

# MANUAL ON COMMUNITY ORGANIZING FOR SUSTAINABLE TRANSFORMATION

JP Savaris, DG Dequito and RL Golbeque



**ZSL** | LET'S WORK  
FOR WILDLIFE

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On behalf of



Federal Ministry for the  
Environment, Nature Conservation  
and Nuclear Safety

of the Federal Republic of Germany

## **ZSL**

The Zoological Society of London (ZSL) is an international conservation charity working to create a world where wildlife thrives. From investigating the health threats facing animals to helping people and wildlife live alongside each other, ZSL is committed to bringing wildlife back from the brink of extinction. Our work is realised through our ground-breaking science, our field conservation around the world and engaging millions of people through our two zoos, ZSL London Zoo and ZSL Whipsnade Zoo.

In 2010, the ZSL-Philippines Country Office was established as a duly accredited non-government organization registered under the Securities and Exchange Commission as a local branch of a foreign charitable institution registered in UK. It holds its primary office in Iloilo City, Philippines with field offices in Cebu City and Tuguegarao City. Its current project areas are located within Cagayan Valley, Panay, Cebu and Bohol islands and are rapidly expanding across the country. ZSL-Philippines is currently run by an all-Filipino project management team, advisors and field personnel under the supervision of the ZSL Conservation Programme Department. For more information, visit [www.zsl.org](http://www.zsl.org)

## **GIZ**

GIZ is a German federal enterprise that supports development and transformation processes worldwide. It is committed to fostering political, economic and social stability – with more than 20,000 staff in around 120 countries. GIZ's work in the Philippines concentrates on the areas of peace and security, climate change and disaster risk management, biodiversity and marine protection, and economic and human development (agriculture, employment, inclusive insurance, and health in schools).

## **ProCoast Project**

Sustainable Coastal Protection through Biodiversity Conservation in Coastal Ecosystems Affected by Typhoons in the Philippines.

Climate change continues to intensify and increase the frequency of typhoons and the Philippines is located in the region where the strongest storm events occur. In many places, ecosystems have lost their natural protective functions due to anthropogenic factors further exposing communities and wildlife to the destructive typhoon impacts.

Coastal protection in regions threatened by typhoons and biodiversity conservation are the primary targets of the ProCoast project. These can be achieved through capacity building, policy advice and development, and enhanced knowledge management. Best practices of the Centers of Learning in the sustainable management of mangroves, beach forests, seagrasses, coral reefs, and resource use planning can be adapted and replicated by stakeholders through exchange visits and hands-on training.

This project is part of the International Climate Initiative (IKI). The Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU) supports this initiative on the basis of a decision adopted by the German Bundestag.

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Back Cover: Fishermen getting ready to go fishing, Concepcion, Iloilo (Photo by Dax G Dequito/ZSL-Philippines)

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# FOREWORD

The conservation of biological diversity and the sustainable use of the components of biological diversity are intrinsically linked and two of the main objectives of the Convention on Biological Diversity (CBD). The relationship between people and their environment is at the core of conservation measures and gathering support from communities is essential to the long-term success of these. Strategic approaches to the community organizing process are an important part of planning and implementing environmental conservation initiatives.



The CBD continues to provide an essential guidepost for the work of governments, national and international donors and organisations. Committed to promoting the conservation of nature and biological diversity in Germany and worldwide, the German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU) launched the International Climate Initiative (IKI) as one of its most important instruments for the international financing of climate change mitigation and biodiversity. On behalf of the BMU, the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH and its partners carry out IKI projects, which support partner countries and regions in the implementation of their biodiversity strategies and in increasing capacity to adapt to the effects of climate change, among others.

In the Philippines, different projects with a thematic focus on biodiversity and marine protection are grouped in the GIZ Biodiversity Cluster. On behalf of our commissioning parties, we work with our partners to support communities to implement environmentally sound and socially acceptable waste reduction and management programs, we promote conservation and mainstreaming of biodiversity in the ASEAN region, and we increase awareness, institutional support, and technical capacities for Green Public Procurement and Ecolabelling. One of the projects, the Sustainable Coastal Protection through Biodiversity Conservation in Coastal Ecosystems Affected by Typhoons in the Philippines (ProCoast) Project, is funded by the BMU and aims to protect coastal ecosystems and communities from the impact of climate change.

As part of the ProCoast Project, GIZ, together with the Zoological Society of London (ZSL), seeks to upscale measures on conserving and rehabilitating coastal ecosystems to restore their natural protective function. These local experiences and measures will be promoted through sharing of experiences, policy support and knowledge and awareness-raising and can be adapted to different contexts across the country. In connection with our capacity building approach, GIZ and ZSL support the development of manuals to provide a guide for the systematic and standardized replication of good practices. This manual on Community Organizing is based on ZSL's long-standing experience in marine and coastal conservation in

the Philippines and highlights learnings and best practices from their work with coastal communities. The manual is a useful reference for those managing coastal ecosystems and working with local communities which closely depend on coastal and marine resources. GIZ and ZSL will roll out this manual by training potential users from government, academe, civil society and the private sector.

Empowering and mobilizing local communities to advocate for and achieve environmental change are important strategies in biodiversity conservation. This manual offers valuable insights into community engagement and participation for conservation purposes and I hope that it will be a useful reference for conservation practitioners and organizations, which will be able to adapt its content to their respective context and needs.

**Franca Sprong**

Biodiversity Cluster Coordinator

GIZ Philippines and the Pacific Islands

# FOREWORD

Unified, empowered and meaningfully-engaged communities are the strong building blocks for nation-building and in achieving inclusive social change. Community organizing has been a valuable intervention to empower and meaningfully engage communities in a developing country like the Philippines. Emerging studies on the various community organizing cases highlighted the different applications and modalities of establishing cohesive and united households and sectors, both in urban and rural settings. Thus, for more than five decades, various development-oriented institutions have delivered sustainable results and outcomes effectively and efficiently by using appropriate community organizing methodologies. Thus, bearing in mind of the principles and concepts that have made community organizing an effective tool for social development, we would like to share our story.



The Zoological Society of London – Philippines (ZSL) began in 2009 as an independent hub operating under the support and guidance from its headquarters in London, England. Mostly known as a scientific organization, ZSL brought along its science-based approach in conservation to its partners including the stakeholders from the echelon of bureaucracy and the academic community. ZSL brought hard science to the ground using grassroots community organizing as its main approach. It believes in the important and indispensable role of the community, as resource users and stewards, to be equipped with the right science and capacity to protect what remains of the critical habitats from which their life depend upon.

