palawan. To request their participation in project implementation

6. City ENRO. To request their participation in project implementation

7. PCSD. This office requires project implementers in Palawan to secure permit to conduct research in the province. They also require that the implementers get a prior informed consent from communities. To request their participation in project implementation.

Appendix 1

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

WORKPLAN FOR THE IMPLEMENTATION OF LPF PROJECT IN PALAWAN, PHILIPPINES

FINAL DRAFT

University of the Philippines Los Banos (UPLB)
Centre de Cooperation Internationale en Recherche Agronomique pour le Developpment (CIRAD)
Center for International Forestry Research (CIFOR)

GOALS

1. Improved livelihood for men and women in the site
2. Properly managed natural resources (forest, lowland, coastal areas)
3. Improved processes for communication, negotiation, agreements, contracts between and among different stakeholders.

OUTCOMES

1. Identified and clarified roles and responsibilities of relevant stakeholders
2. Discussed and accepted action plans to address issues related to natural resources management
3. Efficiently delivered negotiated and accepted agreements among stakeholders on natural resources management
4. Improved capability of stakeholders (DENR, local people, local government units) to properly mange natural resources (forest, lowlands, and coastal areas)
5. Efficiently delivered services or assistance by supporting agencies (DENR, LGUs, City Agriculturist)

OUTPUTS

1. Processes for stakeholders to share view over long term view and livelihood issues
2. Brief printed information about LPF project to improve the stakeholders shared understanding about the project (project primer)
3. Guideline to facilitate multi-stakeholder negotiation
4. Capacity building to:

a. Improve capacities of local people in the project area to fund source
b. Improve communication and information sharing among stakeholders
c. Prepare local development plan

5. Forums to facilitate improved and better access to service related to natural resources management and livelihood
6. Forums for communication and information sharing among stakeholders at the local level for natural resources management and market chain policies
7. Forums on policies

HYPOTHESIS

1. Improved decision making will improve forest management and local livelihood
2. Facilitation will improve decision making process by:
   a. Providing relevant information to local community, DENR, LGUs, and other relevant stakeholders
   b. Revealing common interests and agreeing on them
   c. Sharing different views among DENR, LGUs, and other relevant stakeholders

3. Agreement on long term goals for natural resources can improve natural resources management (forest, lowland, and coastal areas)

4. Agreements about natural resource use and management that are negotiated and discussed among stakeholders can improve natural resources management.

RESEARCH QUESTIONS

1. Under what conditions natural resources and local livelihood can be improved through:

    a. enhanced capacities of the stakeholders
    b. improved processes of negotiation and agreement among stakeholders
    c. better communication and information

2. What are the immediate impacts of the project on natural resources and local livelihood?
3. What are the most appropriate mechanisms, processes, and tools to facilitate negotiation among stakeholders to come up with fair agreements on natural resources management use and management?
4. Under what conditions stakeholders will be encouraged to manage natural resources in sustainable way.

IMPLEMENTATION STEPS AND THE DIFFERENT METHODS THAT WILL BE USED

STEP AND INFORMATION NEED TO BE COLLECTED	HOW TO COLLECT THE INFORMATION (INCL. TOOLS/METHODS)
I. BASELINE SURVEY	
1.1. Basic information	
Information needed: - Number of households - Population size - Infrastructure - Demographic	Validation of methods and quality of data collected by CBMS. If not sufficient, re-survey (20% sampling).
1.2. Stakeholder analysis	
Information needed: - Who are the stakeholders - Their relationship and power relation - Stakeholder network	Methods: - Who count matrix – the team will revise the criteria for stakeholder assessment. - Focus Group Discussion (FGD) - Explore possibility of using PACT
1.3. Resources and resource use	
Information needed: - What are the resources availability? - What are the products? - How the resources are shared? - How the Bataks perceive their boundaries. - Their use of resources - Rules and norms regarding resource use and trading - Rights over resources and security of the access - Their views on how future resources should be used and managed? - Community perceptions on the forest and other natural resources - Tenure over land and resources - Occurrence and frequency of destructive activities, i.e. charcoal making, kaingin, illegal logging, tree killing, by whom - Issues and problems related to the management of resources - Nature and extent of forest dependency - Indigenous people's knowledge on resources - Level of awareness on natural resource protection and conservation - Roles of women (and Indigenous People if relevant) in natural resource management	Methods: - Multidisciplinary landscape assessment - Analysis on map and secondary literature - Pebble distribution - Ground survey - Field visit - FGD - KI - Household survey

1.4. Institutions	Validate information collected during ACM project and obtain information on Department of Agriculture, City Planning Office, Fishermen Associations, and other community groups.
Information: - Their mandates, management objectives and roles in natural resources management (particularly forest) - Their resources (funding, staff) - Any overlapping in mandates and responsibilities and conflict - Level of communication, coordination and cooperation - Existence of inter-sectoral coordination - Their level of participation - Existence and occurrence of collective action, who initiate them, and for what purpose. - Involvement of marginalised groups (indigenous people) in decision-making.	Methods: - KI - FGD - Literature review on: rules, regulations, organisational charts - Institutional analysis - 4R analysis: Roles, Responsibilities, Revenues (Benefits), and Relations
1.5. Livelihood	
Information: - Income of the people in the project - Proportion of income that come from natural resources (forest, coastal) areas and agriculture (lowland) - Household assets and properties - Capacities for self-investment (e.g. In house, cattle, etc.) - Savings, credits, debts - Capacities to conduct social and cultural activities - Access to education and level of education obtained - Diversity of livelihood sources (including employment)	Methods: - Secondary information: Community-Based Monitory System - Household survey
1.6. Analysis on formal and informal agreements	List of agreements: - CBFM agreement - Informal agreement between Bataks and the PO. - Formal agreement between PO and Budyong Rural Development Foundation Inc. (past agreement). - Agreement between Haribon and Fishermen's Association.
Information: - Any existing and past agreement, why it work/doesn't work - What are the processes in coming up with the agreement. - What are the rules set the by parties, who enforce them, how effective? - How are the benefits being shared among the parties? - The size of group involved in collective action vis-à-vis the village population.	Methods: - Multiple interest accommodation assessment (for assessing agreement) - See also Benefit sharing contract analysis (for reference)

1.7. Policy framework	Various rules and regulations on CBFM has been obtained already during ACM.
Information needed: - What are the related governing policies coastal management and agriculture i.e. Fisheries Act, Agriculture and Fisheries Modernization Act	- Literature review
II. PROJECT INTERVENTION	
The project facilitates: 2.1. Problem identification by local people and stakeholders. Comments: This was done with local people and forestry agencies. The team still needs to do in-depth analysis of the problem, and to get information from Department of Agriculture-BIFAR, Haribon, City Health). 2.2. Build common vision (note: in the process). Next steps: - To get inputs from other village residents on the produced vision statement, e.g. presentation during village meeting. - To get the vision statement revised and finalised. 2.3. Establish formal commitment (institutionalisation of the common vision) 2.4. Action plan to achieve common vision (plans to be selected by the institutions signing the commitment) 2.5. Identification of institutions/organisation who can participate in carrying out the action plans + local facilitators 2.6. Institutional strengthening 2.7. Collective action to implement action plan 2.8. Monitoring at local level → to check progress towards their action plan; monitor whether the selected actions are effective; monitor level of commitment and involvement. 2.9. Revisit and revised previous agreements (cyclic processes). 2.10. Participating in the existing provincial multi-stakeholder forum (i.e. CBFM Provincial Technical Working Group) with the intention to get updates on their areas of concern and to influence changes on policies.	- Action research - FGD - PACT - Prospective - Future scenario - Projection scenario If there is demand: additional studies to help decision making process of the stakeholders. For example: - market chain study - forest inventory - assessing risks e.g. market fluctuation - modelling (Multi-Agent System, prospective, system dynamic, Soft System Methodology)

III. MONITORING THE IMPACT OF THE PROJECT	
3.1. Agree/develop parameters to monitor with the stakeholders 3.2. Gather information at the beginning of the project and at the end of the project.	

SCHEDULE

Description	Schedule
Site visit and assess stakeholders' needs and demands (legitimacy for LPF project to work in Palawan)	January 2004
Problems identification	January – April 2004
Baseline surveys	May – June 2004
Build common vision	April – June 2004
Action plan by the local communities (coactive action among themselves) to achieve common vision	May 2004 …..
Institutional strengthening of the stakeholders	May 2004 ….
Participation in provincial multi-stakeholders forums	April 2004 ….
Monitoring at local level	Sept, 2004 ….
Resource assessment (MLA)	Oct. 2004
Establish formal commitment among stakeholders (agreements)	December 2004
Implementation of agreements	January 2005
Market chain study	January 2005
Revisit and revise agreements	September 2005
Impact assessment	April 2006 – June 2006

Appendix 2

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

WORKSHOP PROCEEDINGS

Stakeholders Identification and Analysis

Philippine Workshop Series No.2

FINAL REPORT

Venue:

WORKSHOP 1
San Rafael Duchess Beach Resort
San Rafael, Palawan, Philippines
July 3, 2004

WORKSHOP 2
Dang Maria Café
Bancao, Puerto Princesa City
Palawan, Philippines
July 5, 2004

Written by
Fe K. Mallion and Azucena E. Gamutia

Edited by
Herlina Hartanto and Teodoro R. Villanueva

University of the Philippines Los Banos (UPLB)
Centre de Cooperation Internationale en Recherche Agronomique pour le Developpment (CIRAD)
Center for International Forestry Research (CIFOR)

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List of Acronyms

AFP	Armed Forces of the Philippines
BFAR	Bureau of Fisheries and Aquatic Resources
BRDFI	Budyong Rural Development Foundation, Inc.
CBFM	Community Based Forest Management
CO	Community Organizing
CSC	Certificate of Stewardship Contract
DA	Department of Agriculture
DAR	Department of Agrarian Reform
DECS	Department of Education and Culture
DENR	Department of Environment and Natural Resources
DPWH	Department of Waterworks and Highways
DSWD	Department of Social Welfare and Administration
ELAC	Environmental Legal Assistance Center
ENRO	Environment and Natural Resources Office
EWW	Enterprise Works Worldwide
FRMP	Fisheries Resource Management Program
GOs	Government Organizations
IPs	Indigenous Peoples
KSK	Kilusang Sagip Kalikasan
LGU	Local Government Unit
LPF	Levelling the Playing Field
NAPOCOR	National Power Corporation
NATRIPAL	Nagkakaisang Tribo ng Palawan
NGOs	Non-government Organizations
NTFP	Non-Timber Forest Products
PCSD	Palawan Council for Sustainable Development
PENRO	Provincial Environmental and Natural Resources Office
PNNI	Palawan NGO Network Inc.
PNP	Philippine National Police
PTFPP	Palawan Tropical Forest Protection Program
SEP	Strategic Environmental Plan
TSKI	Taytay Sa Kauswagan Incorporated

Workshop on Stakeholders Identification and Analysis

Community Level (Stage 1)
July 3, 2004

Facilitator: Fe K. Mallion

1. Registration and the FGD-Workshop Participants

Registration started at 8:30 with an initial number of four (4 participants). It ended at 10:30 with a total of 14 participants. Representatives from Tanabag consisted of only male and female representatives. San Rafael and Concepcion both had a total of six representatives. Participants from San Rafael however were mostly male while in Concepcion the participants were mostly women. Table 1 shows the gender distribution of the participants per barangay.

Table 1. Participants and gender distribution per barangay, community workshop, stage1.

Barangay	Men		Women		Total	
	No.	%	No.	%	No.	%
San Rafael	5	36	1	7	6	43
Tanabag	1	7	1	7	2	14
Concepcion	2	14	4	29	6	43
Total	**8**	**57**	**6**	**43**	**14**	**100**

2. Opening Prayer

The morning session started with a prayer led by Pastor Zernan Teodoro.

3. Overview of the Workshop Activities

Dr. Teodoro R. Villanueva introduced the workshop activities for the day. The first consisted of focused group discussion to help the community in the identification of stakeholders, and help analyze the effects of their activities or interests in management and utilization of natural resources.

He also explained the need to review, categorize and prioritize the long list of problems generated in the 1st LPF project Workshop on April1-3, 2004 into just four (4) major problems. The project activity also aimed to help the participants create the Technical Working Group who would be responsible to address and identify strategies/solutions in the already prioritized problems. The participants were made to understand the kind

of support or assistance the project could give, examples were supplies and materials in report preparation and communication, travel expenses, snacks and/or meals.

He also mentioned the future activities of the project dealing with surveying of households, marketing and data base modeling, the latter to help the community decide or choose the best from among the options available to them in terms of resource utilization and management.

4. Introduction of the Participants

The introduction of the participants did not take long since there were only a few of them but the interests and eagerness to work for the day can readily be observed on their faces. The list of the participants is given on Appendix 1.

5. Stakeholders Identification

Fe K. Mallion discussed the activity on the identification and analysis of the stakeholders. She explained the importance of the exercise to identify who the major or relevant stakeholders in resource management were as in: 1) specific users or those with interests on forest, lowland or coastal resources, 2) institutions whose interest were to help and provide assistance in management of resources like DENR, City ENRO, HARIBON, etc. and/or 3) users whose impacts created by their negative activities cannot be discounted.

5.1 Identification and Classification of Stakeholders

The participants were requested to identify the different groups/institutions currently involved or have interests in the resource area. They were given green, violet and blue cards to differentiate the different stakeholders into: forest users within the community (type 1), mediating institutions (type 2) and the external economic interest/user group (type 3) respectively. The result of the activity is shown on Table 2 below.

Table 2. Stakeholders identification by classification and kind of resources, community workshop, stage 1.

Stakeholder Classification or type	Identified Stakeholders		
	Upland	Lowland	Coastal
1. Resource users within the community	IPs – Batak, Tagbanua	Community people	Poor people in the community
	Charcoal makers	Farmers	Fishermen
	Honey bee gatherers	Quarry operators (gravel)	Tribal groups (Tagbanua & Batak)
	Kaingin farmers	Livestock raisers	Illegal fishers
	Non-timber forest products gatherers		Resort owners
	Residents (settlement purposes)		Seaweed raisers
2. Mediating institutions (GOs/Ngos)	PNNI- Tanggol Kalikasan	City Government	City government /Monitoring Group
	DENR	DENR	DENR
		PENRO-DENR	
	PTFPP	NAPOCOR	FRMP
	DA	DA	

	Bantay Gubat	DAR	
		DA-BFAR	DA-BFAR
	PCSDS	DSWD	DSWD
	LGU	LGU	LGU
		HARIBON-	HARIBON
		Tanggol Kalikasan, Palawan	KSK, ELAC
	LPF Project	LPF Project	LPF Project
		CAFC	
3. External Economic Interest/User Group	Illegal loggers/users with Illegal activities	Businessmen	Users with illegal activities
		Tourists	Illegal fishers outsiders form the community area
		Users with Illegal activities	Resort owners
		Quarry operators	Tourists

5.2 Description of the resource users within the community

The participants were asked to describe the composition or membership of the different users within the community. They were able to quickly describe five major users within the community as follows:

Users within the Community	Composition/Description
Tribal groups	Lack knowledge, poor, hardworking, malnourished, with no permanent place (nomads), focus on use of forests rather than coastal, population declining on a fast rate, improve ways to mingle/associate with other people and use of destructive kaingin farming.
Charcoal makers	Exists at 10% level of household population in Concepcion, 15 % in San Rafael and 30% in Tanabag. The practice served as seasonal job, means to get something for food expenses, hard work to do yet with less income, caused forest fires though many gather woods from lowland portions of the community area.
Forest products gatherers (NonTimber Forest Products)	Exists at 30% level of household population both in San Rafael and Concepcion and at 50% in Tanabag.
Agroforestry farmers	Exists at 20% level of household population both in Concepcion and Tanabag and 15% in San Rafael. Planted crops were banana, coconut, mango, and other fruit trees (mixed cropping system), some fuelwood and forest tree species
Fisher folks	Also made up of poor people

6. Stakeholders Analyses

6.1 Stakeholders or groups with power

The participants were asked to re-sort the cards into which they feel had a lot of political power and influence on their community that may had result to changes in life of the people. They were asked to explain and give examples based on the following:

- Bases for political power;
- Manner by which power is exercised;
- Areas (Issues and concerns on which power is exercised; and
- Influence in the use and management of natural resources.

Table 3 shows that from among the previously identified stakeholders, some GOs and NGOs GOs were said to have influenced the people. Corresponding explanations why the institutions influenced them were also provided in the same table below.

Table 3. Institutions identified to have power or influence to the community, community workshop, stage 1.

Group/Institution	Basis for political power	Manner by which power is exercised	Areas (Issues and concerns on which power is exercised	Influence on the use and management of natural resources
ELAC	Legal assistance	Training Workshop Monitoring of activities/presence of illegal activities	Arrest and filling of cases	Reduction in illegal activities Increase in harvest Instrument to filing cases
HARIBON	CO Capability building Resource Management Networking and Advocacy	Training Workshop	Use, protection and conservation of resources	Enhanced capabilities Gained knowledge on use and management of resources
STCMPC	Cooperative formation/CBFM activities	Training Reforestation Livelihood training e..g. handicraft making	Use, protection and conservation of forest resources	Protected forest Reduction in illegal activities Increased awareness on environmental protection
PCSDS	Regulated resource utilization	Regulated resource utilization Law enforcement	Consistent to their mandates (like on regulated cave resource use and management	Control destructive activities Controlled/Regulated use of resources
LGUs	Law Enforcement	Provide assistance Arrest	Environmental law enforcement	Enforced/Implementation of environmental laws
DENR	Permits Law Enforcement	Tenure Instrument Training Law Enforcement Livelihood Issuance of Permits	Resource use, policies and regulations	Conservation and protection of forest resources
DPWH	Road Infrastructure	Road construction and maintenance	Done especially during election	Sporadic employment in barangay Presence of roads
BFAR (for coastal resources	Livelihood	Training Provision of fingerling species	Fish population Building knowledge and awareness	Enhancement of species like samong, shellfish Increase knowledge through IEC

6.2 Stakeholders or institutional ranking based on relevance

The result of the participants' categorization of the institutions based on their relevance to the community is shown on Table 4.

The "Who Counts Most Matrix" was used for the participants to rank the different institutions present in their locality. They were asked to categorize the institutions whether they have low (category 1), medium or average (category 2), or high (category 3) levels of achievement[1] for each of the following qualities:

Qualities	Descriptors
Pre-existing Rights (PR)	The possession of historical right over the land
Dependency (D)	Level of dependency on forest/other natural resources
Local Knowledge (LK)	The possession of indigenous knowledge and practices vis-à-vis forest/other natural resources
Forest /Culture Integration (FC)	The extent to which the world views and practices of the group are integrated with the nature and forest
Proximity (P)	The physical closeness of the group to the area
Level of Power (LP)	The level by which the group is perceived to be important
Effectiveness (E)	The level by which the group is perceived to be effective in its activities

Table 4. Ranking of the institutions based on their relevance to the community using the "Who counts matrix", community workshop, stage 1.

Institutions	PR	D	LK	FC	P	LP	E	Average
A. NGOs								
ELAC	3	3	1	1	2	3	2	2.14
HARIBON	2	1	2	2	2	2	2	1.9
PNNI	1	1	-	-	1	-	-	-
B. GOs								
DENR	2	3	3	3	3	3	3	2.85
DA-BFAR	2	2	2	1	2	2	2	1.85
DSWD	2	2	-	2	2	3	2	1.85
City Government/ Monitoring Group	3	2	1	3	2	2	2	1.66
KSK- Provincial government	1	2	1	1	1	3	1	1.14
DAR	1	1	2	1	1	1	1	1.14
DPWH	2	2	2	1	1	2	3	1.85
PCSDS	2	3	3	3	1	3	3	2.57
C.Community								
STCMPC	3	3	2	3	2	3	2	2.28
Non-POs	2	2	2	1	1	2	(?)	1.6
D. Other								
LPF Project	1	1	2	2	3	3	2	1.8

Briefly stated the following were the main reasons provided in the ranking of the institutions:

[1] In this exercise, the participants were asked to score the achievement of the different stakeholders with regards to the different qualities/dimensions. This is different from the way "Who Counts Matrix" was used elsewhere, in which the stakeholders' dimensions were assessed to rank their importance. For example, for Dependency, each institution was scored based on their dependency to forests, and not their achievements in assisting forest-dependent people.

1. PR or pre-existing rights: Participants gave high ratings to ELAC and STCMPC on pre-existing rights due to their recognition of community's rights and access to forest resources in relation to the management of forest resources. Examples given were on the kind of support or assistance to the tribal groups specific to access on land rights together with their existence or living within forestlands. The STCMPC in a way enabled to assist and represent the IPs regard to their use of resources as well as in obtaining the CBFMA for the association and the CSC for some members of the community. Haribon moreover was specifically cited instrumental in helping the minority (Bataks) obtained their CADC.

2. Dependency or D: ELAC, DENR, STCMPC and PCSDS got the highest score. The reasons were mainly due to ELAC's advocacy and efforts in the review of laws related to environment and increasing people's awareness on appropriate use/dependency and protection of natural resources; DENR project/livelihood assistance to the community through contract reforestation and agroforestry; the use and protection of forest resources with that of STCMPC wherein the people were said to harvest the fruits of their efforts on rattan establishment in ten years time and related reforestation activities, people given livelihood opportunities simultaneous with that of protecting their environment. The great help according to them from PCSD involved ECAN Zoning made for both forest and coastal resources.

3. Local Knowledge or LK: PCSDS and DENR got the highest score because of their taking into consideration or giving respect on the cultural knowledge, practices and traditions of the minorities prior to and during implementation of initiated project activities and/or policies with regards to forest and other natural resources. The other institutions like ELAC, City Government and Provincial Government has the lowest score since they were said not to respect the protocol of observing hierarchy of leadership at the community level, specifically of informing and giving due coordinating activities at the barangay level leaders in apprehending those who committed illegal activities and in settling issues with regard to the confiscated materials.

4. Forest Culture or FC: DENR, PCSDS, STCMPC and City Government got the highest score (3) because of their support and assistance to the minority group. They had contributed in enhancing their existence and preservation of the minorities through CADC/CALC on land rights, due recognition of traditional practices or inherent ways of living (allowed to hunt, tap resins, etc.) and improve welfare in forms of services. The City government for instance was cited to had given priorities on the minorities like giving galvanized irons for settlement purposes.

5. Proximity or PR: LPF Project and DENR got the highest score due to their felt presence in the community, as they said, "they are there to help when needed" in relation to their resource related activities. For them, the importance provided to them was somehow recognition of the community as major stakeholder of the resource locality. The LPF in particular for trying to come with holistic approach in the implementation of the project in the three barangays and high regard for its current effort and accomplishments (based on previous workshop outputs at the

community level) and the foreseen role of the project to be their partner in establishing linkage with other mediating institutions. In general the two institutions were cited to aim at improving the welfare and providing services to the community people towards their use and management of forest and other natural resources.

Note: we made use of proximity as the physical closeness/felt presence of the group to the area vis-à-vis related resource activities, emotional aspect included as to the proximity of the institutions in the form of help extended to the local communities closely living to forest/natural resources, i.e. the help extended as form of recognizing people s‘ potential as major stakeholders to have significant impact on the resources.

6. Level of Power or LP: Except for DAR all the institutions got a score of 3 or 2. DAR was given a score of 1 since DAR ‘s assistance was only in San Rafael and only in subdividing certain portions of land in the area.

7. Effectiveness or E: DENR, PCSDS and DPWH got the highest score since according to the participants, the institutions fulfilled their giving services to the people, the project and services being adaptive to the needs of the community. The road infrastructure project was cited with great impact to them.

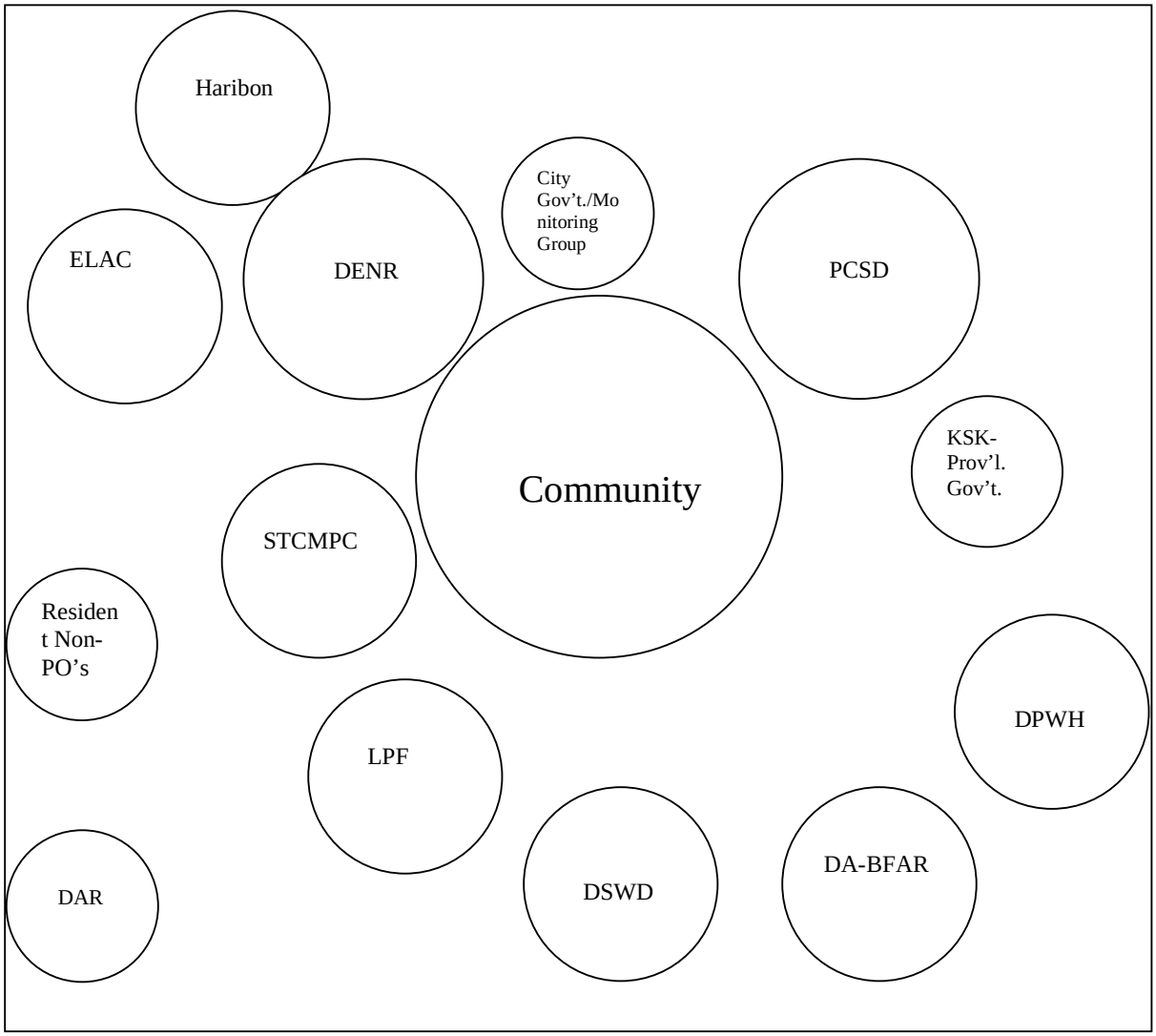
On the whole, the most relevant institutions were the DENR and PCSD with an average score of 2.85 and 2.57 respectively and when rounded off with a score each of 3. The second highest (average) groups included ELAC, STCMPC, HARIBON, DPWH, DSWD and LPF Project. The third group with lowest score consisted of the non-PO members of the community, DAR and the LGUs at the city government and the KSK at the provincial level.

6.3 Venn diagram representation of the stakeholders' analysis

The participants were asked further to construct the Venn diagram (Figure 1) to denote the importance and sense of proximity of the different institutions or groups to the community and resources. A big circle to represent the community was placed at the center of a brown paper. The average ratings that resulted from the matrix table ranking were rounded off and the rounded values given the corresponding color and size of circles (cut cartolinas) as followed: 3 for the big circle, those with 2 in the median circle and those with 1 in the small circle. The size of the circle denoted the importance of the institution or group.

The proximity of the different circles to the main circle denoted the sense of proximity of institution or group to the community and resources. To this effect, the participants were asked to agree on where to put the circles to show the relative distance of the institutions to the community and relationships to other institutions or groups.

Figure 1. Venn diagram showing the relevance of the different institutions to the community and their resources: Community workshop, stage1.



6.4 Analysis of mediating institutions and external economic interests

Due to lack of time only a number of institutions from mediating and external economic interests were analyzed. Based on group typology, the participants were made to respond on the following key questions:

- What are the groups working with the user groups or has economic interests in the community?
- What benefits do the user groups derive from them?
- How have the interest groups influenced the political capacity of the user groups?
- What constraints do the user groups face in relating with interest groups and vice-versa?

The responses were recorded by filling out the template table as shown below.

Table 5. Participants' analysis of mediating institutions and external economic interests, community workshop, stage 1.

Group (i)	Group which interact with i	Benefits derived by community	Influence of i on political capacity of community group	Influence of community group on political capacity of i	Constraints faced by	
					i	Community group
DENR	STCMPC	Tenurial Instrument	Given knowledge though seminars; Documents on land rights; Sense of ownership	Lessening of conflicting policies; Lobby on forest charges reduction; CBFM areas granted	Conflict in CBFM Areas -need to review forest charges with that of logging based industry sector; Almaciga permittees	Long processing of documents/ Papers on getting permits; Weak information dissemination prior to CBFM program implementation; Community burden with outside permittees earning much compared to CBFM holders

PCSDS	STCMPC Brgy. Council Resort Owners Quarry Operators Fish Cage Owners	Regulated, minimized environmental destruction; Increased environmental awareness among people	Endorsed projects had to undergo process flow, i.e. barangay council to the city then to PCSD and DENR	-	Resolve conflicting /overlapping policies with DENR	Long processing of documents/ Papers; Weak information dissemination on existing policies and regulations; Confusions on how to implement policies at local level;
HARIBON	Fisher folks Seaweed farmers	1 Yr Plan-SP Capability Building e.g skill to apprehend Awareness on benefits and importance of resources; Knowledge on rules and laws to follow	Approved Barangay resolution on fish sanctuary Resolution on foreshore lease	Preparation of plan on community need being considered	Negative impressions by the people and politics	Conflicting interest for different groups; Hindrance on implementation of resolution on foreshore list. Weak monitoring system
Illegal groups with external economic interests	IPs	Negative	Apprehension subsequently followed by release order from DENR	Ask for law enforcement implementation (DENR, PNP and Marines)	Show concrete example of integrated re-enforcement	Threat on lives Lack of logistics to apprehend

7. Review, Categorization and Prioritization of Identified Community Problems.

Facilitator : Dr. Ted R. Villanueva

Ted Villanueva followed the preceding activities on stakeholder identification and analysis with discussions on the review, categorization and prioritization of identified community problems. The group was supposed to come up with formation of Technical Working Group and plan of actions to address the identified major problems.

A detailed result of this activity would be on a separate report component of the project by other team members.

8. End of Workshop

The workshop ended late at about 6 p.m. with the corresponding workshop outputs.

Workshop on Stakeholders Identification and Analysis

GO/NGO Institutional Level (Stage 2) July 5, 2004

Facilitator: Fe K. Mallion

1. Registration and the FGD-Workshop Participants

Registration started at 8:30 a.m. There were ten participants who represented nine institutions from the non-government and government institutions and with a number of participants ranging from 3 to 6 respectively. Of the said participants only three were females.

2. Opening Prayer

Forester Veronica Flores from the Department of Environment and Natural Resources – Community Environment and Natural Resources Office (DENR-CENRO) started the workshop with a prayer at exactly 9:50 a.m.

3. Introduction of the Participants and Project Team Members

A brief self- introduction from the participants and the project team members followed. Most of the participants who came had attended the 1st LPF Project April workshop while the new faces came from NATRIPAL, NCIP and DA-BFAR. The name of the participants and the organizations to where they belonged were listed on Appendix 2.

4. Updates on LPF Project and Workshop Overview

Dr. Ted R. Villanueva reviewed the previous activities conducted by the LPF Project team, i.e. situational analysis and vision scenario formulation, etc. and the recent community workshop on stakeholders identification and analysis which the continuation had to take place during the day for the government and non-government organizations. He discussed the relevance of conducting the workshop to get good understanding of: 1) who are the stakeholders, 2) relationships that exists among the stakeholders, 3) knowing their responsibilities, powers, etc. and 4) to make use of the information generated in the modeling component of the project.

He also informed the participants about the ongoing baseline survey at the community level in relation to the project third component on modeling. The latter was explained lengthily to give the participants a wider perspective on the use of information generated from previous project activities including the workshops conducted at different levels and other project component on marketing. He elaborated on the uses of modeling to the communities and relevant stakeholders in presence of sufficient information. Stakeholders would be given options for greater use in adaptive/right decision-making. This can be possible according to him since modeling can depict the present events and what would likely to happen in the future scenario.

He also mentioned the formation of Technical Working Group (TWG) whom the project would be expecting to provide assistance in the identification of strategies or measures in addressing community problems. He made a quick reference on the long list of problems identified and the community participants attempt to come up with short list of 4 major problems. The TWG would be there to help facilitate the discussion on problems since proper solution would only come from a properly identified problem. The kind of assistance the project would provide to the TWG similarly was discussed.

5. Stakeholders Identification and Classification

The participants identified the different groups/institutions currently involved or have interests in the resource area of the three barangays using the assigned colored meta-cards to differentiate the different stakeholders. The stakeholders were identified and classified according to: forest users within the community (type 1), mediating institutions (type 2) and the external economic interest/user group (type 3). Shown on Tables 6, 7, 8 and 9 were the different stakeholders identified according to their classification and kind of resources.

5.1 Stakeholders/ Resource users within the community.

The stakeholders identified within the community had a total of 15 specific groups. Only 9 those listed on Table 6 were considered the major stakeholders within the community since their activities directly make use of the different resources. The rest were re-classified under the type 3-classification for reasons of their activities resulting mainly from activities of other major users and/or other economic interest or use. Excluded were the beach resort owners, Non-PO/CBFM holders, Tarabanan, teachers, restaurant owners and other residents of the communities.

5.2 Mediating Institutions: Non-government organizations

Of the ten non-government organizations identified, only 3 were cited to assist (or had assisted) the communities with regards to the three major classifications of natural resources. All the identified NGOs however had their attention to forest resources with four of them involved primarily on forest resources. The said organizations were listed on Table 7.

Table 6. Stakeholders or resource users within the community by kind of resources, Institutional workshop, stage 2.

Resource users	Natural Resources			Description of Users
	Forest	Lowland (Agriculture)	Coastal	
CSC/CBFM holders	X 2	X 1	X 3	Sustainable resource users
IPs	X 1	-	X 2	If left alone can be sustainable users group
Charcoal makers	X 1	-	X 2	Domestic use only but have no permits
Carpenters/Wood works	X 1	-	-	Main focus was on use of forest resources
Fishermen	X 3	X 2	X 1	They also make use of forest and lowland areas
Fishermen association Inc.	X 3	X 2	X 1	- Same-
Licensee/ Permittee	X 1	-	-	Only a few from the community
Lowland farmers	-	X 1	X 2	Production 60% greater than kaingin areas
Lowland farmers Irrigators Association	-	X 1	-	Production 60-80% greater than kaingin areas

Level/Focus on use of resources:
X 1- Primary; X 2 – Secondary; X 3 - Tertiary

Table 7. Mediating Non-government organizations by kind of resources, Institutional workshop, stage 2.

Resource users	Natural Resources			Description of Users
	Forest	Lowland (Agriculture)	Coastal	
Bangsa Palawan	X	-	-	Started in the 1990s but stopped 2 years ago. Activities focused on the Bataks in Barangay Tanabag.
Fundacion Santiago	X	X	X	Contracted under the FRMP project of DA-BFAR until January 2005. Focus is on income diversification or livelihood for all interest members of the community.
World Vision Phjls.	X	X	X	Operation from 1980 to 1987 and concentrated on all three types of resources
NATRIPAL	X 1	X 2	X 3	Started since 1990 to the present and primarily focused on advocacy.
EWW	X 1	-	-	Started since 2001 and assisting the STCMPC on financial and enterprising activities.
Budyong Rural Development Foundation Inc.	X	X	-	Have assisted the communities on lumber-furniture making, agriculture, and livelihood for women especially.
Ulugan Bay Foundation	X	X	-	Started in 1989 up to 1993 only but worked on reforestation, community organizing and advocacy.
Environmental legal Assistance Center	X 1	-	-	Started on year 2000, focused on paralegal training on forest policy and fishery laws, confiscation of chain saw
Haribon Palawan	X 1	-	-	Started in 1980s to the present focused on assisting the Bataks, livelihood in agriculture through use of sari-sari store with value of P10,000.00.
TSKI	X	X	X	Started in 2003 as micro-lending institution involvement is open to all interested community residents

Level/Focus of interest:
X/X 1- Primary; X 2 - Secondary ; X 3 - Tertiary

Of the ten mediating institutions identified however, only seven were presently in operation or have interaction with the community people. The Bangsa Palawan, World

Vision Philippines and Ulugan Bay Foundation (shaded portions) had been among the important stakeholders in the community resource in the previous years of their project implementation. Project implementation of the said mediating institutions had been completed.

5.3 Mediating Institutions: Government organizations and local government units

The participants identified a total of 21 government organizations and LGUs. Except for DA-BFAR and the City Veterinary Office all had involvement or interest with forest resources. However only fourteen (14) were classified to have interest or had interaction with the communities with respect to all types of forest, coastal and lowland resources. These were understandable based on the general services or mandates most of the organizations had.

DA-BFAR was understood to have its activities focus on coastal resources because of its specific mandates. Table 8 shows the different government organizations and kind of resources they dealt with. Due to lack of time the participants were not asked to describe each of the said organizations. The other project team working on institutional analysis would be able to get more detailed information on this aspect.

Table 8. Mediating government organizations by kind of resources, Institutional workshop, stage 2.

Resource users	Natural Resources		
	Forest	Lowland (Agriculture)	Coastal
DSWD	X	X	X
DA-BFAR	-	X (riverbank rehabilitation)	-
DENR-PENRO/CENRO	X	X (agroforestry areas in A&D not yet released	X
NCIP	X	X	X (bodies of water covered by ancestral fishing grounds
PCSD	X 1	X	X
KSK	X	X	X
Governors Office	X	X	X
City Agriculture	X	X	X
City Veterinary Office	-	X	-
CityTourism	X	-	X
CEO	X	-	-
OCPDC	X	X	X
City Treasurer	X	X	X
City ENRO	X	X	X
Community Affairs/ Assessors Office	X	X	X
City Health	X	X	X
Bantay Dagat/ Bantay Gubat	X	-	X
Kalahi	X	X	X
AFP	X	X	X
PNP	X	X	X
DECS	X	X	X

Level/Focus of interest: X/X 1-

5.4 External economic interests or other users group

The last type of stakeholders classified as groups with external economic interests and or other concerns were listed on Table 9. They ranged from coastal/beach resort owners, quarry operators NTFP licensees, groups in small business operations, nipa (pawid) buyers, in market sales and Vietnamese traders in the province. The were still others who had been identified as interest groups such as the NPAs or local rebel groups, the Philippine Marines and community school teachers. All of them were said had some form of assistance and/or with interaction with the community people.

Table 9. External economic interest or users group by kind of resources, Institutional workshop, stage 2.

Resource users	Natural Resources		
	Forest	Lowland (Agriculture)	Coastal
With external economic interests:			
Beach Resort Owners	-	-	X 1
Restaurant Operators		X	X 1
Quarry Operators	X	-	X
Small businessmen	-	X	-
Small market (Tiyangge) vending of products like fish, vegetables, etc in the barangay	X	X	X
Nipa(Pawid) Buyers	-	X	-
Vietnamese traders (buy and sell of varied items, goods or products from and to the barangay)	X	X	X
NTFP's licensee (they only mentioned that there were a number of them from the barangay)	X	-	-
Jeepney operators	X	X	X
Others:			
NPA	X	X	X
Philippine Marines	X	X	X
Community School Teachers	X	X	X

6. Stakeholders Analyses

6.1 Stakeholders or groups with power

The participants were asked to review the cards into which they feel had a political influence to the community. Table 10 shows the institutions or groups identified to have influence to the community. Among the government organizations were the PCDS, LGUs, DENR, DAR, DPWH and NCIP. ELAC, HARIBON and NATRIPAL were the non-government institutions cited to have influence to the community.

- Bases for political power
- Manner by which power is exercised
- Areas (issues and concerns on which power is exercised; and

- Influence in the use and management of natural resources.

Table 10 shows the identified institutions to have power or influence to the community project site.

Table 10. Institutions identified to have power or influence to the community, institutional workshop, stage 2.

Group/Institution	Basis for political power	Manner by which power is exercised	Areas (Issues and concerns on which power is exercised	Influence on the use and management of natural resources
PCSD	Regulated resource utilization	Policies, rules and regulations	Policies, rules and regulations	Resources protected Controlled use of resources
LGU	Law Enforcement	Provide assistance	Bantay gubat/dagat operations	Protection, conservation apprehension on illegal activities conducted
DENR	Permit Issuance CBFM areas CBFM participants	Tenurial instrument Training Law Enforcement Livelihood	Permit to use resource Compliance on existing laws	Conservation and protection of resources
DAR	Land Distribution	Subdivision titling	Distribution/Awarding of lands (San Rafael)	-
NCIP	Ancestral Lands	Tenurial Instrument Advocacy rights	Processing of application Access to rights, rules and regulations	Practice/Utilization of Ancestral lands
DPWH	Road Infrastructure Employment	Construction and maintenance Jobs for Hire	-------	---------
ELAC	Legal Assistance	Para-legal training	Forestry/fishery laws Chain saw confiscation	Learning/Knowledge
HARIBON	Paralegal assistance; Livelihood;	 Provide knowledge or learning; Material inputs	Document preparation, processing;	Learning/Knowledge Livelihood
NATRIPAL	Advocacy and livelihood	Training Livelihood		

Four main groups were identified to have some influence to the community. From the non-government organizations were the BRFDI, Fundacion Santiago, EWW, ELAC, Taytay sa Kauswagan, Inc and CSWDO. Cited from the government organizations were the City Health, City Veterinary Office, City Tourism CEO on spring Development and the OCPDC on planning and advocacy. The third group consisted of the local stakeholders such as the Tarabanan/Fishermen's Association, restaurant operators, beach resort owners, jeepney operators and small-scale businessmen. The last referred to the community research projects of CIFOR specifically the ACM project held five years ago the and very recent LPF project.

There were also 4 main groups identified to have no power or influence to the community. The first came from the local users namely the non- members of the

lowland farmers' association, non-members of the lowland farmers' irrigators association, non-members of fishermen's association, charcoal maker and wood worker. From the non-government organizations were the Ulugan Bay Foundation, Bangsa Palawan and the World Vision Incorporated. The third group consisted of the external economic interest group such as the quarry operators and pawid buyers. The Community Affairs, Assessors Office at the city government office was also cited in the category of with no influence to the community.

6.2 Stakeholders or institutional ranking based on relevance

The result of the participants' categorization of the institutions based on their relevance to the community is shown on Table 11.

The "Who Counts Most Matrix" was used for the participants to rank the presence of the different institutions in their locality. They were asked to categorize the institutions whether they have low (category 1), medium or average (category 2), or high (category 3) levels of achievement for each of the following qualities. They made used of the ratings such as 1, 2 and 3 for Categories 1 (low), 2 (medium or average) and 3 (high).

Qualities	Descriptors
Pre-existing Rights (PR)	The possession of historical right over the land
Dependency (D)	Level of dependency on forest/other natural resources
Local Knowledge (LK)	The possession of indigenous knowledge and practices vis-à-vis forest/other natural resources
Forest /Culture Integration (FC)	The extent to which the world vies and practices of the group are integrated with the nature and forest
Proximity (P)	The physical closeness of the group to the area
Level of Power (LP)	The level by which the group is perceived to be important
Effectiveness (E)	The level by which the group is perceived to be effective in its activities

Table 11. Ranking of the institutions based on their relevance to the community using the "Who counts matrix", institutional workshop, stage 2.

Institutions	PR	D	LK	FC	PX	LP	E	Average
A. NGOs								
Haribon	2	2	2	2	3	3	2	2.28
B. GOs								
NCIP	1	1	3	3	1	3	1	1.85
DENR-PENRO-CENRO	2	2	2	2	3	3	3	2.42
PCSD	2	2	2	2	2	3	2	2.14
City ENRO	2	2	2	2	2	3	2	2.14
NATRIPAL	2	2	3	3	2	3	2	2.28
City Agriculture	2	2	2	2	3	3	2	2.35
Bantay Dagat & Bantay Gubat	2	2	1	1	2	2	2	1.71
AFP	1	1	1	1	2	1.5	2	1.38
PNP	1	1	1	1	2	1	2	1.42
Philippine Marines	1	1	1	1	2	1	2	1.42
C.Community								
IPs	2	1	3	3	3	3	2	2.43
STCMP/CSC/CBFMA holders	2	2	3	3	3	3	2	2.57
D. Other								
Outside Licensees/Permittees	1	1	1	1	2	1	1	1.14
NTFP licensees	1	1	1	1	1	1	1	1.0

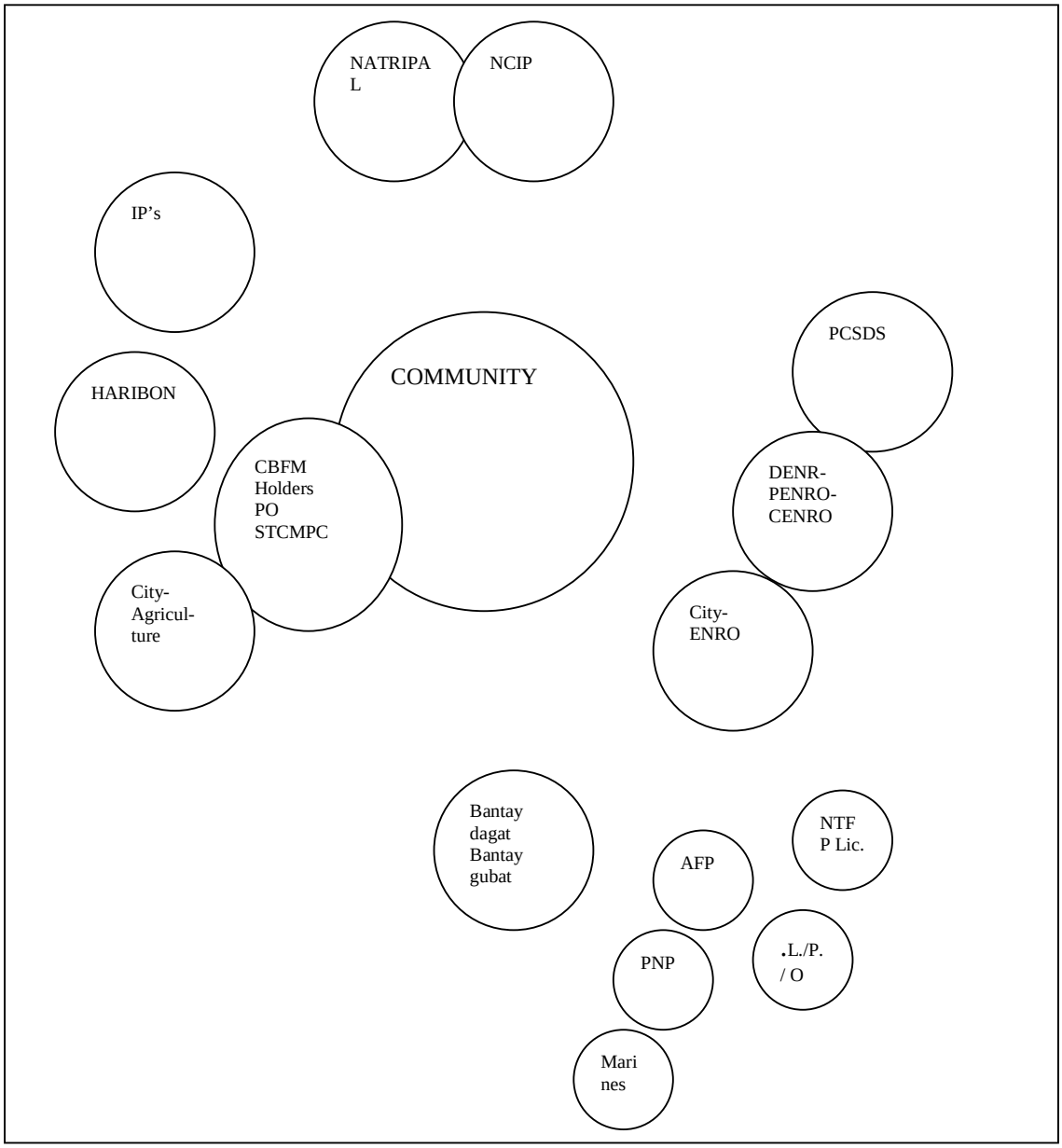
Based on Table 11, the participants rated the community people composed of the STCMP/CSC/CBFMA holders (2.570 together with the IPs), DENR at the PENRO and CENRO levels with scores of 2.43 and 2.42 respectively as the most important stakeholders. The next groups of institutions considered important with scores ranging from 1.71 to 2.35 were the City Agriculture, NATRIPAL, HARIBON, PCSD, City ENRO and the NCIP. The rest though said earlier to have influence in the community were rated this time with low scores from 1.0 to 1.42.