Our story in community organizing revolves mainly in coastal communities. Though we have elevated our conservation to valuable terrestrial species such as the glass eel or the pangolins, the roots of our best practices involve forming and strengthening people’s organizations and developing conservation champions among the fisherfolks, one of the poorest and relevant sectors of the country. ZSL also widened its outreach of partners who also advocate science-based mangrove and beach forest conservation, marine protected area management, conservation of critical species, which are relevant to policy development to both of local and national government. We owe much of our success in the role that community organizing has played in realizing our work for wildlife.

On behalf of the ZSL-Philippines, I would like to thank all of our community partners and the support of their local government units in Ibajay and Tangalan in Aklan; Ivisan, Panay and Pontevedra in Capiz; Ajuy, Concepcion and Leganes in Iloilo; Nueva Valencia, Guimaras; Bantayan and Sta. Fe in Bantayan Island, Cebu; municipalities and people’s organizations in the Danajon Bank in Bohol; Guiuan, Eastern Samar; and to our new sites in Northern Luzon and Palawan. We hope this

manual will help promote community organizing to development institutions. My gratitude to the ZSL-Philippines community organizers for their contribution to better and stronger communities and conservation heroes.

**Godofredo T. Villapando, Jr.**

Country Director

ZSL-Philippines

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We are fortunate to have partnerships with like-minded leaders from the Provincial Local Government Units of Aklan and the Local Government Units of Ibabay; Provincial Local Government Unit of Bohol and the Local Government Units of President Carlos P. Garcia, Tubigon and Ubay; the Provincial Local Government Units of Capiz and the Local Government Units of Ivisan, Panay, Pontevedra, and Roxas City; the Provincial Local Government Units of Cebu and the Local Government Units Bantayan, Madridejos; the Provincial Local Government Units of Eastern Samar and the Local Government Unit of Guiuan; the Provincial Local Government Units of Guimaras and the Local Government Unit of Nueva Valencia; the Provincial Local Government Units of Iloilo and the Local Government Units of Ajuy and Concepcion and Leganes. We also thank the technical and administrative heads and staff of these institutions for their unwavering support of the engagements with ZSL-Philippines.

More importantly, we would like to give particular thanks to the past and current barangay councils, individuals, and people's organizations for their cooperation and commitment in creating fruitful and meaningful changes to their communities and their organizations as our partners in conservation. Their steadfast support has made this manual a repository of success stories in community development and conservation. Our utmost gratitude to the people of:

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We dedicate this manual to our dearly departed COs, Perfecto Auxillo and Francisco Patulilic.

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## LIST OF ACRONYMS

|          |   |
|----------|---|
| AF       | Association of Foundations  |
| AIP      | Annual Investment Plan  |
| AO       | Administrative Order  |
| AWP      | Annual Work Plan  |
| AUU      | Abandoned Underutilized Undeveloped   |
| BFAR     | Bureau of Fisheries and Aquatic Resources   |
| BG       | Bantay Gubat  |
| BO       | Barangay Ordinance  |
| BDRRMC   | Barangay Disaster Risk Reduction Management Council   |
| BPFA     | Barangay Pedada Fisherfolk Association  |
| BRIDGE   | Bridging Relief and Recovery Towards Resilience Building in<br>Disaster Affected Areas in Panay |
| CBFMA    | Community-based Forest Management Agreement   |
| CBL      | Constitution and By-Laws  |
| CENRO    | Community Environment and Natural Resources Office/r  |
| CLE      | Coastal Law Enforcement   |
| CMDRR    | Community Managed Disaster Risk Reduction   |
| CMRP     | Community-based Mangrove Rehabilitation Project   |
| CO       | Community Organizer/Community Organizing  |
| CoMSCA   | Community Managed Savings and Credit Association  |
| COPE     | Community Organization of the Philippines Enterprise  |
| CORDAID  | Catholic Organization for Relief and Development Aid  |
| CRMF     | Community Resource Management Framework   |
| DA       | Department of Agriculture   |
| DAO      | Department Administrative Order   |
| DILG     | Department of Interior and Local Government   |
| DENR     | Department of Environment and Natural Resources   |
| DENRO    | Department of Environment and Natural Resources Officer   |
| DOLE     | Department of Labor and Employment  |
| ENR      | Environment and Natural Resources   |
| EO       | Executive Order   |
| FAO      | Fisheries Administrative Order  |
| FGD      | Focus Group Discussion  |
| FLA      | Fishpond Lease Agreement  |
| FLET     | Fishery Law Enforcement Training  |
| FRMP     | Fisheries Resource Management Project   |
| FVC      | Fish Visual Census  |
| GA       | General Assembly  |
| ICC      | International Coastal Clean-up  |
| IIRR     | International Institute for Rural Reconstruction  |
| IYOF     | International Year of the Forest  |
| JAO      | Joint Administrative Order  |
| KACUSA   | Katunggan sa Culajao Salbaron   |
| KAMAMADO | Katilingban sang Magagmay nga Mangingisda sa Dolores  |
| KASAMA   | Kalibo Save the Mangrove Association  |

|            |  |
|------------|--|
| LCD        | Liquid Crystal Display   |
| LCE        | Local Chief Executive  |
| LCO        | Local Community Organizer  |
| LGU        | Local Government Unit  |
| LMT        | Local Monitoring Team  |
| LRA        | Local Research Assistant/s   |
| MAO        | Municipal Agriculture Office/r   |
| MCI        | Mangrove Convergence Initiative  |
| MCS        | Mangrove Community Structure   |
| MENRO      | Municipal Environment and Natural Resources Office/r                             |
| MLGU       | Municipal Local Government Unit  |
| MOA        | Memorandum of Agreement  |
| MFC        | Municipal Fisheries Code   |
| MFO        | Municipal Fisheries Ordinance  |
| MPA        | Marine Protected Area  |
| MPA MEAT   | Marine Protected Area Management Effectiveness Assessment Tool                   |
| MPDC       | Municipal Planning Development Coordinator                                       |
| NCIP       | National Commission on Indigenous People   |
| NewBAMA    | New Balaring Mangrove Association  |
| NGO        | Non-Government Organization  |
| NIPAS Act  | National Integrated Protected Area System Act                                    |
| OD         | Organizational Diagnostic  |
| PCRA       | Participatory Coastal Resource Assessment  |
| PDRA       | Participatory Disaster Risk Assessment   |
| PEACE      | People's Ecumenical Action for Community Empowerment                             |
| PENRO      | Provincial Environment and Natural Resources Office                              |
| PFO        | Provincial Fisheries Officers  |
| PhilDHARRA | Philippine Partnership for the Development of Human Resources in the Rural Areas |
| PIO        | Press Information Officer  |
| PO         | People's Organization  |
| RA         | Republic Act   |
| RED        | Regional Executive Director  |
| ROI        | Return on Investment   |
| SAVIMA     | San Vicente Mangrove Association   |
| SB         | Sangguniang Bayan  |
| SCRM       | Sustainable Coastal Resource Management  |
| SM         | Shoe Mart  |
| SPSS       | Scientific Program for Social Science  |
| UPV        | University of the Philippines Visayas  |
| VMG        | Vision Mission Goal  |
| ZSL        | Zoological Society of London   |

# EXECUTIVE SUMMARY

In the Philippines, community organizers breathe and live the tenets that educate, empower, and mobilize communities in various advocacies: human rights, children and women rights, gender equality, food security and socio-economic reforms, and the environment. Formal institutions, including the academe, now regard community organizing and community development as noble and vital professions. Various sectors: peasants, workers, women, indigenous people, and the marginalized had gained their voices, representation, respect, and strength to participate in policy making and nation building, through persistent and dedicated community work.

The Zoological Society of London seeks to empower communities observing effective and time-tested community organizing principles. It recognizes the important role of communities in ensuring balance between protecting nature and elevating the consciousness and behavior of people towards a sustainable planet.

Since it started in 2008, ZSL-Philippines has employed community organizing as a tool in bridging conservation initiatives among its partners. Its early projects in the country engaged fisherfolk from various communities in the Visayas region in protecting and conserving mangroves through the Community Based Mangrove Rehabilitation Project. Until today, fisherfolk organizations active in coastal conservation embrace the science-based mangrove protocols that ZSL promotes. The practice has evolved towards promoting large multi-habitat Marine Protected Areas, conservation of flagship and critical species, like the seahorse, the pangolins in Palawan, and the freshwater eel in Northern Luzon. All these advocacies have involved the communities at the center, where they play a vital role as resource users and forerunners of protection initiatives.

The following are **11 sustainable Community Organizing steps** based on ZSL's experience of arousing, organizing, and mobilizing communities through science-based conservation:

- **Site Preparation** of targeted communities through systematic site selection and validation. This involves gathering of primary and secondary data (socio-economic and environmental information) about the site. Exploratory talks and initial collaboration with Local Government Units, communities, and people's organizations are conducted. Once site selection is ascertained, partnerships are formally established through program presentations, drafting, and signing of Memorandum of Agreement or Memorandum of Understanding, resource and socio-economic baseline data gathering, and Mangrove Convergence Initiative (MCI) formation.
- **Integration** with the community enables the community organizer to establish rapport with partners. This allows the organizer to develop a common understanding of community life by living and having an actual footing with

key personalities and regular members of the site. Through this immersion process one gains trust and support of the people and gives the organizer a wider understanding of the hopes, aspirations, struggles, and forces at play.

- **Social Investigation** indirectly goes together with integration, but in a more formal approach, this may involve processes that allow an organizer to systematically learn and analyze socio-economic and political relationships through a scientific collation and synthesis about the community. An organizer may informally probe through observations and small talks, or formally inspect, by conducting interviews to surface issues and draw out analyses from secondary data and the more formal participatory approaches.
- **Tentative Program** involves the process of identifying goals, and translating analysis of issues and identified resolutions into specific activities, answering the needs of the community, and providing concrete actions in response to their perceived problems. This process lays the foundation of ground working, and the next steps, where decision making is participative and allows tentative plans of action to surface.
- **Groundwork** usually involves agitation, where the emotional, mental, and physical energies of the people are raised to a level where they are eager to take collective action. It requires rapport, effective communication, balance of discussion, allowing participatory engagement. “**Facipulation**”, or the process of facilitation and persuasion from community organizers, are important turning points for successful mobilizations.
- **Meetings** gather the collective of organized individuals, and interested parties, who are potential members of the community organizations. Meetings provide a participatory and open venue, where issues are decided and prioritized into specific tasks or actions, role players, and targets.
- **Role plays** provide confidence and practice for community members to initiate swift and effective mobilizations or actions. They also provide flexibility for community members and community organizers to create adjustments and ensure foolproof plans from meetings. The complexity and varying experience levels of organized communities is a challenge to organizers. Role playing allows organized leaders and members to improve the performance of their responsibilities. This works effectively in conducting dialogues and mass actions, especially on issue-based mobilizations, which allow role players to anticipate, adjust, and push the agenda, according to agreed targets during actual activities.
- **Mobilizations or Actions** are actual execution of agreed resolutions to community issues and concerns being addressed. Issue-based organizers resort to dialogues and negotiations, which may also utilize the concept of “**facipulation**”. This can be in the form of negotiation, or dialogue, coupled with pressure tactics. Mobilizations foster collective spirit and self-confidence among

leaders and members of People's Organizations in confronting other forces at play with the issues being faced.

- **Evaluation** or assessment of recently conducted mobilizations lays down to a collective the accomplishments, backlogs, challenges, and room for improvement.
- **Reflection** allows leaders, as well as the collective, to realize the strengths and weaknesses of the actions recently taken. During reflection sessions, insights and learnings surface, which can later become inputs, future plans, and activities. When continuously conducted, this process sharpens collective planning and decision making for future organizational concerns.
- **The Organization** can establish an identity and gain massive community support once it is formally established. It exists and operates based on collectively agreed policies that provide order, responsibility, and discipline among its ranks. Foremost in an organization's nature is the shared interest imbibed by members from the Vision, Mission, and Goals (VMG) the collective has established. This provides a sense of belongingness and identity, regardless of the individual's role or position. To establish order and equally share the responsibility among officers and members, the community organizer facilitates the writing and adoption of the Constitution and By-Laws (CBL) of the group. An election is conducted, allowing members the opportunity to lead and choose their representatives, and move the organization in a democratic manner. Lastly, to gain recognition and legal personality, the newly formed group needs to register in any government registering agency, and seek LGU accreditation at the local level.



**CHAPTER  
1****INTRODUCTION****WHY WRITE THIS MANUAL?**

Few development organizations engaged in environmental conservation in the Philippines document their learnings in community organizing as a strategy to ensure project sustainability. There is a need to share best practices in organizing, particularly in coastal communities. The objectives of this community organizing manual are, therefore, the following:

1. To serve as guide for entry-level community organizing. This manual will come in handy for Community Organizers (COs) who will work in coastal communities; the steps are carefully outlined. Entry, however, would largely depend on the result of the Organizational Diagnosis, which is the first step to take.
2. To provide opportunity for oldtimer COs to reflect on CO practices and techniques that have evolved over time. This manual provides the CO of the present a glimpse of what CO practices were years before, compared to present practices, and reflect on what CO practices are best applied to a given area
3. To show the impact of community organizing in coastal communities. This manual will highlight many coastal projects, where the community is involved in project implementation.
4. To document learnings and best practices of CO work. A full documentation of the learnings and best practices is summarized in this manual. Actual experiences in CO work are highlighted as examples in the various CO steps.