6.3 Venn diagram representation of the stakeholders' analysis

The participants were asked further to construct the Venn diagram (Figure 2) to denote the importance and sense of proximity of the different institutions or groups to the community and resources. A big circle to represent the community was placed at the center of a brown paper. The average ratings that resulted from the matrix table ranking were rounded off and the rounded values given the corresponding color and size of circles (cut cartolinas) as followed: 3 for the big circle, those with 2 in the median circle and those with 1 in the small circle. The size of the circle denoted the importance of the institution or group.

The proximity of the different circles to the main circle denoted the sense of proximity of institution or group to the community and resources. To this effect, the participants were asked to agree on where to put the circles to show the relative distance of the institutions to the community and relationships to other institutions or groups.

Figure 2. Venn Diagram showing the relevance of the different institutions to the community and their resources: Government and non-government institutional workshop, stage 2.



6.4 Analysis of mediating institutions and external economic interests

Based on group typology, the participants were made to respond on the following key questions:

- What are the groups working with the user groups or has economic interests in the community?
- What benefits do the user groups derive from them?
- How have the interest groups influenced the political capacity of the user groups?
- What constraints do the user groups face in relating with interest groups and vice-versa?

The responses were recorded by filling out the template table as shown below.

Table 12. Participants' analysis of mediating institutions and external economic interests, institutional workshop, stage 2.

Group (i)	Group which interact with i	Benefits derived by community	Influence of i on political capacity of community group	Influence of community group on political capacity of i	Constraints faced by	
					i	Community group
NCIP	IPs	Processing application CALT/CADC	Learned practices on how to utilized ancestral lands	Enhanced awareness of NCIP people on areas/concerns or peoples' needs to address	Lack of budget/logistics in processing papers/applications	
Capitalist/Sari-sari establishment (within area)	IPs	Market Request for assistance	Cash income Advance payment for gathering of forest products	None at all	Loss of capital due to non-payments	
Barangay council/ Captain Tribal leaders	IPs	Facilitation of requests	Time/Volume of product to gather granted Fast action/ coordination			
DENR-PENRO/CENRO	CBFM participants	Tenurial instrument Livelihood Legal rights on use of resources	Farmers Association establishment Legal personality trough association	Advocacy on reduction of forest charges on CBFM areas Association as venue to raise issues	Limited funds to implement CBFM	
	Licensee/permittees	Permit to gather NTFP	Compliance		Lack of logistics/funds	

	Brgy. Cpt./Council	Revenue for community	IEC/Advocay	Review of existing policies on utilization (Core zone)	Political Interference	
	Non-CBFM participants	Protection of the environment	Widening knowledge to eventually support the program		Difficulty to implement program	
PCSD	Barangay Officials Permit Applicants Community IPs	Not directly visible Issuance of policies	Appreciation of policies; why policies were issued; rationalized	Tried to abide with rules and regulations	Lack of harmony on forest policies and ECAN core zoning	
City ENRO	Barangay Officials CBFM/Non-CBFM members	Request on forest rehabilitation activity; seedlings, resolutions, surveying and donations of confiscated logs	Initiated the feast of the forest in barangays, rehabilitated denuded areas		Lack of budget to implement activities	
CBFM Holders/STC MPC others	Reforestation members (no financial gain)	Forest charges (IRA)	File complaints to determine clearances in securing license		Inactive members Lack of outreach Power struggle Mismanagement	Due to distance activities cannot be or difficult to check
City Treasurer	Business permit issuance; Collection of taxes	IRA (tax share)	Authority to stop or operate; In charge of collection	-do-	Cases of land use conflict in licensee area (e.g. grabbing)	
Barangay Council	Community	School of Arts and Trades Brought about strong linkages/follow ups Access and provision of services	Networking/proper coordination at community level	Forced to conduct monthly meeting (pressured to meet regularly)	Political interventions ; play with politics	Access to services and benefits/ kind of services given

DA-BFAR	Fishermen	Trainings/ organization/ Forum; Established riverbank rehabilitation program; License or permits; Inputs like cages and nets	Financial assistance; With license and legal personality; Unity in organizational formation; Deputized fishery warden	Seems that BFAR report on performance was getting better or good	How to prioritize training needs; Budget allocation plan	
DECS Teacher	All	Education, Knowledge and understanding of resources managment	Presence of teacher adviser for every "purok"			
HARIBON	IPs & all within 3 types of resources	Learning Livelihood Material inputs	Paralegal Lega; Dcument preparation and processing; Influence to come up with fisher federation	Motivated Haribon to deliver assistance services in barangay residents	Social preparation	
NATRIPAL (forests only)	IPs	Training on advocacy rights and access on existing rules & regulations	CADT/CADC		Lack of funds	
City Agriculture	Fisher folks Lowland farmers Barangay leaders	FRMP trainings, Use of technology Provision of Seeds	Farmers Organization established	Formal request provided as in barangay based technician	Lack of budget	Limited services granted
Bantay Dagat Bantay Gubat	Fisher folks Lowland farmers Barangay leaders	Protection Conservation Apprehension	Lessen illegal activities in presence of unity and cooperation among people and communication facility			

7. End of Workshop

The workshop ended at 5:00 p.m. with some encouraging remarks from the participants as to the importance of holding workshops and efforts to have collaborative undertakings necessary for people like them working with service institutions. Dr. Ted R. Villanueva thanked the participants in his closing remarks**.**

Appendix 1

List of participants, community workshop, stage 1.

Name	Barangay San Rafael	Barangay Tanabag	Barangay Concepcion
Leila D. Balud			X
Beatriz P. Dacles			X
Gaudencio A. Osano, Jr		X	
Ed D. Canete			X
Candido E. Canete			X
Venus R. Restar		X	
Joseph D. Villon	X		
Zernan D. Teodor	X		
Jesus L. Maquillao	X		
Arturo Santos	X		
Cynthia D. Macula			X
Nelia D. Macula			X
Merlinda S. Lumbre	X		
Melquiades Rodriguez	X		

Appendix 2

List of participants: government and non-government institutional workshop, stage 2.

Name	Designation	Office
Daniel G. Tejada	**PEO III, City Government**	**OCPCDC (City Planning)**
Mercedes L.Mediodia	Project Coordinator	NATRIPAL
Romina B. de la Cruz	Forester	City ENRO
Danny D. Sagun	-	PCSD
Jovic B. Favbello	PDO III/Forester	PCSD
Benny T. Postrado	BRDFI Supervisor	BRDFI
Eusebio V. Busilan	Administrative Officer	NCIP
Veronica G. Flores	CBFMO	DENR—CENRO
Felizardo Cayatoc	Provincial CBFM Coordinator	DENR-PENRO
Tomas J. Matillano	Project Supervisor	Fundacion Santiago
Leopoldo M. Pactanac	Quarantine Officer	DA-BFAR/MFRS

Appendix 3

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

MAIN REPORT ON STAKEHOLDER IDENTIFICATION AND ANALYSIS

FINAL REPORT

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List of Acronyms

AFP	Armed Forces of the Philippines
BFAR	Bureau of Fisheries and Aquatic Resources
BRDFI	Budyong Rural Development Foundation, Inc.
CBFM	Community Based Forest Management
CO	Community Organizing
CRMF	Community Resource Management Framework
CSC	Certificate of Stewardship Contract
DA	Department of Agriculture
DAR	Department of Agrarian Reform
DECS	Department of Education and Culture
DENR	Department of Environment and Natural Resources
DPWH	Department of Waterworks and Highways
DSWD	Department of Social Welfare and Administration
ELAC	Environmental Legal Assistance Center
ENRO	Environment and Natural Resources Office
EWW	Enterprise Works Worldwide
FRMP	Fisheries Resource Management Program
GOs	Government Organizations
IPs	Indigenous Peoples
IRUP	Interim Resource Use Plan
KSK	Kilusang Sagip Kalikasan
LGU	Local Government Unit
LPF	Levelling the Playing Field
NAPOCOR	National Power Corporation
NATRIPAL	Nagkakaisang Tribo ng Palawan
NGOs	Non-government Organizations
NTFP	Non-Timber Forest Products
PCSD	Palawan Council for Sustainable Development
PENRO	Provincial Environmental and Natural Resources Office
PNNI	Palawan NGO Network Inc.
PNP	Philippine National Police
PTFPP	Palawan Tropical Forest Protection Program
SEP	Strategic Environmental Plan
TSKI	Taytay Sa Kauswagan Incorporated

I. Introduction

An activity under the generation of baseline information of the LPF Project during its first year of implementation is the identification and analysis of the stakeholders in the project site. The information on who are the major stakeholders, their interests and influence (power), the pattern of relationships, processes and/or interactions carried out by the various resource stakeholders are necessary inputs needed by the project in facilitating relevant stakeholders towards development of long term partnerships between and among themselves in the management of natural resources in the project site.

The stakeholders' identification and analysis aims to understand the diversity of different stakeholders instead of treating them in uniformity. The process identifies who are the direct users, the most important local stakeholders and the most disadvantaged group. It also gives insights of other stakeholders who can provide and who are providing the necessary support or assistance compatible to resource management.

II. Methodology

The study was conducted through the use of two separate focus group discussions (FGD) at the community and government/non-government institutional levels on April 3 and 5, 2004 respectively.

The research team employed the process of identifying who are the different stakeholders wherein the participants were requested to identify the 1) specific users or those with interests on forest, lowland or coastal resources, 2) institutions whose interest were to help and provide assistance in management of resources like DENR, City ENRO, HARIBON, etc. and/or 3) economic interest groups or other users whose impacts created by their negative activities cannot be discounted.

The analysis of the identified stakeholders made use of the "Who Counts Most Matrix Analysis" and the results of the matrix analysis further analyzed though the use of Venn diagram illustration.

Specific details on the result of the FGDs/workshops were contained in a separate report on *"Philippine Workshop Proceedings No. 2 "Stakeholders' Identification and Analysis"*. Only the highlights of the results of the two FGDs are discussed in this report. Results at the two levels were compared in terms of differences and similarities and their possible implications as well. The use of the CIFOR- ACM Project Report on stakeholders' analysis also became an important part of analyzing the results generated in the two FGDs/workshops. This report however dealt only on the forest resource stakeholders while the recent observations dealt on the stakeholders at the forest, lowland and coastal resources.

III. Results and Discussions

A. Identification and Classification of Stakeholders

The participants were requested to identify the different groups/institutions currently involved or have interests in use and management of the resource area. They were given colored cards to differentiate the different stakeholders into: forest and other natural users within the community (type 1), mediating institutions (type 2) and the external economic interest/user group (type 3) respectively

1. Stakeholders in the Community Project Site (Type 1)

1.1 Forest/upland resource users

Appendix Table 1 shows eleven types of resource users in the upland. Both groups of the participants had identified the Certificate of Stewardship Contract (CSC)/Community Based Forest Management Agreement (CBFMA) holders and/or the San Rafael, Tanabag Concepcion Multi-purpose Cooperative (STCMPC) Incorporated, Indigenous Peoples (IPs) and charcoal makers as major stakeholders in the area. Participants at the community level moreover, due to their more in-depth knowledge about the situation in the community, included also in their list of stakeholders the honeybee gatherers, kaingin farmers, non-timber forest products gatherers and other residents of the community.

At the government and non-government institutional level, participants specifically included the carpenters depending on wood products or scrap wood materials together with the fishermen (belonging or not belonging to fishermen's association) and a few of permittees or licensees in the community as their other sets of stakeholders. According to them, the fishermen also make use of both lowland and forest resources and therefore need be identified as stakeholders.

Descriptions made by the two types of participants for the CSC/CBFM/STCMPC were complementary. The participants from the community described them as agro-forestry farmers with mixed cropping system that included fruits, some fuel-wood and forest tree species. The participants from government and non-government (GO and NGO) institutions considered this group of stakeholders as sustainable resource users. In the ACM Project Report, STCMPC as CBFMA recipient was cited to have undergone series of related activities with assistance from various institutions pertaining to use and management of forest resources formulation of Community Resource management Framework (CRMF), Annual Work Plan and involvement in contracted Comprehensive Site Development Activities as well as in the implementation of the Interim Resource Use Permit or IRUP.

The community participants described the Indigenous Peoples (consisted of the Batak and Tagbanua tribal groups) as the groups with lack of knowledge, were poor, hardworking, malnourished, their population declining at a faster rate due to illnesses and death especially among children, with no permanent place and still make use of destructive kaingin making. They added however, that the groups had improved in terms of their being able to associate or mingle with the lowlanders. For the

participants from GO and NGO, the IPs when left alone can also be sustainable users of the resource, especially if the IPs are not exploited by other economic interest groups of the society. Bataks are also known to make their living through hunting and collection of non-timber forest products such as honey, almaciga resin and rattan (ACM Project Report, 2000). Some IPs (both Bataks and Tagbanuas) are also members of the STCMPC.

The charcoal makers, according to the GO/NGO participants, collect fuel-wood or charcoal materials only for domestic purposes and therefore they donot need to obtain permits. Community participants estimated that 10% of the household population in Concepcion, 15% in San Rafael and 30% in Tanabag were engaged in charcoal making. The practice, according to them, was served as seasonal job and peoples' means of augmenting food expenses. It was a hard work and generated low income. Participants added that although many charcoal makers gathered woods from their individual farm lots, the activity may have also contributed to incidence of forest fires in the area.

The non-timber forest product gatherers, including the honeybee gatherers also made a sizeable group of stakeholders within the community. According to the community participants, the percentage of the households that gather honey is about 30% in both San Rafael and Concepcion and about 50% in Tanabag. These estimates were lower from the figures collected by the ACM Project Report in 2000. Harvesting of minor forest products then were estimated to be at 45% in San Rafael, 37% in Concepcion and 55% in Tanabag. The difference may be due to the fact that the ACM project also included other minor forest products besides honey.

Participants also mentioned other residents in the community as stakeholders since they make use of the place for settlement purposes. The ACM Project report also described this group of stakeholders as legitimate residence of the barangays although they may not significantly depend on forest products in the area.

1.2 Lowland/agriculture land users

The kind of lowland/agriculture land users were not many compared to the forest or upland users. They consists mainly of the community people themselves, the lowland farmers whom may or may not be members of farmers irrigators association and the fishermen whom were also users of the resource. The community participants identified the fishermen to be made up of poor people in the community, but they didn't pinpoint fishermen as the users of lowland. It was the observations of GO/NGO participants of fishermen being users of all the types of resources, forest, lowland and coastal areas (Appendix Table 2).

1.3 Coastal resource users

The participants similarly identified only few types of coastal resource users. The community participants aptly described the poor people among the other fishermen and members of fishermen association as the major coastal resource stakeholders in the barangays. They also identified the IPs together with seaweed farmers, illegal fishers, and beach resort owners as coastal resource users.

In addition to the fishermen/members of fishermen associations, the GO/NGO participants also identified the tribal groups as using the coastal resources though their activities were more on use of forest resources. Some members of the STCMPC members, lowland farmers and charcoal makers were likewise identified as coastal resource users**.** These results emphasized the fact that community residents make use of many resources in the upland, lowland, and coastal area, and they do not depend on one resource only. To understand this aspect better, we also carried out income and livelihood study and the results were reported separately.

2. Mediating Institutions (Type 2)

2.1 Mediating non-government institutions by kind of resources

Compared to the GO and NGO participants, the community participants identified less number of institutions who had involvement or interaction with regard to the community people regards to use and management of the different natural resources (Appendix Table 4). Foremost among those mentioned by the GO and NGO group were:

- The PNNI, Tanggol Kalikasan, PTFPP and the LPF Project on forest resources,
- HARIBON, LPF project, KSK and ELAC for coastal resources
- PNNI, Tanggol Kalikasan, Haribon and LPF Project for lowland agriculture resources.

On the other hand, of the ten mediating institutions identified by the GO/NGO participants, only 3 were cited to assist (or had assisted) the communities with regards to the three major classifications of natural resources. All the identified NGOs however also had their attention to forest resources with four of them involved primarily on forest resources, namely HARIBON, ELAC, EWW and NATRIPAL. At present however only seven of the said institutions continue to operate or have interaction with the community people. They are the Fundacion Santiago, NATRIPAL, EWW, BRDFI, ELAC, HARIBON and TSKI. The Bangsa Palawan, World Vision Philippines and Ulugan Bay Foundation had been among the important stakeholders in the community resource in the past but they are not present any more.

In the ACM Project Report only five out of the recently identified 14 institutions were likewise identified. These were the following, BRDFI, EWW, HARIBON, NATRIPAL, ELAC, UGNAYAN and CIFOR. These were institutions that particularly assisted the People's Organisation with the management of CBFM. The number of mediating institutions is naturally higher if we also include lowland and coastal management, as identified in this workshop.

2.2 Mediating government institutions/local government units by kind of resources

With regard to the different government instituations involved in the management of resources in the area, community participants identified only eight government units and/or institutions compared to a total of 21 government organizations and LGUs identified by the GO/NGO participants. The results reflected the more knowledge that the GO and NGO participants had with regard to the existence and operations of

different institutions. They specified that, except for DA-BFAR and the City Veterinary Office, all had involvement or interest with forest resources. However only fourteen (14) were classified to have interest or had interaction with the communities with respect to all types of forest, coastal and lowland resources. These were understandable based on the general services or mandates most of the organizations had.

DA-BFAR was understood to have its activities focus on coastal resources because of its specific mandates. Appendix Table 5 shows the different government organizations and kind of resources they dealt with.

3. External Economic Interests/Other Users Groups

The community participants were basically vocal in citing the illegal users of resources in the area whether in forest, lowland or coastal areas. The GO/NGOs on the other hand remained silent on this aspect. They however have identified higher number of institutions or groups with economic interests in the area. These groups however can be generally classified as those: a) with indirect involvement to major resource stakeholders from the community mainly because of their occupation, business or ways of living, such as buyers and traders and b) the other group whom can be classified to have some kind of influence with regards to conservation and protection of the resources, such as teachers, Philippine Marines, (including the Philippine National Police) and the rebel groups locally known as the NPAs.

3.1 Economic interests/other users groups in forest resources

The last type of stakeholders classified as groups with external economic interests and/or other users groups by kind of resources were listed on Appendix Table 6. The only identified interest groups in forest resources by the community participants were the illegal loggers and others whom may be doing illegal activities within the forest zone areas. In contrast the GO/NGO participants identified eight interest groups, namely quarry operators, small market vendors, nipa buyers, Vietnamese traders, licensees, jeepney operators, NPAs, Philippine Marines and Community School teachers. All these groups to some extent were said to have specific interest, involvement or interaction with the people in relation to their use of resources. No one mentioned of the illegal loggers/other illegal users as indicated by the community participants.

3.2 Economic interests/other users groups in lowland resources

Again the community participants identified less number of interest groups in lowland/agriculture resources compared to the second group of workshop participants. Among these were the businessmen, tourists, users with illegal activities and quarry operators. In the case of the GO/NGO participants nine groups were enumerated namely the: quarry operators, small businessmen, small market vendors, nipa buyers, vietnamese traders. Licensee, jeepney operators, NPA, Philippine Marines and Community school Teachers. They also did not mention anything about illegal activities (Also in Appendix Table 6).

3.3 Economic interests/other users groups in coastal resources

The same sets of observations were depicted on Appendix Table 6 with regard to interest groups in coastal resource areas identified by the participants. The community participants were again mentioning the illegal users consisted of fishers from other communities of the province, beach- resort owners and tourists. Among those identified by the GO/NGO participants were the: beach resort owners, restaurant operators, quarry operators, small market vendors, Vietnamese traders, jeepney operators, NPA, Philippine Marines and community school teachers. They also did not mention anything about illegal activities.

B. Stakeholders Analyses

1. Stakeholders or groups with power

From among the previously identified stakeholders, some GOs and NGOs were said to have influenced the people or their way of life. Both the community and the GO/NGOs had on their list the PCSD, LGU, DENR, DPWH, ELAC and HARIBON. At the Community level, they also cited the STCMPC and for coastal resources DA-BFAR. The NGO/NGOs on the other hand also cited, DAR, NCIP and NATRIPAL as the other institutions with influence to the community.

Information on Table 1 shows the different stakeholders identified by the participants. The tables provided examples on the institutional a) bases for political power, b) manner by which power is exercised, c) areas (Issues and concerns on which power is exercised; and d) influence in the use and management of natural resources.

The examples provided at the level of the community and the GO/NGOs were basically in agreement and mainly covers legal assistance, paralegal assistance, human resource capability, networking and advocacy, enforcement of rules and regulations on use of resources, livelihood, and road infrastructure in the case of DPWH which in effect had impact on livelihood and employment of the community people as they elaborated.

The GO/NGOs further identified groups which have somehow influenced the community. From the non-government organizations were the BRDFI, Fundacion Santiago, EWW, ELAC, Taytay sa Kauswagan, Inc and CSWDO. Cited from the government organizations were the City Health, City Veterinary Office, City Tourism CEO on spring Development and the OCPDC on planning and advocacy. The third group consisted of the local stakeholders such as the Tarabanan/Fishermen's Association, restaurant operators, beach resort owners, jeepney operators and small-scale businessmen. The last group consisted of the community research projects of CIFOR specifically the ACM project held five years ago the and very recent LPF project.