LGU partners, Community Organizers, Non-Government Organizations, academe, CSR partners, and Extension Workers who will embark on community organizing for coastal projects will benefit from this manual.

**THE ZOOLOGICAL SOCIETY OF LONDON (ZSL)  
AND ITS CO WORK**

The Zoological Society of London (ZSL) is a non-stock, non-profit organization, based in the United Kingdom, whose main concern is the conservation of animals and their habitats. In the Philippines, it focuses on ecosystems in the coastal areas. In 2008, ZSL embarked on a Community-Based Mangrove Rehabilitation Project in Iloilo, Western Visayas. In previous years it had been supporting the Project Seahorse Foundation and its marine protection programs in Cebu and Bohol, Central Visayas.

ZSL saw the critical need for community organizing in meeting its conservation objectives in the coastal areas (Figure 1).



**FIGURE 1.** BPPFA, an organized group together with NIPSC Ajuy students, are mobilized for mangrove planting at Pedada, Ajuy, Iloilo, June 13, 2014.

The teaming up of biologists and community organizers was seamless, while performing each one’s task, and joining forces when reaching a common goal. The biologists saw to it that conservation objectives were met, while the CO saw to it that the community was involved and understood what was happening. The CO also made sure that what the biologists taught the communities were imbibed, practiced, and sustained.

One important socio-economic factor considered in site selection is the presence of a people’s organization (PO). As a major stakeholder for community-based projects, the POs provide the formal structure for decision-making and sustainability. For mangrove rehabilitation projects, the PO is the minimum requirement of the Department of Environment and Natural Resources (DENR) for securing the Community Based Forest Management Agreement (CBFMA), a tenurial instrument granted to communities to secure management of an area of mangroves for a given number of years.

The experiences in community organizing, as demonstrated here, were culled from the various projects of ZSL summarized in Table 1.

**TABLE 1.** List of ZSL projects with CO work covered in this manual.

| Name of Project        | Community Based Mangrove Rehabilitation Project (CMRP)   |
|------------------------|--|
| Funder                 | Big Lottery Fund of London   |
| Year of implementation | 2009-2012  |
| Names of sites         | Pedada, Ajuy, Iloilo<br>Nabitanan-Gua-an, Leganes, Iloilo<br>Balaring, Ivisan, Capiz<br>Dolores, Nueva Valencia, Guimaras<br>Naisud and Bugtongbato, Ibajay, Aklan<br>Buntod, Panay, Capiz |

|                        |   |
|------------------------|---|
| No. of communities     | 7 communities, 6 municipalities   |
| <b>Name of Project</b> | <b>Mangroves in Marine Protected Areas (MMPA)</b>   |
| Funder                 | The Waterloo Foundation   |
| Year of implementation | 2012-2014   |
| Names of sites         | Aquino, Ondoy, Naisud, and Bugtongbato, Ibabay, Aklan<br>Dolores, Nueva Valencia, Guimaras<br>Basiao, Balaring, and Agustin Navarra, Ivisan, Capiz<br>Lipata, Carlos P. Garcia, Bohol<br>Batasan and Matabao, Tubigon, Bohol<br>Sinandigan, Ubay, Bohol |
| No. of communities     | 12 communities, 6 municipalities  |
| <b>Name of Project</b> | <b>Linking community resilience and sustainable coastal protection in the Philippines</b>   |
| Funder                 | Darwin Initiative   |
| Year of implementation | April 2014- March 2017  |
| Names of sites         | Basiao and Balaring, Ivisan, Capiz<br>Buntod, Panay, Capiz<br>Pedada, Ajuy, Iloilo<br>Oboob, Bantayan, Cebu<br>Kodia, Madridejos, Cebu<br>Batasan and Matabao, Tubigon, Bohol   |
| No. of communities     | 8 communities, 6 municipalities   |
| <b>Name of Project</b> | <b>Bridging recovery and relief towards resilience building in disaster affected areas in Panay.</b>  |
| Funder                 | International Institute of Rural Reconstruction   |
| Year of implementation | 2014-2016   |
| Names of sites         | Ivisan, Capiz   |
| No. of communities     | 1 municipality, 18 barangays  |
| <b>Name of Project</b> | <b>Strengthening PO capacities for post-Yolanda ecosystem services restoration and resilience building project in Panay</b>   |
| Funder                 | Philippine Tropical Forest Conservation Foundation<br>(Forest Foundation Philippines)   |
| Year of implementation | 2014-2015   |
| Names of sites         | Agustin Navarra and Balaring, Ivisan, Capiz<br>Cagay and Culajao, Roxas City<br>Buntod, Latasan and Bantigue, Panay, Capiz<br>Gabuc, Pontevedra, Capiz<br>Silagon, Luca, and Pedada, Ajuy, Iloilo   |
| No. of communities     | 11 communities, 5 municipalities  |
| <b>Name of Project</b> | <b>Building community resilience in Guiuan Eastern Samar through ecosystems restoration, protection, and conservation</b>   |
| Funder                 | Catholic Organization for Relief and Development Aid<br>(CORDAID)   |
| Year of implementation | 2015-2017   |
| Names of sites         | Ngolos, Baras, and Sulangan, Guiuan, Eastern Samar  |
| No. of communities     | 3 communities, 1 municipality   |



# CHAPTER 2

## WHAT IS COMMUNITY ORGANIZING?

**Community organizing** is a process by which a community identifies its needs and objectives, develops the confidence to take action, and in so doing, extends and develops cooperative and collaborative attitudes and practices in the community (Ross and Lappin, 1967).

Community organizing is also defined as the process of building power through involving a constituency in identifying problems they share and the solutions to those problems that they desire, identifying the people and structures that can make those solutions possible, and enlisting those targets in the effort through negotiation.

It is also the process of building consensus around community issues. It can involve raising the public consciousness about a matter of concern, gathering people together to work for a common goal, or to receive specialized services.

Further, community organizing is a process where people who live in proximity to each other come together into an organization that acts in their shared self-interest (Figure 2). Community organizers work with and develop new local leaders, facilitating coalitions and assisting in the development of campaigns.

**FIGURE 2.**  
Women organized into Community Managed Savings and Credit Association as one solution to the issue of poverty in their areas, Basiao, Ivisan, Capiz, 2015.



### HISTORY OF CO IN THE PHILIPPINES (COMMUNITY ORGANIZERS MULTIVERSITY, N.D.)

The social movements terrain was altered in 1972 with the declaration of martial law. Progressive groups were subjected to repression with some individuals eliminated or arrested. All attempts to organize at this stage came to a halt.