Table1. Institutions identified to have power or influence to the community, community/GO/NGO workshops.

Group/ Institution	Basis for political power	Manner by which power is exercised	Areas (Issues and concerns on which power is exercised	Influence on the use and management of natural resources
ELAC *Community*	Legal assistance	Training Workshop; Monitoring of activities/presence of illegal activities	Arrest and filling of cases	Reduction in illegal activities; Increase in harvest; Instrument to filing cases
GO/NGOs	Legal Assistance	Para-legal training	Forestry/fishery laws Chain saw confiscation	Learning/Knowledge
HARIBON *Community*	CO Capability building; Resource Management Net working and Advocacy	Training Workshop	Use, protection and conservation of resources	Enhanced capabilities Gained knowledge on use and management of resources
GO/NGOs	Paralegal assistance; Livelihood;	Provide knowledge or learning; Material inputs	Document preparation, processing;	Learning/Knowledge Livelihood
STCMPC	Cooperative formation/CBFM activities	Training Reforestation Livelihood training, e..g. handicraft making	Use, protection and conservation of forest resources	Protected forest Reduction in illegal activities Increased awareness on environmental protection
PCSDS: *Community*	Regulated resource utilization	Regulated resource utilization Law enforcement	Consistent to their mandates (like on regulated cave resource use and management	Control destructive activities Controlled/Regulated use of resources
GO/NGOs	Regulated resource utilization	Policies, rules and regulations	Policies, rules and regulations	Resources protected Controlled use of resources
LGUs *Community*	Law Enforcement	Provide assistance Arrest	Environmental law enforcement	Enforced/Implementation of environmental laws
GO/NGOs	Law Enforcement	Provide assistance	Bantay gubat/dagat operations	Protection, conservation apprehension on illegal activities conducted
DENR: *Community*	Permits Law Enforcement	Tenure Instrument Training Law Enforcement Livelihood Issuance of Permits	Resource use, policies and regulations	Conservation and protection of forest resources

GO/NGOs	Permit Issuance CBFM areas CBFM participants	Tenurial instrument Training Law Enforcement Livelihood	Permit to use resource Compliance on existing laws	Conservation and protection of resources
DPWH *Community* *GO/NGOs*	Road Infrastructure Road Infrastructure Employment	Road construction and maintenance Construction and maintenance Jobs for Hire	Done especially during election -------	Sporadic employment in barangay Presence of roads ---------
BFAR (for coastal resources)	Livelihood	Training Provision of fingerling species	Fish population Building knowledge and awareness	Enhancement of species like samong, shellfish Increase knowledge through IEC
DAR	Land Distribution	Subdivision titling	Distribution/Awarding of lands (San Rafael)	-
NCIP	Ancestral Lands	Tenurial Instrument Advocacy rights	Processing of application Access to rights, rules and regulations	Practice/Utilization of Ancestral lands
NATRIPAL	Advocacy and livelihood	Training Livelihood		

There were also 4 main groups identified to have no power or influence to the community. The first came from the local users namely the non- members of the lowland farmers' association, non-members of the lowland farmers' irrigators association, non-members of fishermen's association, charcoal maker and wood worker. From the non-government organizations were the Ulugan Bay Foundation, Bangsa Palawan and the World Vision Incorporated. The third group consisted of the external economic interest group such as the quarry operators and pawid buyers. The Community Affairs, Assessors Office at the city government office was also cited in the category of with no influence to the community.

2. Stakeholders or institutional ranking based on relevance

The "Who Counts Most Matrix" was used for the participants to rank the presence of the different institutions in their locality. They were asked to categorize the institutions whether they have low (category 1), medium or average (category 2), or high (category 3) levels of achievement[1] for each of the following qualities

Qualities	Descriptors
Pre-existing Rights (PR)	The possession of historical right over the land
Dependency (D)	Level of dependency on forest/other natural resources

[1] In this exercise, the participants were asked to score the achievement of the different stakeholders with regards to the different qualities/dimensions. This is different from the way "Who Counts Matrix" was used elsewhere, in which the stakeholders' dimensions were assessed to rank their importance. For example, for Dependency, each institution was scored based on their dependency to forests, and not their achievements in assisting forest-dependent people.

Local Knowledge (LK)	The possession of indigenous knowledge and practices vis-à-vis forest/other natural resources
Forest /Culture Integration (FC)	The extent to which the world vies and practices of the group are integrated with the nature and forest
Proximity (P)	The physical closeness of the group to the area
Level of Power (LP)	The level by which the group is perceived to be important
Effectiveness (E)	The level by which the group is perceived to be effective in its activities

The results of the participants' categorization of the institutions based on their relevance to the community were listed on Tables 2 and 3. At the community level, the most relevant institutions were the DENR and PCSD with an average score of 2.85 and 2.57 respectively and when rounded off with a score each of 3. The second highest (average) groups included ELAC, STCMPC, HARIBON, DPWH, DSWD and LPF Project. The third group with lowest score consisted of the non-PO members of the community, DAR and the LGUs at the city government and the KSK at the provincial level (Table 2).

Table 2. Ranking of the institutions based on their relevance to the community using the "Who counts matrix", community workshop, stage 1.

Institutions	PR	D	LK	FC	P	LP	E	Average
A. NGOs								
ELAC	3	3	1	1	2	3	2	2.14
HARIBON	2	1	2	2	2	2	2	1.9
PNNI	1	1	-	-	1	-	-	-
B. GOs								
DENR	2	3	3	3	3	3	3	2.85
DA-BFAR	2	2	2	1	2	2	2	1.85
DSWD	2	2	-	2	2	3	2	1.85
City Government/ Monitoring Group	3	2	1	3	2	2	2	1.66
KSK- Provincial government	1	2	1	1	1	3	1	1.14
DAR	1	1	2	1	1	1	1	1.14
DPWH	2	2	2	1	1	2	3	1.85
PCSDS	2	3	3	3	1	3	3	2.57
C.Community								
STCMPC	3	3	2	3	2	3	2	2.28
Non-POs	2	2	2	1	1	2	(?)	1.6
D. Other								
LPF Project	1	1	2	2	3	3	2	1.8

The GO/NGOs rated the community people composed of the STCMPC/CSC/CBFMA holders (2.57) together with the IPs, DENR at the PENRO and CENRO levels with 2.43 and 2.42 scores respectively as the most important stakeholders. The next groups of institutions considered important with scores ranging from 1.71 to 2.35 were the City Agriculture, NATRIPAL, HARIBON, PCSD, City ENRO and the NCIP. The rest though said to have influence in the community were rated this time with low scores ranging from 1.0 to 1.42 (Table 3).

Though there were differences on the actual scores from the two groups of workshop participants, the result nevertheless showed that GO/NGOs and the community people

recognized each other's role and relationships as to their co-existence in the use, conservation and management of the resources. From among the GO/NGOs, there is high importance given to the community people composed of STCMPC/CSC/CBFMA holders (2.57) together with the IPs, DENR at the PENRO and CENRO levels.

Table 3. Ranking of the institutions based on their relevance to the community using the "Who counts matrix", institutional workshop, stage 2.

Institutions	PR	D	LK	FC	PX	LP	E	Average
A. NGOs								
Haribon	2	2	2	2	3	3	2	2.28
B. GOs								
NCIP	1	1	3	3	1	3	1	1.85
DENR-PENRO-CENRO	2	2	2	2	3	3	3	2.42
PCSD	2	2	2	2	2	3	2	2.14
City ENRO	2	2	2	2	2	3	2	2.14
NATRIPAL	2	2	3	3	2	3	2	2.28
City Agriculture	2	2	2	2	3	3	2	2.35
Bantay Dagat & Bantay Gubat	2	2	1	1	2	2	2	1.71
AFP	1	1	1	1	2	1.5	2	1.38
PNP	1	1	1	1	2	1	2	1.42
Philippine Marines	1	1	1	1	2	1	2	1.42
C.Community								
IPs	2	1	3	3	3	3	2	2.43
STCMP/CSC/CBFMA holders	2	2	3	3	3	3	2	2.57
D. Other								
Outside Licensees/Permittees	1	1	1	1	2	1	1	1.14
NTFP licensees	1	1	1	1	1	1	1	1.0

Results at the community level indicated the same perspective wherein DENR and PCSD got the highest score followed by other important institutions such as ELAC, STCMPC, HARIBON, DPWH, DSWD and LPF Project. Briefly stated the following were some of the reasons or the indicative qualities to explain the community participants' ranking of the institutions:

1. PR or pre-existing rights: Participants gave high ratings to ELAC and STCMPC on pre-existing rights due to their recognition of community's rights and access to forest resources in relation to the management of natural resources. Examples given were on the kind of support or assistance to the tribal groups specific to access on land rights together with their existence or living within forestlands. The STCMPC in a way was enabled to assist and represent the IPs regards to their use of resources so much with obtaining the CBFM Agreement for members of the association and others through the CSC. Haribon moreover was specifically cited as being instrumental in helping the minority (Bataks) obtained their Certificate of Ancestral Domain Claim.

2. Dependency or D: ELAC, DENR, STCMPC and PCSDS got the highest score. The reasons were mainly due to ELAC's advocacy and efforts in the review of laws related to environment and increasing people's awareness on appropriate use/dependency and protection of natural resources; DENR project/livelihood assistance to the community through contract reforestation and agroforestry; the use and protection of forest resources with that of STCMPC wherein the people were said to harvest the fruits of their efforts on rattan establishment in ten years

time and related reforestation activities, people given livelihood opportunities simultaneous with that of protecting their environment. The great help according to them was from PCSD that led the ECAN zonation efforts for both forest and coastal resources.

3. Local Knowledge or LK: PCSDS and DENR got the highest score because of their consideration and respect to local peoples' knowledge, practices and traditions of the minorities prior to and during implementation of initiated project activities and/or policies with regards to forest and other natural resources. The other institutions like ELAC, City Government and Provincial Government has the lowest score since they did not respect the local leaders at the community level, specifically for not informing and coordinating activities with barangay leaders in apprehending those who committed illegal activities and in settling issues with regards to the confiscated materials.

4. Forest Culture or FC: DENR, PCSDS, STCMPC and City Government got the highest score because of their support and assistance to the minority group. They had contributed in enhancing their existence and preservation of the minorities through CADC/CALC on land rights, due recognition of traditional practices or inherent ways of living (allowed to hunt, tap resins, etc.) and improve welfare in forms of services. The City government for instance was cited to have given priorities on the minorities like giving galvanized irons for settlement purposes.

5. Proximity or PR: LPF Project and DENR got the highest score due to their felt presence in the community, as they said, "they are there to help when needed" in relation to their resource related activities. The importance provided to the people was in form of recognition of the community living close in the resource locality. The LPF in particular for their holistic approach in the implementation of the project in the three barangays and high regard for its current effort and accomplishments (based on previous workshop outputs at the community level) and the foreseen role of the project to be their partner in establishing linkage with other resource mediating institutions. In general the two institutions were cited to aim at improving the welfare and providing services to the community people towards their use and management of forest and other natural resources.

6. Level of Power or LP: Except for DAR all the institutions got a score of 3 or 2. DAR was given a score of 1 since DAR 's assistance was only in San Rafael and only in subdividing certain portions of land in the area.

7. Effectiveness or E: DENR, PCSDS and DPWH got the highest score since according to the participants, the institutions provided the services to the people; the project and services were adaptive to the needs of the community. The road infrastructure project was cited as having great impact to them.

3. Venn diagram representation of the stakeholders' analysis

The participants were asked further to construct the Venn diagram to denote the importance and sense of proximity of the different institutions or groups to the community and resources. A big circle to represent the community was placed at the

center of a brown paper. The average ratings that resulted from the matrix table ranking were rounded off and the rounded values given the corresponding color and size of circles (cut cartolinas) as followed: 3 for the big circle, those with 2 in the median circle and those with 1 in the small circle. The size of the circle denoted the importance of the institution or group.

The proximity of the different circles to the main circle denoted the sense of proximity of institution or group to the community and resources. To this effect, the participants were asked to agree on where to put the circles to show the relative distance of the institutions to the community and relationships to other institutions or groups.

Figures 1 and 2 shows the Venn diagrams illustrated by the community participants and the GO/NGOs respectively. The illustrations showed the indicative relationships between and among the various institutions and their relative importance to the community. The illustration depicted relationships that are appreciative of the importance and recognition of each other as major stakeholders. Such recognition and appreciation for each others' existence are necessary for any micro-level partnerships in resource management.

Figure 1.Venn diagram showing the relevance of the different institutions to the community and their resources: Community workshop, stage1.

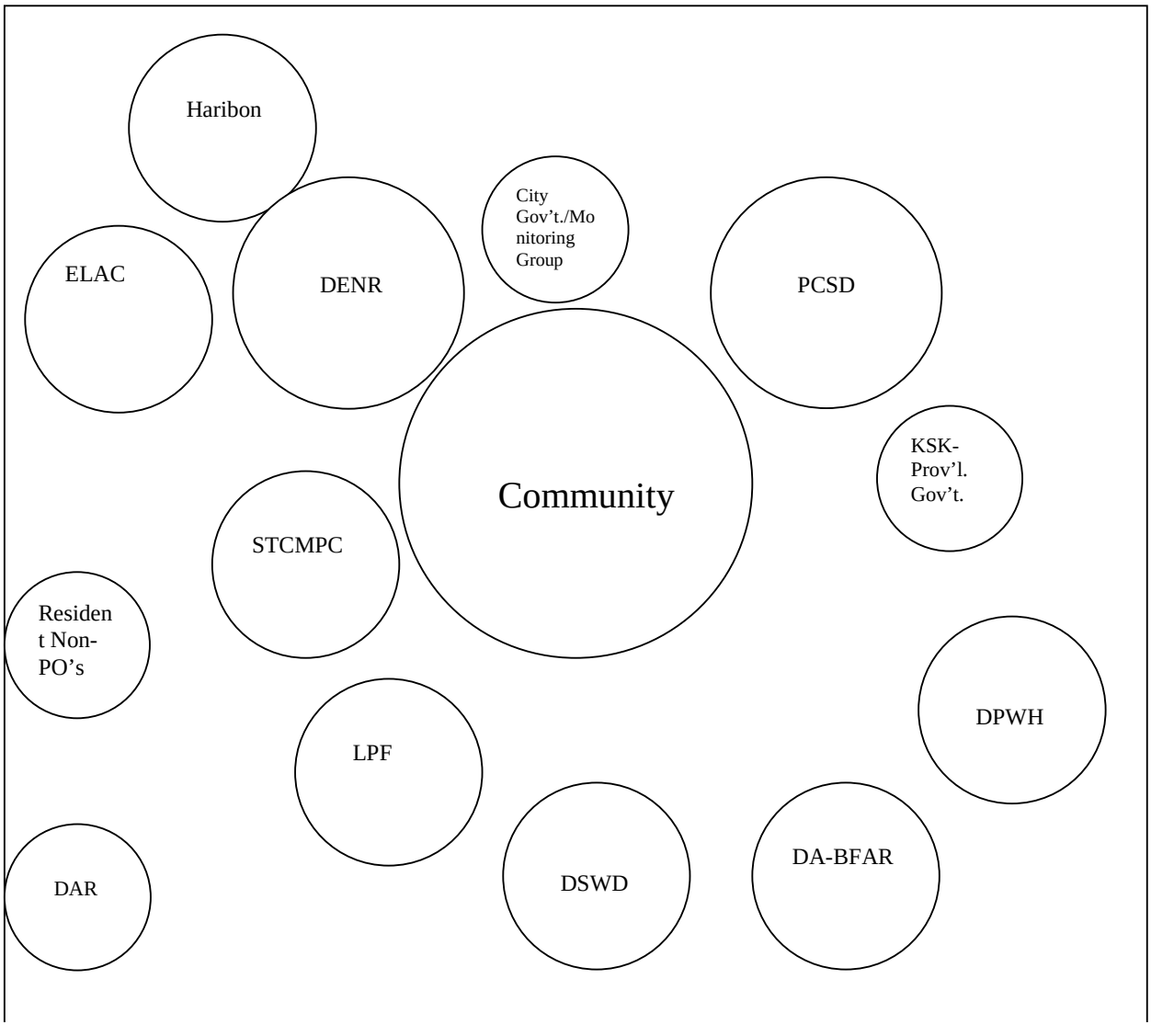
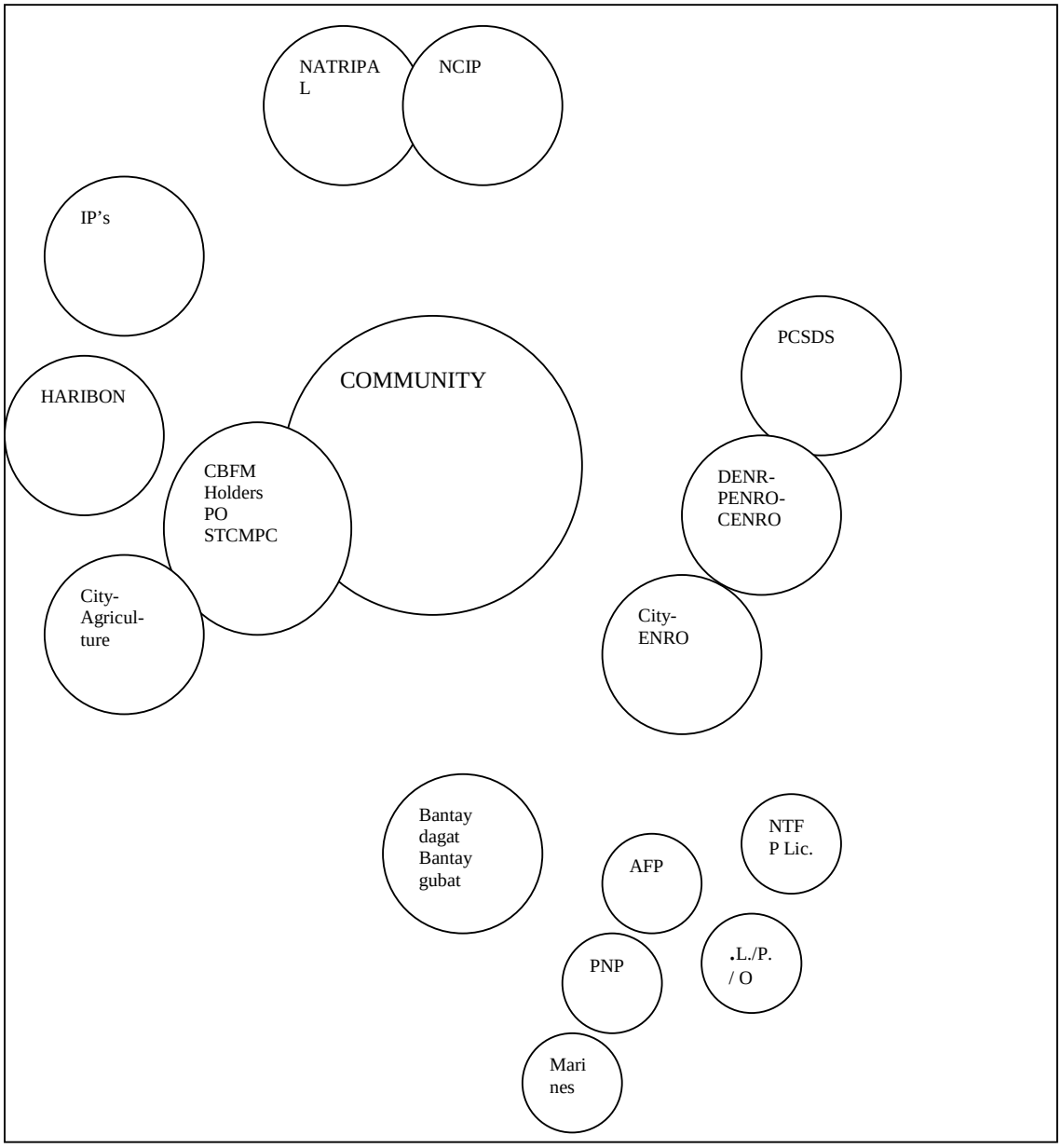


Figure 2. Venn Diagram showing the relevance of the different institutions to the community and their resources: Government and non-government institutional workshop, stage 2.



4. Analysis of mediating institutions and external economic interests

More information on the interaction and relationships by the mediating institutions and other external economic interests with the various community stakeholders were done by asking the respondents to respond on the following questions:

- What are the groups working with the user groups or has economic interests in the community?
- What benefits do the user groups derive from them?
- How have the interest groups influenced the political capacity of the user groups?
- What constraints do the user groups face in relating with interest groups and vice-versa?

4.1 Institutional analysis for DENR, PCSD, HARIBON and the Community

4.1.1 DENR and community

Due to lack of time only a number of institutions from mediating and external economic interests were analyzed at the community level. Appendix Table 7 shows the result of the analysis made by the community participants for the DENR, PCSD and HARIBON vis-à-vis the outputs of the GO/NGO workshop participants on the said institutions.

For the community participants, the DENR was seen dealing mainly with the STCMPC whose benefit mainly comes in the form of tenurial instrument known as the Community Based Forest Management Agreement (CBFMA). As CBFMA holders they were given documents on land rights, seminars to gain added knowledge on forest resources and enabled people to have "sense of ownership" on CBFM areas occupied. In as much as the DENR influenced the people, they in return were able to influence the DENR by lobbying on reducing forest charges on CBFM areas. The DENR had conflicting policies and there is the need to review forest charges for the CBFM almaciga permittee and those of the log based industry sector. The community under the program experienced long processing of documents/papers on getting permits; weak information dissemination prior to CBFM implementation and said "overpowered" by permittees (outsiders) who earned much compared to CBFM holders

For the GO/NGO workshop participants, the DENR's operation was not limited to the CBFM participants but also to a number of licensee/permittees, barangay local leaders and non-CBFM participants. The tenurial instrument benefited the members of the People's Organisation to obtain legal rights on use of forestlands for livelihood. The people moreover, through the program, established their own farmers association. The peoples' association also ventilated important issues with regards to use of resources, e.g. advocacy to reduce forest charges in CBFM area. Relationships with the local barangay leaders also made contribution in persuading people from DENR to review policies on utilization vis-à-vis the PCSD core zone areas. DENR's relationship with permittees does not necessarily involve the issuance of permits but ensuring permittees compliance with set rules and regulations in it. Some of the constraints faced by the DENR include the limited funds to implement CBFM, lack of necessary logistics in

dealings with permittees, political interference, and difficulty to implement programs to widen knowledge and participation of non-CBFM program participants.

Specific information from the ACM Project Report cited that the STCMPC directly coordinates with the CBFM Desk Officer and the CENRO. For problems related to CBFM implementation, PO can directly consult CENRO. The CENRO immediately can act on issues or problems presented if it is within his jurisdiction. But other issues need to go to PENRO, then to the Region and back to the PENRO and CENRO again.

4.1.2 PCSD and community

The community participants cited the PCSD to be dealing with the STCMPC (PO), barangay council and leaders, resort owners, quarry operators and fish cage owners. The benefits derived by the community include the regulated and minimized environmental destruction and the increased environmental awareness of the people. Through the PCSD, any project has to undergo the required procedural flow of documents, i.e. from the barangay council to the city then to PCSD and DENR. In this procedure, the local political power or authority at the barangay level was said given proper emphasis or due recognition. The participants did not mention any influence the community had made for the institution but according to them, PCSD needs to resolve conflicting and/or overlapping policies with the DENR. The community was also cited to experience long processing of their documents, get weak information on existing policies and regulations and confusions on how to implement policies at the local community level.