This led a large number of activists to go underground and stage armed struggle against the martial law regime. Some groups were co-opted by the regime. Others laid low.

Church-based programs, like the Urban and Rural Missionaries of the Philippines and Task Force Detainees of the Philippines, which functioned as Non-Government Organizations (NGOs), were the first to organize, despite martial rule.

NGOs soon resumed grassroots activities. Community organizing in the country continued to be refined and implemented using the conscientizing and mobilizing approach. Seeing the needs of the times, the progressive church groups engaged in programs like education, health, and economic and cooperative development, as entry points to community development.

Various political formations saw the need to set up NGOs, or influence the programs and projects of existing ones, to pursue their interests. The most effective NGOs of the period were those who had ideological leanings. This ideological struggle led to splits and formation of two separate groups: The Community Organization of the Philippines Enterprise (COPE) and the People's Ecumenical Action for Community Empowerment (PEACE).

Developmental institutions eventually felt the need for more coordinated activities among themselves. They formed the Association of Foundations (AF) in 1972 with ten foundations. This later expanded to 40 members by 1976 composed of POs and NGOs with more or less the same ideological belief.

Repression continued but opposition to martial law became more consolidated. The majority of the people remained mired in poverty, wages were at very low levels, and human rights violations increased. When martial law was lifted in 1981, organizing efforts multiplied and innovative approaches were developed and replicated all over the country. NGOs were instrumental in the development of the organized mass movements.

Human rights, as an advocacy issue, was raised by legal groups. International campaigns on environmental conservation and sustainable development influenced the Philippine social development landscape. With these issues as primary concerns, NGOs were established during the period. The women's movement began to stretch its strength locally.

NGOs recognized the need to band together into networks for purposes of linkage, synchronization of activities, and cooperative exchanges of experiences and resources. The Philippine Partnership for the Development of Human Resources in the Rural Areas (PhilDHRRA) and other consortiums were formed in Luzon and Mindanao.

Major organizations among the ranks of the peasantry, fisherfolk, and indigenous peoples were organized at a later period to advance sectoral agendas.

Development workers began pushing for people's participation and CO became the tool for achieving this. Both international development groups and government began advocating and funding CO programs. Thus, community organizing proliferated.

Other venues of development work were explored further. Programs focused on livelihood, gender equality, ecology, alternative legal assistance, support for migrant workers, and others.

## WHY IS IT IMPORTANT TO ORGANIZE?

Organizing groups make it a priority to develop community leaders from among their members. It really makes well-rounded persons who enter into public life in their communities, and are respected and trusted spokespersons accountable to their communities.

## WHAT IS THE PRIMARY GOAL OF COMMUNITY ORGANIZING?

**FIGURE 3.**  
Building communities to work together to reach a common goal, Basiao, Ivisan, Capiz, 2015.



The primary goal and objective of community organizing is to abolish the differences among individuals, develop spirit of common interest and sacrifice, and also participate collectively in community programs (Figure 3). Organization of people towards empowerment, promotion, and progress of community is another goal of community organizing.

## **THE GOALS OF COMMUNITY ORGANIZING ARE:**

- Democracy and social welfare
- Community roots for community programs
- Citizen understanding, support, and participation and professional service
- Co-operation
- Social Welfare Programs
- Adequacy, distribution, and organization of social welfare services

# CHAPTER 3

## PRINCIPLES OF COMMUNITY ORGANIZING

Principle can be defined as a general or basic truth on which other truths or theories can be based scientific principles. It is a rule of conduct based on beliefs of what is right and wrong.

This chapter outlines the principles of community organizing adopted from international and local groups who have done extensive CO work.

According to Chuck Warpehoski there are 7 Principles of community organizing (Warpehoski, 2016):

1. “Organizing is greater than activism. Activism is an individual pursuit when one person takes an action to make a difference. It is a great thing. But organizing is greater because organizing gets other people to take action, to work together, and to build an organization that can make a significant and long-term difference.

**FIGURE 4.**

The CO needs to know the community they are working with even in not-so-convenient surroundings. Establishing rapport and long lasting relationship with POs, while doing project monitoring in Ivisan, Capiz, 2016.



2. “Organizing is about relationships, to organize people, you need to know them (Fig 4). The CO needs to know who the people are, what they care about, what they are willing to do, and how to get in touch with them. They also need to know the CO. They need to know you are sincere, competent, and that you care about them. Therefore, an organizer is always building and maintaining relationships. An organizer is also always asking people to sign up so that he/she can follow up and build that relationship. Finally, since an organizer is building an organization that is bigger than himself/herself, the organizer is tracking these relationships in a database so that the organization can ask people to get involved at scale.
3. “Meet people where they are (Figure 5), not where you want them to be. As an organizer, you are immersed in an issue. You read all the blog posts. You lie in bed thinking about it. The CO talks about it every day. That’s not true for



**FIGURE 5.** The CO meeting people where they are, i.e., group of dilis dryers to plan for projects in Basiao, Ivisan Capiz, August 11, 2014.

most of the people you will be organizing. They might eventually get to where you are, but you need to start where they are. What do they know? What do they care about? What do they hope for and what do they fear? You find this out through a combination of empathy and listening. Don't be fooled, though, projecting your own insecurities is not the same as empathy. I get caught in this one sometimes, where my insecurities tell me, "oh, they don't want to be bothered by me." But when I look back at when people have given me the chance to make a real difference, whether by helping them move or joining in a cause they care about, I'm generally happy to help.

4. "An organizer defines success on his own terms and develops a campaign to advance toward victory. If you do not define victory on your own terms, the opposition will define it for you. "Oh, you want us to do something about the homeless. Sure. Would you rather we lock 'em all up, or just drive them out of town." Knowing what success means to you, you can then put together a campaign—a series of varied activities over time that move you forward toward victory. There are many tools you can use in the campaign, your job is to pick the ones that move you forward. Rallies, lectures, civil disobedience, social media actions, etc., can all be great tactics, but they should be selected based on how they move you forward.
5. "Focus on Action – always have something people can DO. Every activity you take should include an ask for people to do something: make a donation, sign up for a tabling shift, write an email to the Mayor, etc. "Raising awareness" can be a means to your end in this process, but it is never your end in itself. You be perfectly aware that you need to limit your sweets, but that awareness did not stop me from eating two desserts yesterday. Awareness that does not contribute to concrete change in behavior, actions, or relationships is a dead-end.
6. "You get action by asking for it, to get people to take action, you have to ask for it, and you have to set that ask up for success. That means:
  - Make it easy to say yes. If you are asking someone to call their Representative, make it easy for them to say yes. Give them the phone number. Give them

a sample script. Maybe even hand them your phone to make the call. Eliminate every barrier you can that will get in the way of them saying “yes.”

- Make your ask specific. This is part of making it easy to say yes. Which is easier for you to process, “Can you help out?” or “Can you volunteer to sell yard signs next Thursday from 10-2 at the Art Fair Table?”
- Ask for fewer things at a time, not more. Too many options can overwhelm people, and rather than choose between them, they just tune out. Don’t give 20 options, give one. Maybe two. No more than three.
- Engage the heart. Emotion is more important for motivating action than facts and figures.
- Follow up. We’re all busy, and we sometimes need that reminder to actually follow through on our best intentions. Polite but persistent follow-up can be the difference between “yes, I’ll make that call” and actually making the call. What’s more, that personal touch of following up also deepens the relationship.

7. “Diverse and inclusive coalitions are stronger. Building it takes work. Alliances are founded on the premise that we are more effective when we work together across our differences to make a difference. Diverse coalitions bring new ideas, help you reach broader audiences since “like organizes like.” Furthermore, diverse coalitions help you tap the power of unlikely allies. But it takes work to create truly diverse and inclusive communities. It’s not enough to say, “our doors are open to them, but they won’t come to our table.” Sometimes you have to go to them, knock on their doors, sit at their table, and be willing to change your agenda to meet their needs. Building diverse coalitions also requires that you respect differences.”

On the other hand, Apuan (1988) cites the following principles that should guide community organizers:

1. “Community organizing involves consciousness-raising through experiential learning. Central to the community organizing process is the development of awareness and motivation among the people to act upon their problems

(Figure 6). As conscientization is achieved through practice, community organizing, therefore, emphasizes learning that emerges from concrete actions.

2. “Community organizing is participatory and mass-based. It involves the whole community in organizing experiences and is primarily directed towards and biased in favor of the poor.

**FIGURE 6.**  
The CO and community together in a mapping exercise, Barangay Luca, Ajuy, Iloilo, February 2017.





**FIGURE 7.** The COs facilitating dispersal of livelihood support projects in Basiao, Ivisan, Capiz, September 6, 2015.

3. “Community organizing is based on democratic leadership. It is group-centered, not leader-oriented. Leaders emerge and are tested through concrete action, not externally appointed or selected. Hence, leaders are accountable to the people at all times.”

The tenets espoused by the International Institute for Rural Reconstruction are what PBSP (1991) use as its guidelines in its community organizing activities. These are:

1. Go to the people, live among the people.
2. Learn, plan, and work with the people.
3. Start with and build on what the people know
4. Teach by showing, learn by doing.
5. Not piecemeal but an integrated approach.
6. Not relief but release.

ZSL has been working with communities for over 10 years now and the major takeaways are on how ZSL realized the CO principles and applied it to its projects, which include:

1. Deeply rooted immersion, integration, and realization of the needs and aspirations of communities that ZSL has worked with.
2. ZSL being adherent to raising the level of organization of POs through capacity development (leadership trainings, financial literacy) and giving high importance to layman’s appreciation of science, which is a unique ZSL brand.
3. Highlighting the economic aspect of PO work through livelihood support (Figure 7), and introducing the communities to long-term collaborations and partnerships by ensuring their registration and accreditation and linkage to potential partners (LGU, NGAs, NGOs and private institutions).

# CHAPTER 4

## CO APPROACHES

According to the Rural Community Organizing Process, there are three approaches in CO, namely: the issue-based approach, the socio-economic or project based approach, and faith-based approach. The choice would largely depend on the expertise of the organizer and the orientation of the organizing institution. ZSL employed the issue-based or project-based CO approaches.

### 1. ISSUE-BASED APPROACH

In issue-based community organizing, the organizer identifies community leaders and problems in neighborhoods. When doing issue-based community organizing, the organizer unites either a group of individuals who are directly affected by the same issue, e.g., housing, health care, immigration, etc.

It refers to an organizing approach that revolves around an issue or problems that:

- Are felt by a significant number of people in the community
- Require the people to negotiate from a position of strength in number with the target group, usually outside the community, for issue isolation
- Have a high probability of being resolved if collectively acted upon

This approach has been considered effective by many CO because it:

- Conscientizes the people, as it exposes them to the oppressor-oppressed relationship, and the forms or manifestations of oppression in the community.
- Crystallizes the meaning of power for the people (Figure 8), since it calls for the active participation of a critical number of people, and for the release of their creative collective initiatives. This approach to organizing encourages the participation of as many people as possible. With many people as participants, the probability of issue resolution or victory increases.
- Brings the people into the mainstream struggle for national transformation thru their participation in national issue advocacy

**FIGURE 8.**  
Empowered communities in Basiao and Balaring explaining their deboned dilis project to local and foreign visitors in Balaring, Ivisan, Capiz, 2015.



- d. Breaks the inferiority complex of the poor, since the process pushes them to face people in authority
- e. Organizes the people with less externally and internally-generated funds.

## 2. SOCIO-ECONOMIC OR PROJECT-BASED APPROACH

This CO approach centers around the introduction of socio-economic projects such as income-generating projects, enterprise development, credit or marketing, or production, that are identified by the CO after the study on the felt needs by the community or pre-packaged by the funder based on their perceived needs of the community.

The funds for the projects may come from within the community from share capital of the people or from outside the community, through loans and grants. CO of this approach recommends as much as possible for funds to come from within the community as this develops among the people the sense of community power. The presence of external funds (Figure 9) should be seen as an opportunity for organizing and for community development.

### THE EXPERIENCE OF ZSL ON CO APPROACHES:

#### Issue-based CO

- a. Oftentimes organizers in issue-based organizing do not live in the same community.
- b. CO may work with a single issue or multi-issue approach.
- c. Organizing and projects are based on the issues that surface during the social investigation stage.
- d. Issue-based organizing helps in political consciousness raising, critical thinking, and problem solving of people in the community.



**FIGURE 9.** Bamboos distributed to Oyster farmers in Basiao from external funds, to rehab main source of livelihoods after typhoon Haiyan, in Basiao, Ivisan, Capiz, 2014.

**FIGURE 10.**  
Construction  
of the cages  
for the milkfish  
culture  
livelihood  
project of  
KAMAMADO  
with fund  
support from  
LGU Nueva  
Valencia in  
Barangay  
Dolores, Nueva  
Valencia,  
Guimaras,  
March 2012.



- e. Issue-based organizing prioritizes layman’s knowledge and since it is the community’s desire, you can adjust the project based on the community’s decision.