Similar to DENR, the GO/NGO participants cited the PCSD to be dealing with barangay officials, permit applicants, the community in general together with the IPs. Since they are concerned with issuance of policies, the immediate effects were not that visible, but the participants cited that PCSD was able to influence the people in their appreciation of policies and knowing some reasons for having such policies or why the policies were issued. People in return tried to abide with rules and regulations. To some extent the participants admitted there was lack of harmony between DENR forest policies and ECAN core zoning.

4.1.3 HARIBON and Community

In the ACM Project report, the HARIBON was cited to be a local NGO directly assisting the Batac on sustainable management of non-timber forest products (NTFP) in Barangay Tanabag and Concepcion. They were also reported to conduct meetings on tenurial security issues, varied training course enhancement, introduced rice field establishment in the uplands and assisted the IPs' CBFM activities while the CADC under the IPRA Law was in suspension

In addition, the community participants cited HARIBON to be currently dealing with the rest of the community people since their interests cover all of forest, lowland and coastal areas. They have given the community people knowledge, livelihood and material inputs. Knowledge and other benefits included paralegal training and assistance in preparation and processing of documents and influencing people to come up with fisher federation. The positive responses given by the people in effect was said to motivate HARIBON deliver services and assistance to the residents.

4.2 Other mediating institutions, external economic interest and the IPs

The relative importance of the IPs and their being a disadvantaged group were seen in the higher number of government offices mandated to help them. In addition to DENR and PCSD were the NCIP, Barangay Leaders/Captains and Tribal Leaders to deal with the poor situation of the IPs. The NCIP is known to help the IPs in processing their CADT/ CALT and enhancing their practices on use of ancestral lands. The IPs interaction with the NCIP people, on the other hand, enabled this institution to become aware of the IPs' needs that need be addressed. The representative participant from NCIP cited however they lack budget and the necessary logistics in processing papers and applications of the IPs. The Barangay leaders as well as the tribal leaders are of help to the minorities in facilitating fast action and coordination of requests and in giving the IPs the necessary permit to gather forest products. NATRIPAL also helped the IPs and provided them with training on advocacy, rights and access on existing rules and regulations. Nevertheless, they also had limited funds to implement their program activities with the IPs.

The community participants moreover take note of illegal groups who tend to make use or exploit the presence of the IPs. The IPs were used to cut trees and the IPs' poor living condition used as main reason to come up later with release order from the DENR. On the other hand, the GO/NGO observed that the capitalist and small sari-sari establishment lost their capitals due to the failure of the IPs to return the borrowed cash advances and/or credits.

4.3 Mediating institutions and the fisherfolks

DA-BFAR, Bantay Dagat and City Agriculture were among the offices that deal with the fisher folks in the community. Fishermen were given FRMP trainings and benefited from the establishment of the riverbank rehabilitation program, issuance of license permit and material inputs for cage establishment, fishnets and the like. Bantay Dagat was seen instrumental in apprehending or checking incidence of illegal fishing activities in the protection and conservation of coastal resources.

4.4 Other mediating institutions and the community

CBFMA holder or the STCMPC was cited to be contracting CSD activities like reforestation, however, members were said to have not gotten financial benefits from said contracts. The association is currently constraint by inactive members, lack of outreach activities, mismanagement and power struggle. The community was cited to benefit from IRA generated from forest charges from collection of minor forest products. The STCMPC also served as means for people to file complaints and securing clearances and license to the DENR.

Together with the above is the City ENRO cited to deal with barangay officials, CBFM and non-CBFM members of the community. They have assisted the people in their request on forest rehabilitation through distribution of seedlings, surveying and giving confiscated logs as donations for school and related needs of the community. They also were responsible for initiating the feast of the forest in the barangays wherein the

people were enjoined to rehabilitate denuded areas through planting of trees. They also have insufficient budget to implement program activities with the people.

The community people had specific dealings with City Treasurer Office in securing business permits and collection of taxes. The office has the authority to stop and permit the operation of businessmen and sometimes constraint with cases of land use conflicts among users in securing licenses. The community in general benefited through the IRA generated from payments in business operations.

The Barangay Council Leaders directly serve the community in general. Services and benefits included the establishment of school arts and trades, building linkages and assistance in following up documents to relevant institutions, networking and coordination at the community level and conduct of monthly meetings. The local leaders are constraint by political interventions that they have to deal with politics. The benefits as well as the community's access to kind of services are somehow affected by politics' situation.

The teachers assigned in every "purok" had been influential to both parents and school children, according to the participants. They had important role to play in giving education, knowledge and understanding of resource management

IV. Summary and Conclusion

The result of the study showed that different groups and institutions are currently involved or have interests in the use and management of forests, coastal and lowland resources. They consist of the community stakeholders themselves, the mediating institutions composed of government and non-government organization, and the other users groups and/or external economic interest groups.

The number, kind, and nature of the different stakeholders indicated the dynamic and complex situation in the project site. It depicted the importance of building on the potentials of the community stakeholders and their being close to the resource area as partners of mediating institutions (government and non-government organizations) whose existence were based on their specific mandates and functions. Specific discussions on the POs, the poor situation of the IPs, the poor condition of the fishermen, sizeable number of people dependent on forest products gathering, and lowland farmers and related discussions on them together with mediating or assisting institutions point to the relevance of institutions to play the key role (specifics and limitations based on mandates and functions) in promoting sustainable resource management.

The information generated also highlighted the need for balancing the different interests with regard to natural resource management. It was clear that there were more institutions involved and/or depended on forests compared to the coastal and lowland resources. While the forests cannot be dissociated with the other natural resources, there is the need to enhance linkages and cooperation with other institutions concern with coastal and lowland resources. Community stakeholders do not use forest resources only, so that other natural resources must be of equal importance to them. There is big challenge to improve the lives of the IPs, who despite the on-going

assistance, tend to remain at the periphery, to improve the livelihood of poor fishermen, and to deal with the low productivity of lowland areas faced by lowland farmers.

Important insights were also generated from this study with regard to interface between people and policies. Community leaders specifically mentioned the importance of the DENR and PCSD with regard to executing and implementing rules and regulations. While they recognized the contribution of these agencies in the management of the resources, particularly in the uplands, they somehow expressed the need for those institutions to fully understand and implement such policies at the community level. They also cited the need to fully enforce laws against illegal activities occurring in all resources types. Such interest for the local people on policy implementation denotes their concern to be heard and be part of an effective implementation of rules and regulations pertaining to resource management.

The external economic interest groups had their specific functions and role in keeping or upgrading the people's life to some extent. Their presence indicates the varied economic activities going on in the project site. This somehow highlighted the need to create a safe environment for the less knowledgeable residents like the IPs, lowland farmers, etc. and increase their skills and knowledge so that they can deal and negotiate more effectively with these various economic interest groups.

Improved interaction and relationship between and among the mediating institutions is another concern that needs to be addressed. The workshop participants indicated that avenues for greater interaction would help in improving inter-agencies/institutions relationship and understanding for working in collaborative manner.

APPENDIX TABLES

Appendix Table 1. The forest-upland users identified and described by the community, government and non-government workshop participants.

Resource Users in the Community	Identifying Groups of Participants		Description of Users by Participants	
	Community	GOs/ NGOs	Community	Gos/NGOs
CSC/CBFM holders/STCM PC	X	X	Agroforestry farmers exists at 20% level of household population both in Concepcion and Tanabag and 15% in San Rafael. Planted crops were banana, coconut, mango, and other fruit trees (mixed cropping system), some fuelwood and forest tree species	Sustainable resource users
IPs (Batak & Tagbanua)	X	x	Lack knowledge, poor, hardworking, malnourished, with no permanent place (nomads), focus on use of forests rather than coastal, population declining on a fast rate, improve ways to mingle/associate with other people and use of destructive kaingin farming	If left alone can be sustainable users group
Charcoal makers	X	x	Exists at 10% level of household population in Concepcion, 15 % in San Rafael and 30% in Tanabag. The practice served as seasonal job, means to get something for food expenses, hard work to do yet with less income, caused forest fires though many gather woods from lowland portions of the community area	Domestic use only but with no permit
Honey bee gatherers	X			
Kaingin farmers	X			
Non-timber forest products gatherers	X		Exists at 30% level of household population both in San Rafael and Concepcion and at 50% in Tanabag.	
Residents (settlement purposes)	x			
Carpenters/ Wood works		x		Main focus was on use of wood forest resources
Fishermen		x	Also made up of poor people in the community	They make use also of forest and lowland areas
Fishermen Association, Inc		x	Same as above	Same as above
Licensee/Permittee		x		Only a few from the community

Appendix Table 2. The lowland/agriculture land users identified and described by the community, government and non-government workshop participants.

Resource Users in the Community	Identifying Groups of Participants		Description of Users by Participants	
	Community	GOs/ NGOs	Community	Gos/NGOs
Community people	X		No description made	
Farmers/Lowland Farmers	X	X		Production is 60% greater than kaingin areas
Lowland Farmers irrigators Association		X		Production is 60%-80% greater than kaingin areas
Quarry operators	X			
Livestock raisers	X			
Fishermen		X	Also made up of poor people in the community	They also make use of lowland and forest areas
Fishermen Association, Inc.		x	Same as above	Same as above
CBFM/CSC/STCMPC				They also have individual farmlots in lowland/sloping agricultural areas (awarded CSC in lower elevations)

Appendix Table 3. The coastal resource users identified by the community, government and non-government workshop participants

Resource Users in the Community	Identifying Groups of Participants	
	Community	GOs/NGOs
Poor people in the Community	X	
Fishermen/ Fishermen Association	X	x
Tribal groups/IPs	X	X
Illegal Fishers	X	
Resort Owners	X	
Seaweed raisers	X	
Charcoal makers		X
Lowland Farmers		X
CBFM/CSC/STCMPC		X

Appendix Table 4. Mediating non-government institutions by kind of resources identified by the community, government and non-government workshop participants

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Mediating Resource Institutions	Identifying Groups of Participants						
	Community			Gos/NGOs			
	Forest	Lowland (Agriculture)	Coastal	Forest	Lowland (Agriculture)	Coastal	Description of Mediating Institutions
PNNI-Tanggol Kalikasan	X	X					
PTFPP	X						
Haribon		X	X	X			Started in 1980s to the present. Focused on assisting the Bataks, livelihood in agriculture through use of sari-sari store with value of P10,000
LPF Project	X	X	X				
KSK			X				Started in 2003 as micro-lending institution. Involvement is open to all interested community members
ELAC			X	X			Started in 2000, focused on paralegal training on forest policy and fishery laws and confiscation of chain saws
TSKI				X	X	X	
Ulugan Bay Foundation				X	X		Started in 1989 to 1993 but worked only on reforestation, community organizing and advocacy
BRDFI				X	X		Operating until now and assisting the communities on lumber furniture making, agriculture and livelihood for women especially
EWW				X	X		Started in 2001. Assisting the STCMPC on financial and enterprising activities

NATRIPAL				X	X	X	Started in 1990 to the present and primarily focused on advocacy for the minority groups
World Vision Phil.				X	X	X	Operation from 1980-1987 and focused on all types of resources
Fundacion Santiago				X	X	X	Contracted under DA-BFAR-FRMP Project until Jan.2005. Focus on income diversification/livelihood for all interested members of the community
Bangsa Palawan				X			Started in 1990 ended 2 years ago. Activities focused on the Bataks in Barangay Tanabag

Appendix Table 5. Mediating government institutions by kind of resources identified by the community, government and non-government workshop participants

Mediating Resource Institutions	Identifying Groups of Participants					
	Community			GOs/NGOs		
	Forest	Lowland (Agriculture)	Coastal	Forest	Lowland (Agriculture)	Coastal
PCSDS	X			X	x	x
LGU	X					
DA	X	X				
Bantay Gubat	X					
City Government		X	X			
DENR/ PENRO/ CENRO	X	X	X	X	X (agroforestry A&D areas not yet released)	X
NAPOCOR		X				
DAR		X				
DA-BFAR		X	X	X	X (river bank rehabilitation)	-
DSWD		X	X	X	X	X
LGU		X	X			
FRMP			X			
CAFC		X				
NCIP				x	x	X (bodies of water covered by ancestral fishing grounds)
KSK				X	X	X
Governors Office				X	X	X
City Agriculture				X	X	X
City Veterinary Office				-	X	-
CityTourism				X	-	X
CEO				X	-	-
OCPDC				X	X	X
City Treasurer				X	X	X
City ENRO				X	X	X
Community Affairs/ Assessors Office				X	X	X
City Health				X	X	X
Bantay Dagat/ Bantay Gubat				X	-	X
Kalahi				X	X	X
AFP				X	X	X
PNP				X	X	X
DECS				X	X	X

Appendix Table 6. External economic interest/other users groups identified by the community, government and non-government workshop participants.

External economic interest/Other users groups	Identifying Groups of Participants					
	Community			GOs/NGOs		
	Forest	Lowland (Agriculture)	Coastal	Forest	Lowland (Agriculture)	Coastal
Illegal loggers/ Other Users with Illegal activities	X		X			
Businessmen		X				
Tourists		X	X			
Users with Illegal activities		X				
Quarry operators		X		X		
Illegal fishers outsiders from the community area			X			
Resort owners			X			X
Restaurant Operators					X	X
Quarry Operators				X		X
Small businessmen					X	
Small market (Tiyangge) vending of products like fish, vegetables, etc in the barangay				X	X	X
Nipa(Pawid) Buyers				-	X	-
Vietnamese traders (buy and sell of varied items, goods or products from and to the barangay)				X	X	X
NTFP's licensee (they only mentioned that there were a number of them from the barangay)				X	-	-
Jeepney operators				X	X	X
Others:						
NPA				X	X	X
Philippine Marines				X	X	X
Community School Teachers				X	X	X

Appendix Table 7. Analysis of mediating institutions and external economic interests, community/GO/ NGO workshop participants.

Group (i)	Group which interact with I	Benefits derived by community	Influence of i on political capacity of community group	Influence of community group on political capacity of i	Constraints faced by	
					i	Community group
DENR	STCMPC	Tenurial Instrument	Given knowledge though seminars; Documents on land rights; Sense of ownership	Lessening of conflicting policies; Lobby on forest charges reduction; CBFM areas granted	Conflict in CBFM Areas -need to review forest charges with that of logging based industry sector; Almaciga permittees	Long processing of documents/ Papers on getting permits; Weak information dissemination prior to CBFM program implementation; Community burden with outside permittees earning much compared to CBFM holders
DENR-PENRO/ CENRO (GO/NGO level)	CBFM participants	Tenurial instrument Livelihood Legal rights on use of resources	Farmers Association establishment Legal personality trough association	Advocacy on reduction of forest charges on CBFM areas Association as venue to raise issues	Limited funds to implement CBFM	
	Licensee/ permittees	Permit to gather NTFP	Compliance		Lack of logistics/funds	Long processing of documents/ Papers; Weak information dissemination on existing policies and regulations; Confusions on how to implement policies at local level;
	Brgy. Cpt./Council	Revenue for community	IEC/Advocacy	Review of existing policies on utilization (Core zone)	Political Interference	Conflicting interest for different groups; Hindrance on implementation of resolution on foreshore list. Weak monitoring system

	Non-CBFM participants	Protection of the environment	Widening knowledge to eventually support the program		Difficulty to implement program	Threat on lives Lack of logistics to apprehend
PCSDS	STCMPC; Brgy. Council; Resort Owners; Quarry operators; Fish Cage owners	Regulated, minimized environmental destruction; Increased environmental awareness among people	Endorsed projects had to undergo process flow, i.e. barangay council to the city then to PCSD and DENR	-	Resolve conflicting policies with DENR	Long processing of documents/ papers; Weak information dissemination on existing policies and regulations; Confusions on how to implement policies at local level.
	Barangay Officials	Not directly visible	Appreciation of policies; why policies were issued; rationalized	Tried to abide with rules and regulations	Lack of harmony on forest policies and ECAN core zoning	
	Permit Applicants	Issuance of policies				
	IPs/Community					
HARIBON	IPs	1 Yr-SP; Capability building e.g. skill to apprehend; Awareness on benefits and importance of resources; Knowledge on rules and laws to follow.	Approved barangay resolution on fish sanctuary; Resolution of foreshore lease	Preparation of plan on community need being considered	Negative impressions by the people and politics	Conflicting interest for different groups; Hindrance on implementation of resolution on foreshore list; Weak monitoring system
GO/NGOs	IPs & all within 3 types of resources	Learning Livelihood Material inputs	Paralegal Legal Document preparation and processing; Influence to come up with fisher federation	Motivated Haribon to deliver assistance services in barangay residents	Social preparation	

Appendix Table 8. Analysis of other mediating institutions and external economic interests, institutional workshop, stage 2.

Group (i)	Group which interact with i	Benefits derived by community	Influence of i on political capacity of community group	Influence of community group on political capacity of i	Constraints faced by	
					i	Community group
NCIP	IPs	Processing application CALT/CADC	Learned practices on how to utilized ancestral lands	Enhanced awareness of NCIP people on areas/concerns or peoples' needs to address	Lack of budget/logistics in processing papers/applications	
Capitalist/ Sari-sari establishment (within area)	IPs	Market Request for assistance	Cash income Advance payment for gathering of forest products	None at all	Loss of capital due to non-payments	
Barangay council/Captain Tribal leaders	IPs	Facilitation of requests	Time/Volume of product to gather granted Fast action/ coordination			
City ENRO	Barangay Officials CBFM/Non-CBFM members	Request on forest rehabilitation activity; seedlings, resolutions, surveying and donations of confiscated logs	Initiated the feast of the forest in barangays, rehabilitated denuded areas		Lack of budget to implement activities	
CBFM Holders/STCMPC Others	Reforestation members (no financial gain)	Forest charges (IRA)	File complaints to determine clearances in securing license		Inactive members Lack of outreach Power struggle Mismanagement	Due to distance activities cannot be or difficult to check
City Treasurer	Business permit issuance; Collection of taxes	IRA (tax share)	Authority to stop or operate; In charge of collection	-do-	Cases of land use conflict in licensee area (e.g. grabbing)	

Barangay Council	Community	School of Arts and Trades Brought about strong linkages/follow ups Access and provision of services	Networking/proper coordination at community level	Forced to conduct monthly meeting (pressured to meet regularly)	Political interventions ; play with politics	Access to services and benefits/ kind of services given
DA-BFAR	Fisherme n	Trainings/ organizatio n/ Forum; Established riverbank rehabilitatio n program; License or permits; Inputs like cages and nets	Financial assistance; With license and legal personality; Unity in organizational formation; Deputized fishery warden	Seems that BFAR report on performance was getting better or good	How to prioritize training needs; Budget allocation plan	
DECS Teacher	All	Education, Knowledge and understandi ng of resources manageme nt	Presence of teacher adviser for every “purok”			
NATRIPA L (forests only)	IPs	Training on advocacy rights and access on existing rules & regulations	CADT/CADC		Lack of funds	
City Agricultur e	Fisher folks Lowland farmers Barangay leaders	FRMP trainings, Use of technology Provision of Seeds	Farmers Organization established	Formal request provided as in barangay based technician	Lack of budget	Limited services granted
Bantay Dagat Bantay Gubat	Fisher folks Lowland farmers Barangay leaders	Protection Conservati on Apprehensi on	Lessen illegal activities in presence of unity and cooperation among people and communication facility			

Appendix 4

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

WORKSHOP PROCEEDINGS

Workshop to Identify Major Issues Affecting the Community, Formulate a Vision, and Identify Possible Strategies

Philippine Workshop Series No.1

FINAL REPORT

Venue:

WORKSHOP 1
San Rafael Duchess Beach Resort
San Rafael, Palawan, Philippines
April 1-3, 2004

WORKSHOP 2
Skylight Apartelle
Puerto Princesa City, Palawan, Philippines
April 5, 2004

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University of the Philippines Los Banos (UPLB)
Centre de Coopération Internationale en Recherche Agronomique pour le Développement (CIRAD)
Center for International Forestry Research (CIFOR)

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List of Acronyms

ACM	Adaptive Co-Management
CBFM	Community Based Forest Management
CENRO	Community Environment and Natural Resource Office
CIFOR	Center for International Forestry Research
CIRAD	Centre de Coopération Internationale en Recherche Agronomique pour le Développement
DENR	Department of Environment and Natural Resources
ECAN	Ecological Critical Area Network
ELAC	Environmental Legal assistance for the Communities
EU	European Union
EWW	Enterprise Works WorldWide
LGUs	Local Government Units
LPF	Levelling the Playing Field
PCSD	Palawan Council for Sustainable Development
PENRO	Provincial Environment and Natural Resource Office
PTFPP	Palawan Tropical Forest Protection Program
PPO	Provincial Planning Office
STCMPC	San Rafael, Tanabag, Concepcion Multi-Purpose Cooperative

Workshop 1 – Community Level

Day 1. Thursday, 1 April 2004

Facilitators: Fe K. Mallion, Ma. Eduarda E. Devanandera, Teodoro R. Villanueva, Paulo E. Devanadera, Annie L. Frio.

1. Registration and the Workshop Participants

Registration started at 8:30 a.m. and lasted to about 10:00 a.m. Workshop participants came from the three barangays, most of whom were members of the San Rafael Tanabag and Concepcion Multi-Purpose Cooperative (STCMPC). Many of the workshop participants arrived late on the first day. However, the organizers got more number of participants than expected. There were a total of 68 participants with equal number of 34 each of males and females. Barangay San Rafael had 44 participants followed by Barangay Concepcion with 17 participants. Only seven participants came from Barangay Tanabag (Table 1).

Table 1. Participants and gender distribution per barangay, Workshop Day 1. April 2004.

Barangay	Men		Women		Total	
	No.	%	No.	%	No.	%
San Rafael	20	29	24	35	44	65
Concepcion	9	13	8	12	17	25
Tanabag	5	7	2	3	7	10
Total	***34***	***50***	***34***	***50***	***68***	***100***

The list of participants is shown in Appendix 1.

2. Prayer, Opening and Welcome Remarks

2.1 Prayer

The workshop started immediately after the registration with a prayer led by Pastor Zernan Teodoro.

2.2 Opening Remarks and Project Team Introduction

Dr. Teodoro R. Villanueva, the Project National Coordinator provided the first opening remarks followed by brief self- introduction from members of the Philippine LPF (Levelling the Playing Field) Project Team. A short message from Ms. Herlina Hartanto from CIFOR LPF Project, Indonesia, followed.

2.3 Opening Remarks from the National Project Coordinator

Dr. Ted Villanueva gave the opening remarks as follows:

Good morning everyone. We are here to implement a new project named "Levelling the Playing Field" in the three communities of San Rafael, Tanabag and Concepcion. The project aims to promote the right governance and processes of resolving conflict in resource management in Southeast Asia; assess the opportunities to improve quality of life of the local community towards achieving real progress and development through good forest governance; and to assist in achieving sustainable forest management.

The new project draws its fund from the European Commission and is being implemented by CIRAD (France), CIFOR (Indonesia) and three selected universities from Indonesia, Malaysia and Philippines. This is not a second phase of the ACM (Adaptive Collaborative Management) research project that ended in 2002 but it will build on what has been achieved by ACM. When the ACM project ended in 2002 many changes have taken place. There were policy changes, changes in regulations, local barangay leaders, Department of Environment and Natural Resources (DENR) personnel in Community Based Forest Management (CBFM) areas and Peoples Organization's (PO's) activities, among others. Because of these changes, the community may possibly be faced with new priorities, challenges, problems and opportunities. This has prompted the LPF Project to challenge the local communities and stakeholders to find means to resolve some of their problems. Hence, it is only proper to introduce the project in the beginning by gathering the community people and together identify problems and issues, and those which can be addressed with the help of the project. That is why we are here today.

Since the project aims to improve quality of life of the people, it is fortunate for the three barangays to have been chosen as model for studies, i.e. project site to where different researches will be undertaken. The project will last for three (3) years.