### **Project-based CO**

- a. Project-based organizers have a set of agenda and project deliverables that are validated in communities.
- b. During community entry, they organize the community according to the project’s targets.
- c. Even if there are identified issues during the investigation, the CO “facipulates” that the project that he is bringing to the community is prioritized.
- d. The project that you are bringing may not be the felt need of community, e.g., mainstreaming issues of global warming, disaster preparedness, food security, sustainability.
- e. People (community) are boxed into the project targets and outputs have high percentage of failure because it is not suitable (naturally and socially).
- f. Packaged project sometime requires a big investment to community members.
- g. COs in project-based programs has one-track mind (way of thinking).
- h. Project-based organizing is fixated, based on a lined-up (ready-made) set of deliverables.

ZSL Philippines has been using the two approaches as needed, since organizers are flexible and they know how to read the situation, and utilize the appropriate approach. As catalysts of change in communities, COs do not mobilize the POs only to deliver project deliverables. They also raise consciousness of leaders and encourage collective leadership and decision making through interventions they input (Figure 10).

The ability of POs to assess their other issues and collectively map out and implement solutions, is influenced by how the COs utilize both approaches. POs adopt best practices and values introduced by COs to address bigger and existing issues, whether the projects have ended, or the COs are no longer on site. In ZSL’s case,

adoption of coastal clean-up activities, and vigilance to protect their remaining marine habitat, are among the clear evidences of how POs go beyond just mobilizing for project deliverables. POs who have matured adopt values of collectivism, unity, and sustainability (CoMSCA and livelihood adoption) and continue the organization despite the end of their projects.

ZSL started off with the issue-based approach, but towards phase out, employed the project based approach. COs persuaded the community to address concerns that have surfaced, by undertaking deeper investigation using PCRA or participatory appraisal tools, considering community and external resources available.

With issue-based approach, the COs have concretized the formation of the assisted POs in the community. Once social infrastructure was in place, the COs then introduced socio econ projects that were identified by the community. But from the project holders' end, these were pre-packaged (tailored fit) for fund source compatibility.

A major indicator in project-based community organizing is the presence of self-help and self-managed projects, which correspond to community needs. CoMSCAs demonstrated this. Moreover, in project-based approach, while the mobilized resource may come from external or internal source, it is highly recommended that internal resource mobilization be maximized.

Having been integrated with the communities, the COs have resolved even issues beyond the project, such as individual or small group factions, which are organizational in nature, but sometimes transcends to the personal. COs don't just troubleshoot organizational conflicts. They also advocate for the representation of POs in community decision-making by putting them in the barangay council as legitimate POs representing a large group in the community, e.g., Balaring, Pedada and Buntod. The COs mainstream the participation of POs in legislation beyond project targets by making sure that POs are well educated (about conservation and PO participation), and functioning POs are present in various decision-making bodies such as the Municipal Development Council, MFARMC,



**FIGURE 11.** The members of Mangrove Eco Tourism Board (METB) Ibajay composed of LGUs, POs, academe and NGOs on a Study Tour to Bakhaw Ecopark in New Washington, Aklan, May 19-20, 2012.

Inter-agency formations (DA-BFAR, DENR, Academe). ZSL has evidence of such experiences in Ibajay METB, DENR-BFAR-LGU-ASU (Figure 11), Ajuy (MDC, MFARMC) and Concepcion. For Guimaras, Marte Galvez (a KAMAMADO PO leader) sits as Dolores Fish Haven representative in the provincial MPA Formation of Guimaras Alliance of Protected Areas and Sanctuaries (GAPAS).

In a way, the combination of approaches answers ZSL concerns on sustainability, ensuring that strong and well-trained PO leadership will guarantee representation of their communities, and the organizations, in advocacy and other undertakings beyond the end of the project.



# CHAPTER 5

## THE COMMUNITY ORGANIZER

The ultimate aim of community organizing is to empower communities so that they can manage and protect their coastal environment on their own. The process of organizing communities is best facilitated by an effective community organizer who plans and runs meetings in every area of their work. They must have good listening skills. A good CO builds and establishes working relationships with others. They must be able to identify, process, and agitate over people's needs and potential.

The community organizer plays an important role in developing, assessing, and changing social policy as it relates to specific groups. It is an influential role, and it is one that requires excellent communication skills, a passion for helping others, and outstanding persuasive and leadership abilities.

### FUNCTIONS OF A COMMUNITY ORGANIZER

(Social Work Degree Guide, [www.socialworkdegreeguide.com](http://www.socialworkdegreeguide.com))

#### 1. Grassroots Organization

At this stage the community organizer is focused on building the numbers. There is strength in numbers, and the community organizer's initial efforts will focus on building the numbers, unifying and moving individuals into collective goals. Unification efforts involve reaching out to individuals and households and getting them to engage with the community.

#### 2. Outreach with an Impact

One of the functions of a community organizer is to identify the areas requiring certain social services and initiating outreach programs to address these needs.

**FIGURE 12.** A CO facilitating community consultation between LGU and community stakeholders for a 400+ ha NTZ MPA at Concepcion Iloilo, July 2018.



Outreach programs allow organizers to introduce themselves to the locals in a positive way. It is a strategy that builds trust while ensuring immediate action on pressing needs of the community.

### 3. Educating and Informing the Collective

A community organizer, as an effective communicator, is someone who can listen and empathize with individuals and groups. The CO will have the ability to organize and lead no matter how diverse the backgrounds of those involved. To bring individuals together on controversial issues (Figure 12) affecting the community, it is crucial to make them aware of the truth about the issues, as well as the long and short-term impact on their lives. One of the major challenges to community organizing in effecting change is that, often, it is a battle against beliefs and traditional systems.

### 4. Community Worker

Community organizers work with the people of the community and not for them. Community organizers work alongside the group, guiding their efforts through direct or indirect intervention, and the group effects changes through their efforts. The role of community organizer is advisory rather than direct leadership. The organizer develops leaders among the community members, grooming them to become the face and the voice of the community.

### 5. Researcher

Working closely with a community provides the community organizer an excellent vantage point from which to observe local practices, beliefs, and interactions. The organizer will be able to document changes, as they take place, and assess the social and economic impact of certain policies. The organizer must keep accurate records of these observations, generate actionable reports as needed, and



**FIGURE 13.** The CO as researcher, PCRA Barrido, Ajuy, February 7, 2017.

**BOX 1. Qualities of a good CO (Primavera et al., 2012)**

COs work to develop the capacity of local leaders, to facilitate coalition building and to assist in development campaigns. They seek to build groups that adhere to the principles of democratic governance. COs must be open, accessible to community members, and concerned with the general welfare of the community. The COs must have:

- A clear grasp of the different theories of development
- Familiarity with the concept and processes of community organizing
- Good social and community relationship skills
- An ability to work with other teams of professionals involved in the management of marine and coastal resources.