This is all for now. Let us all unite for the success of the project!

2.4 Welcome Remarks by the Barangay Captains

2.4.1 Welcome Remarks by Barangay Captain of San Rafael

Barangay Captain Melquiades Rodriguez gave the following welcome remarks:

Good morning everybody and especially to our visitors.

For your information, our visitors, Dr. Ted Villanueva, Ms. Fe Mallion, and Ms. Anita Frio came from the province of Laguna; Ms. Herlina Hartanto came from Indonesia to help us implement a new project in our barangays. The barangays of San Rafael, Tanabag and Concepcion are grateful for this opportunity.

We have been working together on forest protection for ten years and still our forest continued to be destroyed. Now we are heading to a new struggle of strengthening our organization and gaining cooperation for our barangay. I feel sad when our cooperative is being mentioned. In the cooperative bank of Palawan, STCMPC is one of the

cooperatives which have the biggest share of stocks in the said bank. We are not the only one who will benefit from this but our children and the youth.

Let us strengthen and make our cooperative alive, let us reorganize and revitalize the organization. Let us clap our hands for the organization.

2.4.2 Welcome Remarks by Barangay Captain of Concepcion

Barangay Captain Candido Canete briefly stated his encouraging welcome remarks to the participants saying:

We are happy and thankful to be the beneficiaries of this new project. My only request is, for all the participants to complete the three day workshop. If possible do not be absent in order for us to learn more and to apply these learning in our everyday life.

Thank you very much and Good Morning!

2.5 Introduction of the Participants

With a big number of participants, the organizers decided to have the introduction activity done outside the session hall. The participants introduced themselves by: 1) finding persons whose name start with the same letter with their names and group together, and 2) forming a circle to introduce oneself and their organizational membership.

The participants after the event were requested to re-group on the basis of where they came from to determine their village composition. They were asked to count aloud and see for themselves who had the most number of village representatives. As shown in Table 1, most participants came from San Rafael, followed by Concepcion and lastly Tanabag.

Compared to the first exercise of grouping the participants, the second exercise was carried out quickly by the participants. There were five late participants from Barangay Concepcion who immediately introduced themselves to the group after registering.

3. Participants Expectations and Concerns for the Workshop

Paulo Devanadera led the participants in eliciting their expectations and concerns for the workshop. The participants were asked to write their expectations and concerns for the workshop on colored cartolinas (“meta-cards”) using the following procedures:

1. Use of green meta-card for the expectation,
2. Use of red meta-card for the concern (things to avoid in the workshop or things they do not like to happen),
3. One idea per meta-card,
4. Use of 2-3 short words/short sentence, and
5. Write in big letters

3.1 Expectations of the Participants

Based on the cards written by the participants, they expected to learn additional knowledge on six areas of concerns namely: 1) livelihood, 2) natural resources, 3) cooperative, 4) organizational capability building, 5) strict implementation of rules and regulations/policy, and 6) monitoring of rules and regulations

The participants expressed the need for additional knowledge on: livelihood, strengthening and management of cooperative, and in enhancing one's capability on organizational management to improve quality of life. Many of the participants focused on obtaining greater understanding towards protection and conservation of natural resources specifically on forest and coastal, to find solution to problems related to forests, coastal, people/community, and to gain knowledge on laws and regulations pertaining to the natural resources. Related to the latter is the expectation of some participants to have knowledge on monitoring of project plans being implemented and gain knowledge on strict implementation of rules and/or policies that will include the apprehension of those who commit illegal activities. Appendix 2 lists participants' expectations to the workshop.

3.2 Concerns of the Participants

Due to large number of participants, the organizers decided to ask the participants to express their concerns directly. The facilitator wrote their concerns on meta-cards. Many women spoke up. They framed their concerns on positive words or statements such as: 1) they wanted the participants to stick together for collaborative efforts even after the workshop; 2) they wanted to maintain number of participants throughout the day; 3) participants to listen very well for them to learn and understand, and 4) to remember the things learned and make use of them for example in livelihood.

The participants also discussed things they do not want to happen. They expressed concern on not wanting projects to take advantage of their community and with no benefits to the people.

4. Presentation about the LPF Project

4.1 LPF project in its perspective for the local people

In order for the participants to have better understanding and appreciation of the project, Dr. Ted Villanueva introduced the project through a game called "tug of war". Two teams were formed. One team consisted of three small, slim and elderly women. The other team consisted of three tall and husky men. Dr. Ted explained how the game will be played. Even before Dr. Ted declared the start of the game, participants vehemently objected in the way the teams were constituted. They shouted "not fair" because of the size and strength of the women compared with those of the men. They insisted it was unfair to continue the play since the women's team would surely lose.

The scene made the people excited which became a good starting point for Dr. Villanueva to discuss what the title of the LPF project practically mean. He continued to discuss the project using the prepared flipchart on what the LPF project is about and how it builds on the ACM work. He reiterated the project's source of fund, collaborating institutions, principles and objectives in relation to current situation of declining forest resources, increased population and peoples' increasing demand on natural resources, problems faced by the people due to lack of collaborative efforts, low capacities of local people, unequal responsibilities and power and lack of institutional support from the government.

He further explained that the LPF project would try to address this different level of power and other conditions that make natural resource management unfair to some stakeholders and how to improve the situation. The idea of working together was also emphasized.

4.2 Response and questions generated from the participants

There had been several questions from the participants about what the project can provide to them. There were some who thought the project could provide more than just capacity building, e.g. settling issues on rights, tenurial status and land occupancy. There was also a request for information about the project in Tagalog.

Among the specific issues raised during the discussion were the increasing population and needed enhancement on quality of life, their declining forest resources, the lack of local capability among people, their lack of support from the government and little benefits, conflicts on land use and presence of unclear rights on occupancy and/or tenurial status.

Dr. Villanueva replied saying the project will assist not only the cooperative since it aims to help even the smallest stakeholder in the community. He elaborated on suggesting solutions to the issues raised. Among which were: 1) strengthening of people's capacity to negotiate, talk coordinate and capability to unite and come up with an agreement; 2) developing people's skills/capacity to know the output or outcome from an agreement and/or negotiation; 3) developing peoples' skills to know relationships in local economy, market forces vis-à-vis formed agreements, existing policies and regulations, discussions and agreements on natural resources; and 4) giving importance or proper recognition to all stakeholders. He finally said that during the project implementation, there would be opportunities for livelihood and strategies for marketing shall be formulated to enable local people to have fair prices for their products.

5. Presentation of Workshop Objective and Building blocks of the Workshop

Fe Mallion presented two (2) sets of objectives based on the 2 stages of the project workshop. The first discussion dealt on the community workshop set of objectives (Stage 1). She emphasized the fourth objective as she related it with the result of the participants' expectations from the workshop.

The discussion went on to the second set of objectives on workshop intended for the government institutions and non-government agencies (Stage 2). The different institutions and organizations invited for the workshop were enumerated, e.g. DENR Provincial Environment and Natural Resource Office (PENRO), DENR Community Environment and Natural Resource Office (CENRO), Palawan Council for Sustainable Development (PCSD), Environmental Legal Assistance for the Communities (ELAC), Local Government Units (LGUs), and Provincial Planning Office (PPO).

She also explained how the community workshop would be linked to the second workshop that will take place in Puerto Princesa City. She added that aside from capacity building, the project would like to help facilitate the local people's collective effort in addressing their problems.

There were no questions from the participants with regards to the objectives of the workshops.

5.1 Workshop objectives at the community level (First stage)

The workshop at the community level had (for the participants) the following objectives:

1. To develop and agree on a common vision for the 3 barangays;
2. Together identify the issues and problems that may hinder the fulfillment of their vision;
3. Prioritize and develop an agreed action plan on how to deal with the identified problems and/or constraints; and
4. To understand what the LPF project is, what it can offer to the community and participants to think on the kind of support or assistance the community need from the project.

5.2 Workshop objectives for the government institutions/non-government organizations (Second Stage)

1. To better understand each others' vision with regards to forest and natural resources management – to pinpoint similarities and differences among institutions and local people with the aim to develop an agreed common vision;
2. To identify problems, key processes and factors that may hinder them from reaching the vision; and
3. To identify and discuss possible strategies to address the problems and develop an action plan for collaborative actions.

6. Host Team Formation and their Roles

Aside from the expected active participation in the discussion and activities of the workshop, the participants were given the task to share responsibilities with that of the workshop organizers.

Participants were asked to count 1-3 to divide themselves into 3 host teams and to come up with a list of their members and respective team leader. The roles and responsibilities of the host team would include giving a summary of the previous day activities, physical arrangement of the venue as to the needed work-space and/or sitting arrangement, and preparation of ice-breakers in specific sessions of the day's workshop.

7. Formulation of Vision

The exercise aimed towards the participants coming up with agreed common vision for the future of the three barangays using "Future Scenario" method. The participants were given explanation in coming up with their visions, for them to imagine situations they desire or conditions they would like to see in their locality 25 years from the present. Participants were broken into four groups based on gender and to the village where they came from. The two participants from Tanabag joined the other barangays since they were too few to form a group. Each group had a facilitator coming from the project team and a group presenter for the plenary. The names of each group members were listed in Appendix 3.

Facilitators from time to time provided hints on what parameters to consider by the groups. As much as possible they encouraged the groups to discuss among themselves what parameters they really would like to include or not. They also reminded the participants to be realistic and to consider what is achievable in 25 years.

The participants enabled to drew their vision and came up with their vision statement in less than an hour.

7.1 Visions formulated by different groups

The Host Team of the Day provided a brief summary of the morning activities and what to do next in the afternoon activities. The first activity included the 15-minute presentation of each group's accomplishment.

7.1.1 Vision 1: Women's group from Concepcion

Nelia Macula presented the women's vision from Barangay Concepcion. The group envisioned the following: 1) prosperous life of people in the community, 2) forest with enough resources for livelihood, 3) with proper forest management, 4) with sea weed as other livelihood from the coastal areas, 5) other forms of livelihood in lowland areas such as piggery, poultry, cut flowers and vegetable farming.

If the above conditions were met, the vision would consequently include children with education, a happy family with healthy mind and body. They also included the presence of health center to take care of community's physical well being and the presence of electric and water facilities for livelihood purposes.

In general, the vision was shortly stated as follows:

"*A forest rich with natural resources like almaciga, rattan, green forest cover with the help of STCMPC, sea weeds from coastal resources, presence of other sources of livelihood like piggery, poultry, cur flowers and vegetable farming. A happy family with healthy mind and body, health center, electricity and water for development of livelihood*."

7.1.2 Vision 2: Men's group from Concepcion

Cris Cuarez explained the vision of the group. He first mentioned of a basketball court/covered gym for games facility. And for livelihood he pointed out the drawings on fish-pen for milkfish culture, concrete road, forests rich with cash generating trees like coconut, mangoes and bananas. He also enumerated the presence of multi-cab for transportation, rich water resources for drinking and farm irrigation and the 24 hours electric power in the whole barangay**.**

In general, the vision was summarized/interpreted as follows:

"Barangay Concepcion a progressive community in presence of abundant livelihood. The land enriched with crops, people not experiencing poverty and concrete houses for all. Development could be reached before year 25."

7.1.3 Vision 3: Men's group from San Rafael

Paster Zernan explained the vision of the men from San Rafael. The picture showed the following: green forest with wild pigs, snakes, chicken, eagle and others. Rich water resources for drinking and irrigation, wide rice farm, three storey buildings, cell site for new and improved communication system, university (for college education) for healthy and productive mind and electric power.

The vision was summarized as follows:

"Our vision for San Rafael by the year 2029 is: wide and rich forest and coastal resources, with lots of animals in forest, farm fields with rich/high production, complete facility for water and electric power, concrete roads and bridges, dignified and sustainable means of livelihood, sanctuary of fish and corals in coastal area, disciplined fishermen and citizens in the community."

7.1.3 Vision 4: Women's group from San Rafael

Bing provided the explanation of the women's vision from San Rafael. The drawing depicted a university for children's college education, water facility for drinking and irrigation rich forest, rich sea weeds, many buyers or traders, plenty of crops that would include bananas and *palay* grains and sufficient stable livelihood for the community.

The vision was stated as follows:

"After 25 years, there is a university for college education, stable livelihood, rich source of water for drinking and irrigation, electric power, different appliances and good life for community households, and mountains covered with rich and thick forests."

7.2 Analysis of the visions of different groups

Participants were requested to share their observations on the similarities and differences among the sketches and to possibly agree on a common vision for the three communities. A participant shared his observations but instead focused on the women's drawing that created a lot of laughter among the participants.

In general, Fe presented several elements that appeared in the four drawings and in the vision statements. The groups focused on the following elements: 1) institution and facility, 2) increased production and livelihood, 3) natural resources (forest, flatlands and coastal), 4) family and community, 5) responsible citizens in the community, and 6) CBFM project through the STCMPC. There were commonalities between women coming from different villages and so with the men respectively. Men focused on livelihood, infrastructure, communication and new technologies. Women focused on the quality of life with emphasis on clear and healthy mind, educated household members, health and livelihood coming from different natural resources. It was noted that they put nothing on good management and leadership in the barangay. A suggestion was for the participants to think about it and decide later to make it a part of their vision.

7.3 Formulation of common vision by different groups

Ice breaker from the Host Team prior to the activity.

Fe requested for the assistance of Dr. Villanueva in putting the various elements into a vision statement with that of the participants. He tried to come up with examples of a vision statement as guide to the participants. He suggested provocative statement for each of elements to challenge the participants to come up with the specifics since the participants have only sporadic comments at the start. Ms. Anita Frio gave the helping hand to evenly facilitate the discussion.

7.3.1 Vision statements for each of the identified elements

From the specific elements of the visions, the following statements were identified:

a) Forest
"Our vision by 2030 - community have rich and green forest, abundant benefits from crops planted on CBFM area and sustainable use of forest resources."

b) Coastal
" Clean and rich coast for prosperous livelihood in the community."

c) Community People
"Religious, disciplined, responsible, healthy, with unity, understanding with each other and have the capacity to interact for development or do development activities."

d) Lowland/Flatland
"Farmland with rich production and sources of alternative livelihood."

e) Institution and Facility
"For the community to have suitable and sufficient facility and institutions for good health and improved living conditions."

f) Technology
"Appropriate technology for agriculture (forest and coastal resources as well)."

7.4 Groups' common vision

A draft vision for the three barangays came out from the initial statements created. The vision says:

"By 2030, the group envisioned resource abundance in coastal, lowland areas, green covered forest that are sources of stable and progressive livelihood; community people and leaders who are God-fearing, healthy, united, cooperating and understand each other and have the capacity to undertake development activity (for development and/or improved quality of life); suitable (appropriate/adaptive); sufficient facilities, technology and institutions conducive to better quality of life."

The participants and workshop organizers agreed to think of the necessary changes they would like to delete or add in their vision when they returned to their homes. They can re-write their vision for analysis in the following day. The participants also requested the facilitators to draft a general common vision encompassing all the vision statements for presentation as well in the following day.

8. Evaluation of the First Day of the Workshop

The participants gave their own evaluation, impression of the first day of the workshop. The host team leader threw a ball at the start and whoever caught the ball shared what he or she felt about the day's workshop.

In general, the reactions were positively stated. The workshop was considered important for they were able to have unity in thought expressed through the draft vision, the draft vision as hope and something to look forward as guide for the community people in their activities, the workshop procedure enabling each one to participate in their own way, discussion as learning activity for resource management, time to thank the barangay leaders who supported the activity and the organizers and facilitators for the wisdom and knowledge to provide direction in the day's activity. Three of the 11 participant evaluators expressed commitment to return in the next two days. They also encouraged the others to complete the workshop in order not to miss information and instead learn from it.

Day 2. Friday, 2 April 2004

Facilitators: Fe K. Mallion, Ma. Eduarda E. Devanadera, Teodoro R. Villanueva, Anita L. Frio, and Paulo E. Denavadera

1. Prayer, Summary of Day 1 Activities/ Accomplishments

The workshop started at 9:00 a.m. with a prayer from Pastor Zernan Teodoro. The host team leader for Day 2 recapitulated the events that took place in Day 1 of the workshop.

2. Analyses and Continuation of Vision Formulation

Fe called on the two participants, both women to present their improved/revised vision for the community. The workshop organizers also shared their own version led by Ted Villanueva.

The workshop participants find it difficult to choose which one to adopt from the three versions presented to them. The group decided to display the vision statements (written on brown papers) on the hall to give enough time for the participants to compare and give their suggestions and opinions on the last day of the workshop.

The Bataks who came late were given the opportunity to describe their situation, problems and needs specifically on collection and gathering of forest products. Ted Villanueva promised to mention their problem to PCSD, the concerned agency.

3. Situational Analysis

3.1 Problem identification based on vision components/ elements

Doodee explained the procedures for the situational analysis. In here the participants were asked to identify problems that are within each of the vision elements or components. She put up the 7 elements and provided some hints of the sub-elements the participants may consider when thinking of the problems and analyzing their situations. The seven elements and sub-elements consisted of the following:

1) Coastal- use for livelihood, conservation and management;
2) Forests/upland – use for livelihood, conservation and management;
3) Flatland – use for livelihood, conservation and management;
4) Community – health and education;
5) Institutional – relations among GO, NGO and the community, leadership and governance;

6) Technology – use and management of resources, cell-cite;
7) Infrastructure – road, electricity, water structures

Annie provided several examples of problems statements that emerged at the first day of the workshop to aid the participants.

The participants decided not to group themselves randomly, but based on the familiarity with the issues. It took ten minutes to group the participants, as sometimes there were too many members in one group. All the Bataks (4) were in the forest group. But since the Bataks cannot participate actively, they were requested to undertake the visioning exercise facilitated by Mang Cading, the barangay captain of San Rafael. Mang Cading provided examples of what can be drawn but it still they were not confident to add on to the previously drawn items. They however managed to put in meta-cards the issues and problems they have been facing.

The project team members (Annie, Ted, Doodee, Paolo and Fe) acted as small group facilitators for the participants. The groups spent an hour and forty-five minutes to deliberately discuss and come up with the expected outputs. Several participants tried to finish their group work during the break to attend to some personal matters. A number of them returned in the afternoon at the latter stage of the workshop giving a total of 48 participants for the day.

3.2 Presentation of the problems based on the 7 elements

Each group presented around 10-20 problems in the meta-cards. Annie pointed out that the problems listed by the groups were inter-connected; some problems were actually the ultimate effects of other contributing factors to the problems. An example was the low fish catch brought by illegal fishing boats, inadequate fishing equipments and destruction of the coral reef. She made the participants understood the kind of inter-relationships wherein the ultimate problem can be solved just by addressing only one or two of the problem contributing factors.

The problems based on the seven elements consisted of the following:

Elements	Problems
1. Coastal	▪ Strong winds/sea waves brought by bad weather conditions/seasonal change;
	▪ Waste and improper waste disposal destroying the fish corals
	▪ Diseases on sea weeds
	▪ Illegal fishing activities: muro ami, lentig, use of compressor and cyanide
	▪ Illegal cutting of mangrove trees
	▪ Low income from fishing activities
	▪ Low market price of products
2.Forests/upland	▪ Decreasing forest products specifically rattan, almaciga and herbal medicines.
	▪ Forest destruction caused by fire, continuous illegal cutting of trees, soil erosion and existence of kaingin/slash and burn farming
	▪ Loss of / wildlife extinction
	▪ Inadequate/no source of drinking water

	▪ *Problems concerning the Bataks:* No sources of livelihood for women; Lack of daily basic needs; extinction of the tribal culture/low population of the tribe; high mortality rate among infants due to measles or dust ticks, poor/absence of health services; absence of school facility and vices/wine addition becoming prominent. There are only 28 families at the moment in the barangay of San Rafael.
	▪ Unfair implementation of forestry rules and regulations
	▪ Absence of full benefits of members from forest
	▪ Abusive/inappropriate system of gathering gravel and sand from the river
3.Lowland/Agricultural Areas for kaingin Farms	*For rice field (Basaka*n)
	▪ lack of irrigation
	▪ lack of inputs such as fertilizer, insecticides, new varieties of seed stocks
	▪ lack/absence of carabao and plowing equipment
	▪ poor yield in second cropping
	For kaingin farms
	▪ Lack of financial support for kaingin/upland farms
	▪ Low market price for fruits like banana
	▪ Corn and palay crops heavily infested by rats
	▪ Poor health of livestock/hogs
	▪ Lack of livelihood for the women
	▪ Lack of knowledge on farming
	▪ lack of credit facilities on fertilizer and other inputs
	▪ DENR restrictions on tenurial rights/ farms occupied
4.Community	▪ Majority of the people are poor
	▪ Insufficient cash to buy food and medicine
	▪ Plenty of debts
	▪ Big family size
	▪ Low education
	▪ Malnourished members of the community
	▪ Battered wife
	▪ Vices among youth
	▪ Insufficient potable water for drinking
	▪ Farm from hospital
	▪ Parents' negligence to bring children to clinic for vaccination
	▪ Long distance to/far from school facility
	▪ Prevalence of malaria
	▪ Lack of toilet facilities
	▪ Dirty environment
5.Institutional	▪ Delayed actions from the authorities
	▪ Practice of using power/giving favor to specific individual or sector (Palakasan system)
	▪ Graft and corruption
	▪ Coalition based on political party (kulay-kulay/parti-partido)
	▪ No one to lend for tractor (financial assistance)
	▪ Lack of services/assistance for irrigation
	▪ Problems in agriculture
	▪ Problems/difficulty of parents to send children to school
6.Technology	▪ Lack of market study
	▪ Lack of buyers
	▪ Supply and demand (inability to supply good quality of handicraft materials before?)
	▪ Absence of drier
	▪ High prices on commodities during rainy season
	▪ Product importation from other countries
	▪ Online access
	▪ No electricity
	▪ Insufficient water supply for drinking and irrigation
	▪ Lack of technical know how

	▪ Lack of training on use of technology
	▪ Apprehension on use of boat compressor and other accessories
	▪ Insufficient cash to buy needed things
	▪ Lack of training on apprehension and necessary appointment papers (for deputized local people)
	▪ Lack of technical knowledge on use of high yielding varieties of rice
	▪ Lack of coordination/linkage with concern agencies
	▪ Lack of seeds/seedlings and other inputs
	▪ Need for legal assistance to helping filing cases against violators/committed illegal activities in forest and coastal areas
	▪ Application/ Use of compost, use of IPM for improved technology and see if it has no harmful effect to the community
7.Infrastructure	▪ Lack of school rooms and buildings
	▪ Lack of irrigation facility
	▪ Absence of communication facility
	▪ Absence of electric power (for the road and livelihood purposes)
	▪ Absence of market facility/structure within the barangay
	▪ Absence of fish port
	▪ Poor road/absence of road from farm to market
	▪ No bridges
	▪ Lack of maintenance for destroyed roads and bridges

3.3 Weighing the problems based on given criteria

The activity continued by analyzing further the long list of problems presented. The participants re-grouped to rank and prioritized the problems following the set of criteria provided earlier by Ted Villanueva:

1. Can the problems be solved in a short period of time?
2. Is there an institution that may help to resolve the problem?
3. Is there a program/project that may help to resolve the problem?
4. Is the problem link to the other problem(s)?
5. Does the community have the skills or capacities to address the problem?

The webbing exercise was cancelled since the participants were able to identify the causes and effects, as well as the relationships of the different problems.

3.4 Presentation of the prioritized problems

The outcome of the problem prioritization exercise went as follows:

Elements	**Problems**
1. Coastal	▪ Destruction of coastal resources
	▪ Illegal activities
	▪ Absence of capital to buy materials or inputs like fingerlings
2.Forests/upland	▪ Unfair/Inconsistencies in the implementation of forest rules/regulations
	▪ Absence of health services/assistance
	▪ Absence of school facility for the minorities
	▪ Lack of management skills (to deal with loss of soil, wildlife, forestlands caused by fires, etc.)
	▪ Forest fires

3.Lowland/Agricultural Areas for Kaingin Farms	▪ Lack of knowledge in farming and animal husbandry
	▪ Lack of irrigation
	▪ Absence of financing institution for credits on fertilizers
	▪ Restrictions on part of DENR
	▪ Low market price of banana
	▪ Insufficient/lack of sources of livelihood for women
4.Community	▪ Lack of /insufficient source of livelihood
	▪ Lack of money/insufficient cash on hand
	▪ Parents negligence to their children
	▪ High tuition fee in school
	▪ Lack of knowledge on health care
5.Institutional	▪ Practice of using power/giving favor to specific individual or sector (Palakasan system)
	▪ Graft and corruption
	▪ Lack of services in agriculture
6.Technology	▪ Low production
	▪ No electric power
	▪ Lack of marketing strategy
	▪ Apprehension on use of boat compressor and other accessories
7.Infrastructure	▪ Lack of water supply for drinking and irrigation purposes
	▪ No electric power and communication facility
	▪ Lack of facility for education information
	▪ No sports facilities
	▪ Absence of market facility/structure within the barangay
	▪ Absence of fish port
	▪ Lack of maintenance for destroyed roads and bridges

4. Selection of Community Representatives for Second Workshop (Stage 2)

Ted reiterated what the second workshop in Puerto Princesa was all about. He explained the things needed to present by the participating individuals to the invited representatives of government and non-government institutions. He also discussed the details on travel arrangement to be made.

In the process of selecting community representatives, they requested for a secret voting for their representative. Annie explained that the system may not allow to ensure the body of getting equal representation from the different sectors of the community and balance between the number of men and women representatives.

Mang Cading emphasized that the representatives should be committed to the community. He added that the workshop provided them a good opportunity necessary for them to be united.

5. Evaluation of Day 2 Workshop

Paulo explained the "Mood Meter" technique for the second day workshop evaluation. He showed seven faces drawn in cartolinas having been happy, sad, tired, confused, angry, sleepy and bored. The participants were asked to paste a small colored piece of paper according to what they felt during the day. They were allowed to put more than a piece to reflect the mixed feelings or mood they experienced during the day.

The results showed 30 participants with happy faces, 11 tired, 5 sleepy, 1 confused and another 1 who became impatient in the day's workshop. There were only 48 participants in the second day workshop since a number of women had to leave early for personal reasons: i.e. attended the graduation ceremony of their children and to continue working on water pump in the case of the Bataks.

Day 3. Saturday, 3 April 2004

Facilitators: Annie L. Frio, Ted R. Villanueva, Fe K. Mallion, Paulo E. Devanadera, Ma. Eduarda E. Devanandera

1. Prayer and Summary of Day 2 Activities/ Accomplishments

The workshop started with a prayer from Ms. Esmeralda Sumagang.

Pastor Zernan Teodoro presented a summary of the workshop's Day 2 activities and accomplishments. Paulo Devanadera briefly discussed the dynamics that went with and among the participants and the workshop organizers. He mentioned the participation and eagerness among the participants to be part of the workshop activities though not all became vocal in expressing oneself with regards to decision-making. He also mentioned the good relationship and camaraderie established between the project team/workshop organizers and the participants.

2. Analyses and Summary of the Problems

Annie explained how some of the problems cut across with several elements by giving examples, e.g. water problem as cut-crossing problem was written in blue meta-card as main problem heading and putting the related elements under it. There were further discussions to further understand the long list of problems identified during the second day workshop. She also probed on how the participants felt on specific issues or problems, e.g. coastal regulations on fishing within 15 kilometer radius of coastline municipalities not followed and the inappropriateness of ECAN policy on high forest charges.

In the process, 25 problems were identified. Related problems were clustered together with the help of the other project team members and then presented to the participants. In the end, the problems were reduced to only seventeen (17).

3. Action Plan: Strategy to Address Problems

Fe explained on how to complete the matrix showing the action plan as strategy to address the problems by the participants. The columns included the proposed actions, institution to support, if any, estimated time/duration to solve the problems, and names of participants to carry out the identified proposed actions. The participants were asked to form into six (6) groups based on their interests. Participants' groupings dealt on: 1) coastal, 2) infrastructure, 3) technology, 4) agriculture, 5) institution, and 6) community. Each group had specific problems to work on following the expected outputs required of the action plan matrix.

The action plan based on groupings/problems consisted of the following:

Group/Problem	Solution	People/Agency Concerned	Time Frame/ Duration	Interested Participant
Coastal				
Lack of equipment, facilities and skills to control illegal fishing activities	Solicit patrol boat and other equipments for the barangay	Brgy. Chairman, LGU, NGO and other funding instituion	May 2004-July 2005	Cris Cuarez Anton Cervantes Aquino Luna Bill Cariaga
Illegal fishing activities	Strict enforcement of R.A. 8550 Lobby with city mayor, provincial and city councils	Brgy. chairman, BFARMC/fisher-folks AFP personnel Coast Guard (Bantay Dagat) BFAR	As soon as patrol boat and other equipments granted	Brgy.Concepcion fisher-folks
Poor conditions of coastal resources	Proper monitoring of mangrove areas, Constant patrolling of coral reefs	Brgy. chairman, BFARMC/fisher-folks Coast Guard (Bantay Dagat)	As soon as patrol boat and other equipments granted	Brgy. Concepcion fisher-folks
Infrastructure				
Lack of irrigation infrastructure	Coordinate with concerned government agency	DPWH, Provincial and City Government, NIA	July 2004	Boy Samante Arsenio Elestrio Ernesto Dangan Romeo Dangan
Lack of potable water	Coordinate with concerned government agency	DPWH, Provincial and City Government, NIA	July 2004	Boy Samante Arsenio Elestrio Ernesto Dangan Romeo Dangan
Lack of electricity	Coordinate with concerned government agency	Dept. of Energy NAPOCOR	July 2004	Boy Samante Arsenio Elestrio Ernesto Dangan Romeo Dangan
Technology				
Lack of communication facilities (computer, internet, etc.)	Coordinate with concerned government agency	Dept. of Energy NAPOCOR	July 2004	Boy Samante Arsenio Elestrio Ernesto Dangan Romeo Dangan
Agriculture				
Lack of support and assistance from DA	Coordinate' Write proposal, Submit proposal to DA Follow up	DA- City Government	1-3 years	Community participants Nena Dominguez Visitacion Lagan Gina Villon Zernan Teodoro Arturo Santos
Lack of market system and information (pricing, supply and demand)	Communication,Coordination, Cooperation	Community, BFAD DTI, etc,	1-25 years	Onopre Luneta Osmundo merced Ralph Jose Villon Esmeralda Sumagang Benjie Sumagang

Institution				
Bureaucracy and red tape	Coordinate with Brgy.Captain, Hon. Melquiades Rodriguez	Brgy.Captain, Hon. Melquiades Rodriguez	April-June 2004	Ms. Jalalon & Members
Inconsistent implementation of policy and regulations (forestry and coastal)	Consultation with government agency about laws	DENR Bureau of Fisheries- Dept. of Agricultures	April-June 2004	Kagawad Corazon Dalabajan, STCMPC; Samahan ng Magingisda, Ms. Jalalon, Mr. Zernan Teodoro
Laws not clear/Inappropriate not suitable for the community	Consultation with government agency about laws	DENR Bureau of Fisheries- Dept. of Agricultures	April-June 2004	Kagawad Corazon Dalabajan, STCMPC; Samahan ng Magingisda, Ms. Jalalon, Mr. Zernan Teodoro
Lack of discipline	Conduct training on value formation/ reorientation	DILG Moral Recovery Program	April-June 2004	Kagawad Corazon Dalabajan, Ms. Jalalon
Community				
No health services	Coordinate with concerned government agency to request for regular health worker	City Health DOH	July 2004	Kapitan Perfecto Salvador
No school for Bataks	Coordinate with concerned government agency to request for teacher, supplies and school building for their education	Brgy. Officials CityCouncil/ Government Kgd. Awat	June 2004	Batak tribal leaders Pekto Salvador
Lack of skills to use computer	Training	STI/AMA Computer	1-3 years	Zernan Teodoro Esmeralda Sumagang Benjie sumagang Ralph Jose Villon Arturo Santos
Lack of capital and credit scheme for crops, sea weeds, etc.	Start on your own small capital	Community, NGO, DA, etc.	1-25 years	Zernan Teodoro Esmeralda Sumagang Benjie sumagang Ralph Jose Villon Arturo Santos

3.1 Plenary/discussion on the action plan

Ted requested the participants to take a look at the agreed action plans and select which ones that were urgent and doable. This would enable them to reduce the number of problems that can realistically be addressed. Merlyn mentioned on the urgency on need for livelihood by the minorities (Bataks). She cited the case of the Bataks' selling produced handicrafts in very low price. The need to compensate for their labor was raised along with the necessary improvement on design and quality of their finished products, need for more training and coordination with the concerned government agencies.

The discussion focused as well on the needs of other residents in three communities' for added source of living, preparation and submission of livelihood project proposal. The participants agreed to focus on: 1) training, human resource capacity building related to livelihood; 2) negotiation, linking and networking with different agencies

who can addressed their problems; 3) and to offer their labor in presence of institutions willing to help and provide them with materials in case of road buildings and other infrastructures.

Ted reminded/reiterated his previous explanations on what the LPF project can do for the community at the end of the plenary. Among which were to: 1) provide information to help people decide on what to do as in market study and resource inventory; 2) convene forums for people to communicate and express their concerns to the policy makers; 3) capacity building to improve level of living (training and cross-site visitations); 4) linking people with funding agencies (EU, NDP, etc.) and to provide assistance in project proposal preparation (writing) and submission to the concerned agencies; 5) increase awareness of the policy-makers (provincial and national) on the consequences and difficulties experienced in policy implementation by the people, bureaucracies, poor governance and effects on management of natural resources; and 6) to make use of the completed works of ACM: trained PO members on handicraft, operating computer, etc. to help build capacity of other community residents. He also mentioned about the participants to receive certificates for attending the workshop.

4. Pledge of Commitment

Ted presented a draft pledge of commitment containing the commitment from the barangays to attain the vision. He asked the participants if they agree to accept the pledge of commitment. The participants responded positively. The participants signed and gave their commitment.

In the process however, Betin asked for the necessity of barangay resolution to help the participants in addressing the problems. Pastor Teodoro in turn proposed for the formation of an organization encompassing the three barangays in acting upon an agreed action plan. The discussion further evolved on whether there was a need to form new organization or make use of the existing organizations such as the STCMPCI, Charity Women Foundation, Small Saving Group, Sea Weed Farmers Association, NATRIPAL and the Association of Senior Citizens.

The discussion took a long time indicating the challenge to ensure that representatives selected will not come from the “elite” members of the organizations but those coming across the residents of the three barangays. Mang Cading suggested to start with the participants coming to the workshop and not to proceed in making fast decision (right on the spot) on working group formation.

5. Review/Analysis of the Vision Statement

In the final analysis of the vision statement, Ted posed questions on: How is the final draft of the vision statement compared to the barangay vision as per barangay development plan? and How can the vision be used?

According to a barangay councilor they do not have a barangay vision statement yet. Ted elaborated the need to make use and communicate the vision statement to other residents by putting copies of the statement in barangay centers and other strategic places.

The vision statement went as:

Vision

" By 2030 we envisioned to have a prosperous, rich coastal, lowland and green forests which are sources of abundant livelihood; communities and leaders who are God fearing; healthy, unitedand understand each other; and have the capacityto undertake development activity; sufficient and appropriate facilities, technologies, and institutions conducive for better quality of life.".

In Tagalog, the vision statement went as:

Pangarap

" Ang aming pangarap sa 2030 ay masaganang karagatan, kapatagan, at luntiang kagubatan na pinagmumulan ng masaganang kabuhaya; mga komunidad at pamunuan na may takot sa Diyos, malusog, nagkakaisa at nagkakakunawaan at may kakayahang magsagawa ng kaunlaran; angkop at sapat na pasilidad, teknolohiya at mga institutusyon para sa maayos na pamumuhay.

6. Evaluation of the 3-Days Workshop

As a final activity, the workshop participants gave their impression on the three days workshop. They personally felt that as participants they were able to: 1) agree on a common vision for the three barangays, 2) agree on common problems and were able to identify solutions to their problems based on the prepared action plan, and 3) regard the activity as learning opportunity and experience. Some looked forward to make use of the knowledge gain in their everyday life while others expressed happiness and gave thanks in the end.

7. Closing Remarks

Ms. Herlina Hartanto gave the first closing remarks. She said " this is the end of the workshop and the beginning of a new project. There is the reason to continue working in the three barangays for there were people who are really committed and/or who believed in working together to address the many problems they have. The success of the community will depend on the cooperation and unity of the community members themselves."

Barangay Captain Candido Canete gave thanks to the project team/facilitators and those who participated in the workshop.

Barangay Captain Melquiades Rodriguez gave thanks to the project team/facilitators and those who participated in the workshop.

Dr. Ted Villanueva finally ended the workshop, thanked all who organized the workshop, read the content of the “Certificate of Appearance/Participation” in the workshop and promised for distribution at a latter date when he returns to Palawan.

Workshop 2 - Government/Non-Government Institutional Level (Stage 2)

5 April 2004

1. Registration and the Workshop Participants

Registration started at 8:00 a.m. and lasted until 9:20 a.m. Due to unavoidable circumstances, the community participants and most of the representatives from different institutions came late. Only a number from the latter group came on time e.g. representatives from the City ENRO, City Planning office and a couple of participants from the Budyong Foundation Incorporated.

2. Prayer and Opening Remarks

2.1 Opening remarks from the national project team coordinator

Dr. Ted Villanueva led in the group's prayer for the day. He also gave the opening remarks followed by self-introduction of the project team members.

3. Participants Introduction

The participants introduced themselves. They started with their names/nicknames, identification of the institution where they belong and kind of field specialization and/or interests. In the beginning, there were 24 participants, 9 coming from the three communities and almost equal number from both the government (7) and non-government institutions (8). Late in the morning, additional three participants each from the government and non-government institutions came thus giving a total of 30 participants in all. List of participants is provided in Appendix 4.

4. Participants' Expectations

4.1 Expectations from government and non-government institutions

The expectations from the government and non-government participants focused on what possible collaborative undertaking they may be able to share with the community participants. In general, everybody expressed their intention to support and assist the POs and other community residents in their problems. This however was understood in terms of the nature or kind of institution to where they belong.

The participants from the City ENRO, ELAC, City Planning Office and EWW for instance cited their interest to give information and assist the people with regards to CBFM implementation. In the case of Budyong Foundation Incorporated, the concern was on biodiversity conservation and providing assistance to people in the uplands through livelihood and project enterprise.

Specific interest cited by Mr.Roel Rodriguez of Budyong Foundation Inc. and Ms. Lina Flor from EWW was for them to determine or identify the possible areas or point of collaboration with regards to LPF project implementation.

4.2 Expectations from the community participants

The expectations from the community correspond with that of the participating agencies and institutions. The workshop served as the venue wherein to present community problems and for them to be cleared on solutions to problems of the Bataks and other community residents on livelihood, farm related matters those related to the attainment of the community vision.

5. Presentation of the Workshop Objectives, LPF Project, and Community Project Site

5.1 Presentation of the workshop objectives

Fe Mallion presented a brief overview of the workshop held at the community level in relation to the written objectives on the flipchart. She continued on the Workshop 2 objectives and its expected outputs. Among the expected outputs were for the participants to: 1) understand what the LPF project is about; 2) have an agreed common vision (if possible); 3) identify areas of common concerns, issues and constraints on possible areas of collaboration; and 4) identify mechanisms for the collaborative actions to take place.

5.2 Presentation of the LPF project

Ted Villanueva presented the LPF project as he did during the first workshop at the community level. He enumerated and explained the project rationale, objectives, institutions involved in the project implementation and to build on what had been started by the ACM Project of CIFOR. He cited the difference of the project with the ACM project in terms of coverage, i.e. inclusion of water/coastal and lowland with forest resources. He also mentioned the project tie up at the provincial level wherein he would be frequently seen to attend the CBFM Provincial Technical Working Group and for his task to interact with various agencies and institutions in the province.

Questions were raised on who will be the LPF project focal person in Palawan and the possibility to house the project in the city municipal office for purposes of collaborative and/or coordinative functions. Ted identified Suzie as the project focal person while Mr. Benny Postrado together with Ms. Doodiee Devanadera of the

Budyong Foundation Inc. offered to house the project in their office. The gesture was highly appreciated by the team. Ted promised to provide the participants with the project contact numbers for ease of coordination in future activities.

5.3 Description of the project site

Barangay Captain Melquiades Rodriguez of San Rafael briefly described the project site consisting of Barangays San Rafael, Tanabag and Concepcion. He focused on similar conditions of the communities and the undertakings they had with CBFM project implementation.

6. Projection Scenario

The projection scenario was carried out as first group activity of the participants. They were divided into several groups based on the following categories: coastal, forest, agriculture and social and institutions. They were allowed to choose the category they are most familiar with (Appendix 5).

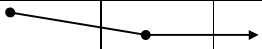
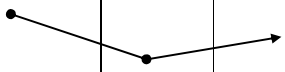
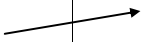
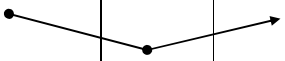
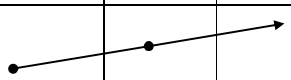
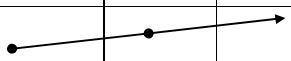
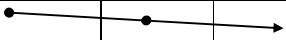
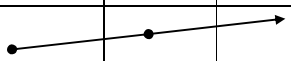
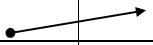
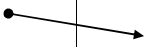
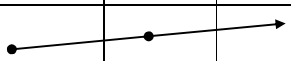
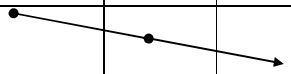
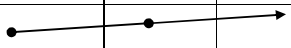
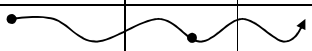
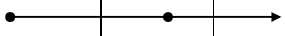
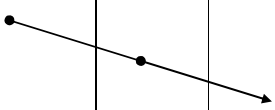
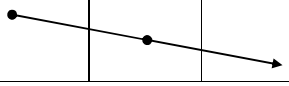
Prior to their grouping, there was a lengthy discussion on the timeframe for reflection and projection process on scenario building. Finally they agreed to look back 15 years from the present and to project 25 years to the future. The participants assessed the trends in the past and projected the likely future using the following specific items for each of the element they worked on (see the box below). In the process they were asked to draw a line indicating the condition of the resource/element, e.g., getting worse (declining), better (upward) or had no change at all (straight or level line). They were also instructed to give reasons on the result of their assessment.

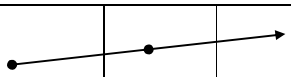
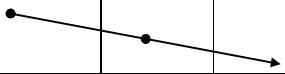
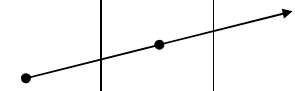
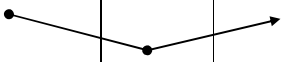
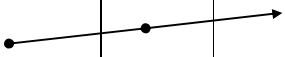
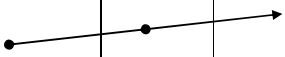
Elements	Items
Coastal:	Coral condition, fish abundance, fishing permit, quality/quantity of mangrove, coastal tourism
Agriculture	Rice productivity, land productivity, high value crop productivity program, support facilities, agricultural lands, technology, manpower, food processing, income and livestock and poultry
Forest	Forest condition, access to forest resources, right to manage forests, water quality
Social and institutions	Population literacy, health (incidence of disease or sickness), quality of life saving, opportunities for non-related agriculture activities, number of community organizations, credits, road system and water supply. The group working on this aspect agreed to add peace and order as an important item to assess the condition

6.1 Plenary on Projection Scenario.

There had been a lively discussion/debate on the scenario projection during the plenary as in optimistic vs. the pessimistic approach and/or result from the different group. The forestry group for instance based their projection on what has been happening in reality and the time needed for the resources to recover. Some groups envisioned or projected a positive scenario of the future since they inputted the program's goal and objectives of their institutions. Below is the summarized group output of the participants.

Table 1. Group scenario output on projected trends in social/institutional and natural resources in Palawan for the next 25 years.

	Field of Interest/Time Frame			
Resource/ Elements	**Past (15 years ago)**	**Present**	**Future (25 years from now)**	**Reason(s)**
Coastal				
Coral condition				Cyanide /dynamite fishing
Fish abundance,				Illegal fishing Population, migration CBRM Establishment of fish sanctuaries
Fishing permit				LGU/BFAR requirements
Quality/quantity of mangrove				Mangrove reforestation Charcoal making Fishpond conversion Household use
Coastal tourism				Seasonal promotion (radio, LGU Ecotourism/DENR)
Population				Migration Natural growth
Agriculture				
Rice productivity				Presence of technology Soil erosion/loss of fertility
Land productivity				Soil erosion
High value crop productivity program				Support market program
Support facilities				Government support
Agricultural lands				Conversion into subdivision Abandonment of the area
Technology				Government support
Manpower				Alternative source of livelihood Use of machinery
Food processing				Increase technology
Income				Depends on supply and demand
Livestock and poultry				Maintain the demand
Forests				
Forest condition				Extraction of forest resources Population increase Economic stability of the community Must have alternative livelihood for the community
Access to forest resources				Restrictive policies being implemented by the LGU/GA and other concerned agencies Decrease in forest cover

Right to manage forests		Tenurial instrument awarded to the communities
Water quality		Decrease in water cover affects water quality Illegal activities of the communities
Social/Institutional		
Literacy		Presence of secondary schools Presence of 2 universities and several colleges
Health (incidence of disease or sickness)		People's awareness Presence of medical practitioners, supplies, etc. Government and NGO's interventions
Quality of life		Still plenty of natural resources Less cost of living
Opportunities for non-related agriculture activities		Have numerous means of living (tourism related activities)
Number of community organizations		Plenty of NGOs, POs, Cooperatives, etc.
Credits		Many banks, lending institutions and NGOs to provide means of livelihood
Road system		One among government priorities
Water supply		Watersheds conserved and protected
Peace and order		Increasing incidence due to increase population/ mostly done by migrants

7. Formulation of Vision

The process on how to come up with vision scenario for the province of Palawan was explained. Fe Mallion discussed the procedure similar at the community level workshop such as: 1) to imagine the situations they desire for Palawan or the conditions they would like to see in Palawan 25 years from the present; 2) to discuss among themselves the parameters to include in the vision, 3) to identify the elements from the drawings, and 4) try to come up with a vision statement.

The other participants were grouped on the basis of their institutional affiliation, i.e. government and non-government grouping since the barangay participants had their community vision already prepared.

The participants' groupings were shown in Appendix 6 with their corresponding small group facilitators**.**

7.1 Presentation of the Visions

The three groups presented their vision and their vision statement. They were made to share their observations on the differences and similarities with regards to the vision

elements and statements. Based on the discussions, an agreed common vision cannot be achieved since they had different point of reference. The vision formulated by the community participants was specifically done at their level while the other two groups had their visions and statements done at the provincial level i.e. using therefore terms that were broad and general.

The other difference of the two groups' vision statement with that of the community was the incorporation of their mandates and functions in the formulation process, i.e. incorporation or putting in mind concepts on city land use plan, forest objectives and technology, livelihood not destructive to core zone areas and conservation and management of forest resources.

A community participant also raised the difference of their vision containing phrases for "God-fearing community and leadership " which cannot be seen in the two others' statement. The GO participants replied they did not include it since people have different religion while the NGOs explained the vision could not be attained without the presence of God-fearing people.

However, it was noted that there exists common vision elements among the three groups, e.g. infrastructure and support services, abundant forest and other natural resources, progressive community people etc. The elements were not conflicting. The NGO and GO groups mentioned united community to achieve sustainable development while at the community level the presenter mentioned of people with recognition for sustainable management of natural resources.

The community vision elements and statement though specifically stated for their locality were supportive with that of attaining the vision/statement at the provincial level. In other words there is no way of attaining the vision at the provincial level without the communities' attaining their vision simultaneously.

7.1.1 Vision from the NGO participants

The illustrated vision consisted of satellite clinic, well-managed natural resources, dam, cooperative bank, road network, and communication system for the whole province of Palawan.

Vision Statement: "*A province with united citizenries, helping together in the management of the environment, with sufficient social services, infrastructure, with entrepreneurial assistance for the local people and following in accordance the principles of sustainable development for the year 2029.*"

The presenter added that the previous exercise on projected scenario and vision formulated were consistent to their mandates and functions. He also conveyed the message they wish to impart among fellow workers from the government, community and POs with regards to the vision scenario, i.e. the scenario to serve as a challenge for all to improve the quality of services and in defining areas for collaboration.

He also submitted/ written specific vision statements for year 2029 on the elements previously provided by the organizers in the projected scenario exercise. These were as follows:

Natural Resource/Elements	Vision Statement for 2029
Coastal Resource	▪ Strict implementation of rules and regulations and projects to increase fish and other marine products
Forest	▪ Strict implementation of rules and regulations and tree planting programs and utilization of products coming from the forest
Agriculture	▪ To implement organized based crop production and massive backyard animal production with organized market processing or schemes
Corals	▪ Strict implementation of R. A. 2850.
Social and Institutional	▪ To achieve 100% literacy program and additional schools; ▪ Presence of satellite hospital for every 10 kilometers; ▪ One cooperative to serve as bank for every 3-5 barangays; ▪ Presence of hydro-electric plant as cheap source for irrigation; and ▪ Presence of cell sites in every corner of Palawan province

7.1.2 Vision from the GO participants

The GO vision statement was very general but they provided a number of specific elements. The illustrated vision consisted of wildlife preservation and restored forest resources, abundance in agricultural crops and production; with concrete roads, housing projects, electricity, hospitals for the people; modern technologies for seaport and airport facilities, and coastal resources having been restored in its previously rich condition.

Vision Statement: *"Palawan in year 2030 with united people and government managing the natural resources towards a peaceful and sustainable development in the future."*

7.1.3 Vision from the community participants

Nang Beating, Barangay Captain Candido Canete and Nang Merlyn presented their vision together with a Batak representative to say something on their situation. The Bataks had been consistent throughout their various presentations on the problems they have been facing and proposed strategies to address their problems.

The explanation of the community's vision consisted of:

Progressive, happy, healthy and secured citizens brought about by rich conditions of forest and coastal resources;

Abundant forest, clean and clear coastal resources, fresh air, clean water, happy and progressive life of the people benefiting from government projects, infrastructures, education and others;

Peaceful and progressive citizens, abundant livelihood, environment free from pollution and illegal fishing activities and with people's recognition for sustainable management of natural resources. People commonly united to support the government projects for management of natural resources; and

Livelihood for both men and women, electricity for the households, market facility, trees and birds to protect, mangrove tree planting and mangrove establishment for

small fish sanctuaries, and presence of transportation facilities from peoples' continuing effort together with the Batak minority group.

The presentation of the vision statement followed. There were no comments for both the community illustration and vision statement**.**

8. Analysis of the Rights, Responsibilities and Benefits are Shared

Ms. Annie Frio provided a brief explanation of what the 3R analysis was about and gave example of how to do it. She pointed out that the analysis could be used to assess whether the playing field is leveled or fair for the stakeholders. Participants were again re-grouped based on their interest as to handle one of the following natural resources: coastal, lowland and forest (list of members shown in Attachment 6).

Small group facilitators asked the groups to think first of all the stakeholders for the resource type they worked on and then including only those they thought were most important. They were made to assess the identified stakeholders based on how they carried their responsibilities or simply the stakeholders' performance. Below is the table showing the results of the analysis.

Table 2. 3R analysis based on resource type and the identified stakeholders per resource type.

Resource/Stakeholder	3Rs					
	Rights	**Score**	**Responsibilities**	**Score**	**Revenue (Benefits)**	**Score**
Coastal						
Illegal fishermen	None	0	Care and management natural coastal resources	0	Food and income	5
Fishermen	To fish	5	Protect their fishing areas	5	Food and income	3
Seaweed farmers	To farm/plant sea weeds	5	Pay tax	5	Food and income	3
Commercial fishing vessels	None	0	Care of natural resources	0		3
NGO/Haribon	Capacitation of the community people	3	Help care of coastal resources	4	Salary and project implementation	5
	Help/coordinate with leaders and other agencies	3	Inform the other agencies about their programs and projects	3	Support or assistance	3
Pundasyong Santiago	Help increase people's income in the community	3	Help the people to become self-reliant for livelihood development	4	Salary Project and Support or assistance	3
City government CityENRO	Get tax revenues	4	Manage/protect the mangrove	3	Fees/Taxes	4

Barangay Council			resources			

Lowland						
Farmers	To farm	5	Pay taxes Take care not to erode soil in their farm	5	Products and income	5
Handicraft/ Furniture makers	Make handicrafts and furniture	5	Plant bamboos, mahogany and others Get license or permit	2 0	Income	5
Other residents	To live orderly in the community	5	Follow in the existing rules and regulations	2	Income from their own sources of living	
STCMPC members	Operate their own business	5	Orderly management of their cooperative	3	Income	
Barangay Council	Manage/lead the people within their jurisdiction	5	Respond to the needs of people in the local area Implement projects, rules and others within the area	3 3	Honoraria -	
City Government	Extend services or assistance	5	Duly implement what they are supposed to give Respond to the needs of the barangays	3 3	Taxes	
National Government	Extend services or assistance	5	Same with the city government	3	-	
NGOs	Extend services or assistance	5	Efficient implementation of their projects	3	More funding from funding agencies	
All the stakeholders had equal rights or access to the resources			Top 3 stakeholders were the: 1st- farmers 2nd- STCMPC members, Brgy. council, City government, national government and NGOs 3rd- other residents and handicraft/furniture makers		Top 3 stakeholders were the: 1st- farmers, handicraft/furniture makers; 2nd- other residents; 3rd- STCMPC members	

Forest						
PO (STCMPC)	Get Benefits Reside in the area	5	Follow in the rule and regulations of the management	2	Income Good living	4
IP community	None	5	Take care of resources	2	Income Safe area to live in	4
Other residents of the barangay/non-PO	Follow/implement laws	0	None	0	Other livelihood activities	1
Barangay Council	Implement laws	2	Apprehend violators in doing illegal activities; Support/assist the PO in implementing environmental projects/activities	1	Barangay share from all the proceeds coming from CBFM (utilization activities); Good environment	3
DENR	Implement laws	3	Technical assistance to PO Issuance of permit Monitoring of environmental activities	2	Forest Charges Other regulatory fees Less responsibilities with POs as their partners	3
City Government	Implement laws	2	Technical support Monitoring Financial support	1	Share on forest charges	1
PCSDS	Implement laws	3		2	Implementation of their mandates	1
	Stakeholders with highest rights: PO and IPs		Stakeholders with highest actual responsibilities: PO IP DENR PCDS		Stakeholders with highest Benefits: PO IP	
Results' Implications			What to do about it?			
▪ Low performance of responsibilities compared to high rights and benefits ▪ Local stakeholders do not fully understand the importance of rules and regulations ▪ Stringent environmental laws ▪ Possible over-lapping of functions among the concerned government agencies			▪ Inform and educate the concerned stakeholders ▪ Conduct IEC ▪ Review of laws (SEP, etc.) ▪ Levelling off among the concerned agencies			

9. Action Plan and Strategies for Collaborative Action

The list of action plans (matrix output in Workshop 1) was printed and distributed to the participants. Barangay Captain M. Rodriguez and Pastor Zernan went through the list and gave emphasis on problem areas that need help from other stakeholders.

Feedbacks, clarifications and reactions from participants coming from the government and non-government were generated. Included were:

The City Planning Office representative requested clarifications on what level the items on bureaucracies and red tape occurred and why the Barangay Captain of San Rafel was listed as someone who can solve the problem. Response at the community level was not cleared enough however to settle the issue cited by the participant.

Several participants provided hints on which institutions and contact persons who can help the communities solve their problems. Some offered their help in preparation of project proposal and even in typing the proposal in their office.

The City Planning Office representative moreover suggested that the time frame schedule in the matrix no to be rigid but be more flexible.

PCSD personnel admitted of seeing their rules and regulations very strict but cannot do much about it. The revisions on rules and regulations can be done only at the PCSD council level. They informed the group however of the council's ongoing process of reviewing and validating rules on forest charges and activities allowed in core zone areas.

10. Workshop Evaluation and Closing Remarks

10.1 Response from the different participants

Ted Villanueva requested representatives from the different institutions to give their impressions of the day's workshop. On the whole every body gave positive remarks, citing the instances they learned about shared visions, projected scenarios and stakeholders 3R analysis. A participant cited she enjoyed the way the organizers handled the different activities, as in making the participants alive and to hold their interest to finish the activities till night and not boring. There were some who looked forward of seeing the people and project team members for possible collaborative undertakings.

10.2 Plans and Closing remarks by the national project coordinator

Dr Villanueva thanked all the participants for the time and participation in the workshops.

Appendix 1

List of Participants in Workshop 1

Name	Designation	Barangay
1. Aina Garcellano	Member, STCMPC	San Rafael
2. Gina D. Villon	Member, STCMPC	San Rafael
3. Ofelia A. Merced	Member, STCMPC	San Rafael
4. Felomina Dominguez	Member, STCMPC	San Rafael
5. Asuncion Merced	Member, STCMPC	San Rafael
6. Felomina Dominguez	Member, STCMPC	San Rafael
7. Nenita E. Lavapie	Member, STCMPC	San Rafael
8. Reynaldo Delos Angeles	Member, STCMPC	San Rafael
9. Visitacion L. Lagan	-	Tanabag
10. Virginia L. Gasmin	Member, STCMPC	Tanabag
11. Lorna M. Gacot	Member, STCMPC	San Rafael
12. Norma M. Carceller	Member, STCMPC	San Rafael
13. Adela V. Remo	Member, STCMPC	San Rafael
14. Osmundo Merced	Member, STCMPC	San Rafael
15. Arturo Santos	Member, STCMPC	Tanabag
16. Eusebio M. Lumbre	Member, STCMPC	San Rafael
17. Dolores A. Paclibar	Member, STCMPC	San Rafael
18. Nelia D. Macula	Member, STCMPC	Concepcion
19. Ernesto Dangan	Member, STCMPC	San Rafael
20. Gregorio Ombe	Member, STCMPC	San Rafael
21. Lilia D. Balud	Member, STCMPC	Concepcion
22. Cresenciano T. Cuarez	TFAI	Concepcion
23. Matildo Maglinao	Member, STCMPC	San Rafael
24. Maribel Lim	Non-PO	Concepcion
25. Anton Cervantes	Member, STCMPC	Concepcion
26. Ruth Bandiala	Savings Group	Concepcion
27. Noralyn Luna	Member, STCMPC	Concepcion
28. Aquino Luna	Member, STCMPC	Concepcion
29. Arsenio Elesterio	Member, STCMPC	San Rafael
30. Silvina Magno	Member, STCMPC	San Rafael
31. Mylene Oliva	Member, STCMPC	San Rafael
32. Jovenio Oliva	Member, STCMPC	San Rafael
33. Benilda Dela Cruz	Member, STCMPC	San Rafael
34. Romeo Dangan	Member, STCMPC	San Rafael
35. Loreta Dangan	Member, STCMPC	San Rafael
36. Florenda Roca	Member, STCMPC	San Rafael
37. Engr. Roger Samante	Member, STCMPC	San Rafael
38. Zernan Teodoro	Chairman, MMMPC	San Rafael
39. Erlynda Teodoro	Member, MMMPC	San Rafael
40. Wilfredo Peralta	BOD Member, MMMPCI	San Rafael
41. Evelyn C. Peralta	Member, MMMPCI	San Rafael
42. Melquiades D. Rodriguez	Member, STCMPC	San Rafael
43. Joseph Villon	Member, STCMPC	San Rafael
44. Valentina Jalalon	Member, STCMPC	San Rafael
45. Beatriz P. Dacles	Member, STCMPC	Concepcion
46. Angelita Patero	Member, STCMPC	Concepcion
47. Noralita Timbancaya	Member, STCMPC	San Rafael
48. Alejandra De Guzman	Member, STCMPC	San Rafael
49. Nene Hugo	Member, STCMPC	Concepcion
50. Edmundo Dalabajan	Member, STCMPC	San Rafael
51. Onofre V. Luneta	Member, STCMPC	San Rafael
52. Rosito D. Cacho	Member, STCMPC	San Rafael

53. Candido Canete	Member, STCMPC	Concepcion
54. Bobby Tigranes	Non-PO	Concepcion
55. Bill Carriaga	Non-PO	Concepcion
56. Esmeralda Sumagang	Member, STCMPC	San Rafael
57. Euben R. Vargas	BOD Member, STCMPC	San Rafael
58. Norma Carceller	Member, STCMPC	San Rafael
59. Leonardo Abucal	Batak	Tanabag
60. Estinely Hugo	Member, STCMPC	Concepcion
61. Beatriz P. Dacles	Member, STCMPC	Concepcion
62. Crisologo P. Elesterio	Member, STCMPC	San Rafael
63. Jose Dela Torre	Member, STCMPC	San Rafael
64. Corazon M. Dalabajan	Member, STCMPC	San Rafael
65. Robert Saavedra	Batak	Tanabag
66. Antonio Arbulida	Batak	Tanabag
67. Edmundo Dalabajan	Member, STCMPC	Concepcion
68. Emil Abukal	Batak	Tanabag

Appendix 2

Participant's Expectations Based on Six Components of their Vision

Livelihood	Natural Resources	Cooperative	Organizational Capacity Building	Strict Implementation of Policy/ Rules	Monitoring of Project Plan Implementation/Knowledge on Laws an Regulations
Additional knowledge on livelihood	coastal protection	Cooperative development	Responsible person to implement organisational plans	Apprehension of those who commit illegal activities	Monitor the project plans being implemented
Additional knowledge	New ideas	Proper cooperative management	Organizational development to improve quality of life		Knowledge on laws and regulations re: natural resources
Additional knowledge on livelihood development	Ideas on natural resources protection and conservation	Re: strengthen cooperative	Enrich knowledge on organization		
	Natural resources protection and conservation	Means of STCMPC towards development	Additional knowledge on management		
	Find some solution to problems concerning forests, coastal and people	Cooperative development	Monitor development plan of the organization		
	Environmental Laws	Reorganized and consolidate cooperative	Consolidation of the organization		
	Support for natural resources	Cooperative management	What is beneficial for the organization		
	Forest Protection	New cooperative	Clear discussion to learn more about organizational management		
	Forest with no concession; need areas for kaingin				
	Forest Protection				
	Learn about important resources from forest				
	Need to protect forest (3 persons)				

Appendix 3

Group Formation for Visioning Exercise of Workshop 1

Barangay Concepcion:

Men's Group	Women's Group
1. Candido Canete	1. Nenita Lavapie
2. Cris Cuarez	2. VirginiaGasmin
3. Anton Cervantes	3. Dolores Paclibar
4. Bill Cariaga	4. Nelia Macula
5. Matildo Maglinao	5. Lilia Balud
6. Aquino Luna	6. Maribel Lim
7. Bobby Tigranes	7. Ruth Bandiala
8. Greg Ombe	8. Noralyn Luna
9. Edmon Dalabajan	9. Silvina Magno
10. Onofri Luneta	10. Beatriz Dacles
11. Rosito Cacho	11. Angelita Patero
12. Candido Canete	12. Noralita Timbangcaya
	13. Alejandra De Guzman
	14. Nelie Hugo

Barangay San Rafael:

Men's Group	Women's Group
1. Reynaldo Delos Angeles	1. Nenita Lavapie
2. Crisologo Elesterio	2. Evangeline Samante
3. Arturo Santos	3. Dolores Paclibar
4. Ernesto Dangan	4. Lorna Gacot
5. Arsenio Elesterio	5. Visitacion Lagan
6. Jovenio Oliva	6. Ofelia Merced
7. Osmundo Merced	7. Aina Garcellano
8. Eusebio Lumbre	8. Asuncion Merced
9. Romeo Dangan	9. Florenda Roca
10.Engr. Roger Samante	10. Benilda Dela Cruz
11.Zernan Teodoro	11. Gina Villion
12. Wilfredo Peralta	12. Norma Carceller
13. Melquiades Rodriguez	13. Evelyn Peralta
14. Joseph Villion	14. Adela Remo
	15. Mailene Oliva
	16. Lolita Dangan
	17. Felomina Dominguez
	18. Erlinda Teodoro
	19. Valentina Jalalon

Appendix 4

List of Participants in Workshop 2

NAME	DESIGNATION
1. Angel P. Padon	CPDC/City Government
2. Lorna A. Misa	Forester/ City-ENRO
3. Gracioso O. Guttierez	Paralegal/ELAC
4. Valentina S. Jalalon	President Senior Citizen/San
5. Dan G. Tejada .	PEO III/OCPDC/City Gov't
6. Maribeth O. Caymo	PCSDS
7. Tomas J. Matillano	Proj. Supv./Fundacion Santiago
8. Romina B. Dela Cruz	For. /City-ENRO
9. Roel Rodriguez	AFD-BRDFI
10. Benny Postrado	BRDFI
11. Neriza S. Regal	ELAC
12. Redempto Anda	Conservation International
13. Merlinda S. Lumbre	BOD Member, STCMPC
14. Joseph Villon	youth, San Rafael
15. Felomino O. Racuya	PCSDS
16. Elizabeth Arzaga	PDD III/OCPDC
17. Eliseo Delos Angeles	Batak
18. Lilia D. Balud	Member, STCMPC
19. Beatriz P. Dacles	Proj. Mgr., STCMPC
20. Norma Carceller	Member, STCMPC
21. Linaflor Constantino	CDO-EWW/Phil.
22. Allan Abrea	For.- EWW/Phil.
23. Danny De Sagun	PCSD/PTFPP
24. Jovic Fabello	PCSD/PTFPP
25. Veronica G. Flores	For. 3-DENR-CENRO
26. Alexander Maucio	For. 1-DENR-PENRO
27. Candido Canete	Brgy. Captain, Concepcion
28. Nelson P. Devanadera	PPDC/Prov'l. Government
29. Willy Ortega	Prov'l. ENRO
30. Melquiades Rodriguez	Brgy. Captain, San Rafael

Appendix 5

Group Formation for Projection Scenario Exercise of Workshop 2

Coastal :	Joseph Villon Lorna Misa Teks Rakuya Zernan Teodoro	Facilitator: Doodee Devanadera
Social:	Redempto Anda Merlinda Lumbre Dan Tejada Tomas Matillano Beatriz Dacles Lilia Balud	Facilitator: Fe Mallion
Agriculture:	Maribeth Caymo Benny Postrado Valentina Jalalon Norma Carceller Beth Arzaga Roel Rodriguez Danny	Facilitator: Anita Frio
Forest:	Romina Dela Cruz Allan Abrea Linaflor Constantino Jovic Danilo E. De Sabas Eliseo Delos Angeles Nerisa S. Regal Graciosso Guttierez Veronica Flores	Facilitator: Ted Villanueva

Appendix 6

Group Formation for Visioning Exercise of Workshop 2

NGO (8)	GA (7)	PO (9)
Linaflor Constantino	Maribeth Caymo	Candido Canete
Allan Abrea	Romina Dela Cruz	Leonar Abukal
Nerisa S. Regal	Veronica Flores	Zernan Teodoro
Gracioso O. Gutierrez	Lorna Misa	Lilia Balud
Benny Postrado	Beth Arzaga	Joseph Villon
Tomas Matillano	Alexander Maucio	Eliseo Delos Angels
Roel Rodriguez	Dan Tejada	Belen Jalaon
Benny Postrado		Merlinda Lumbre
		Beatriz Dacles

Appendix 5

Tables of Responses of the Different Institutions that Participated in the Filing Up of Survey forms for Institutional Analysis

Preliminary Results

Below are the results of the survey that LPF Team conducted to key institutions in Palawan.

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 tbe 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.

Depqrtment 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 effort 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.
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, protect area and wildlife, environmental management, mine 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-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.
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 Porgram • 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 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		• It depends.
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 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 regions. 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. Intersectoral 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		

About CIRAD

Centre de coopération Internationale en recherche agronomique pour le développement (CIRAD) is a French scientific organisation specialising in agricultural research for development for the tropics and sub-tropics. It is a State-owned body, which was established in 1984 following the consolidation of French agricultural, veterinary, forestry, and food technology research organisations for the tropics and subtropics.

CIRAD's mission is to contribute to the economic development of these regions through research, experiments, training and dissemination of scientific and technical information. The Centre employs 1800 persons, including 900 senior staff, who work in more than 50 countries.

CIRAD is organised into seven departments: CIRAD-CA (annual crops), CIRAD-CP (tree crops),CIRAD-FLHOR (fruit and horticultural crops),CIRAD-EMVT (animal production and veterinary medicine), CIRAD-Forêt (forestry), CIRAD-TERA (land, environment and people), and CIRAD-AMIS (advanced methods for innovation in science).CIRAD operates through its own research centres, national agricultural research systems and development projects.

About CIFOR

The Center for International Forestry Research (CIFOR) was established in 1993 as part of the Consultative Group on International Agricultural Research (CGIAR) in response to global concerns about the social, environmental and economic consequences of forest loss and degradation. CIFOR research produces knowledge and methods needed to improve the well-being of forest-dependent people and to help tropical countries manage their forests wisely for sustained benefits. This research is done in more than two dozen countries, in partnership with numerous partners. Since it was founded, CIFOR has also played a central role in influencing global and national forestry policies.

Indonesia

Faculty of Forestry
Gadjah Mada Univerisity (UGM)

Malaysia

Faculty of Forestry
Universiti Putra Malaysia (UPM)

Philippine

College of Forestry and Natural Resources
University of the Philippines Los Baños (UPLB)

LPF

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

The project is working in contexts where multi-stakeholders with different views and power act on forest management. The project aims to improve the forest management by facilitating stakeholders' coordination and capacity building. It will develop approaches and tools for stakeholders to share views and create condition to manage the forest together.

Centre de coopération Internationale en recherche agronomique pour le développement (CIRAD) and Center for International Forestry Research (CIFOR) are managing this project with three partners, universities well known for their involvement in forest management research, which are Gadjah Mada Univerisity (UGM), University of the Philippines Los Baños (UPLB) Universiti Putra Malaysia (UPM). This first year (2004), after building a common methodological framework with the projects' partners, the project started focusing on two of the three locations.

In Palawan (the Philippines) the project is working in the former CIFOR's Adaptive Co-Management (ACM) project field site, where the government has devolved the rights and responsibilities to manage forests to the People's Organisations through a Community Based Forest Management framework. In Java it will set up field work to help Perum Perhutani to put in force a similar program locally called PHBM, whose aim is to improve the forest management of their teak plantations by sharing both benefits and control with the villagers. The field work in Malaysia will start in the second year.

http://www.cifor.cgiar.org/lpf

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