The CO approach should adhere to the general principles of a standard and traditional CO. Moreover, they must be able to adapt according to the focus of the project for it to be effective, e.g., CO for land distribution, CO for Coastal Resource Management (CRM), or in this case, CO for mangrove communities.

forward them to the appropriate government or private organizations that may be able to provide solutions to the community's problems (Figure 13).

## **HIRING OF THE CO**

Qualities of a good CO must be observable in the CO applicant before he is hired. Long interview sessions must be held to expose these qualities. Referrals from reliable persons must be solicited. He must be willing to reside on-site, adapt to the new environment, and be determined to push the agenda with the communities. Experience in CO work for a number of years is an advantage when applying for CO employment. If without training, applicant should be willing to be trained.

## **DAILY DUTIES FOR COMMUNITY ORGANIZERS**

Organizers are focused on building social organizations, expanding their membership base, raising questions or alternatives, developing sound organizing strategies, recruiting leadership, assisting with fundraising, running meetings, and facilitating training sessions.



# CHAPTER 6

## STEPS IN COMMUNITY ORGANIZING

This chapter will discuss the different steps in community organizing based on ZSLs experience on field. The first step to take when organizing a community upon entry to the site would largely depend on the result of the organizational diagnosis. It is important, therefore, to conduct the OD to determine the first step to take.

The following are the steps in community organizing as experienced by ZSL:

1. Entrance/preparation of the site
  - a. MCI formation
  - b. Program presentation
  - c. Drafting and signing of the MOA
  - d. LRA selection
2. Integration
3. Social Investigation
4. Tentative Program
5. Groundwork
6. Meeting
7. Role Play
8. Mobilization or Action
9. Evaluation
10. Reflection
11. The Organization
  - a. Core group formation
  - b. VMG and CBL formulation
  - c. Election
  - d. Registration and Accreditation

The succeeding discussions on the CO steps are culled from the various experiences of ZSL in implementing at least 3 community-based projects on mangroves and marine protected areas, starting in 2009 to the present.

### STEP 1. ENTRANCE TO THE SITE

Preparations before entry to the community are essential to the formation of people's organizations. The experience of ZSL on this matter demonstrates this.

There are four equally important events to consider in site preparation to ensure smooth entry.

- A. Technical Working Group formation
- B. Program presentation
- C. Drafting and signing of the MOA
- D. LRA selection

**A. Technical Working Group formation.** In the case of the mangrove project, Community Based Mangrove Project (CRMP), the idea of Mangrove Convergence Initiative (MCI) formation started in September 2007, when ZSL held a Consultative Workshop on Pond Reversion in Iloilo City in preparation for interventions on pond reversion and rehabilitation. Major stakeholders shared valuable information on areas for mangrove rehabilitation, taking cognizance of the 4:1 mangrove-pond ratio. Also discussed were the undocumented and illegal fishponds. The workshop passed a resolution urging officials of BFAR and DENR to meet regularly and discuss and develop strategies to facilitate mangrove reversion. Succeeding meetings led to the formation of the Mangrove Convergence Initiative (MCI).

The MCI is composed of representatives from DENR, BFAR, and academe (specifically UP Visayas), which are working on mangroves (Primavera et al., 2012) to wit:

- DA-BFAR – in charge of managing fisheries and aquatic resources;
- DENR – agency responsible for protecting and preserving coastal and marine resources, and for facilitating/awarding CBFMA to organized community groups;
- LGUs – have jurisdiction over aspects of mangrove management, including conservation, as well as implementation of community-based forestry projects, subject to the supervision, control, and review by DENR; and
- Other line agencies, e.g., DILG and NCIP.

Listed here are significant contributions of the MCI (Primavera et al., 2012), as follows:

- Provided the necessary information on abandoned, underutilized, and undeveloped (AUU) fishponds and areas with government projects, e.g., BFAR-FRMP and DENR contract growing sites;
- Set criteria for selecting sites of the ZSL mangrove project in four provinces of Iloilo, Aklan, Capiz, and Guimaras;
- Dialogued with the bank in the case of the mortgaged Gaona FLA to condone loan and explore the possibility of partnership for a mangrove project;
- Fast-tracked the reversion of the Ongkiko cancelled FLA in Naisud, Ibajay, Aklan back to mangroves by engaging BFAR and DENR to take action;
- Intervened with the approval of KAMAMADOs CBFMA application by following up status through letters and telephone calls with the DENR Secretary;
- Facilitated the approval of A. Doligosa FLA amendment;
- Advocated for implementation of DENR-DA-DILG JAO 1 (series of 2008);
- Updated partners on new policy issuances from DENR and BFAR;
- Collaborated on activities such as Fish Conservation Week and International Year of the Forest;
- Facilitated counterpart funding for the National Mangrove Conference, Fishpond Lease Agreement Workshop, and other national activities.

At project start, MCI meetings (Figure 14) were conducted monthly and attendance was voluntary. Membership was not less than five, but not more than ten, individuals, as it is hard to convene a big group due to differences in

**FIGURE 14.**  
MCI meeting,  
Iloilo City,  
July 20, 2010.



schedules. Sometimes, the MCI membership is expanded to accommodate the PENROs, LGUs, COs, and BFAR Provincial Fisheries Officers (PFO), depending on the issues discussed.

- B. Program Presentation.** One consideration in the site selection of a mangrove project is the “buy-in” and commitment of the local government unit that has jurisdiction over the management of the coastal resources, like mangroves and corals, as well as implementation of community-based projects. The LGU must be willing to collaborate and provide counterpart funds. It must be open to having their staff trained and be easy to work with, sharing a common vision with the project.

The “buy-in” of the LGU would depend on how well the project is presented to them at the beginning of project implementation. After the sites are selected, a courtesy call to the LGU is needed to have an initial feel of the LGU acceptance. It would help to check their vision, mission, and goals and determine if they align with the VMG of the project.

During the courtesy call, when the project is introduced and discussed with the local chief executive, a one-page project brief (Appendix 1) would help in making the LGU understand the project. At this point, it would be wise to schedule a formal/detailed project presentation with the key political leaders of the locality like the Sangguniang Bayan (SB or Local Legislators), Municipal Agriculture Officer (MAO), Municipal Environment and Natural Resources Officer (MENRO), Municipal Planning Development Coordinator (MPDC), village head or Punong Barangay, and the PO leaders (Figure 15). The venue for the presentation must be big enough and comfortably ventilated. Use an audio system so that everyone can hear what is being discussed. Encourage the participants to ask questions. Talk in a combination of English and the local language or dialect. Have a feel of the LGU “buy-in” and suggest that a Memorandum of Agreement (MOA) be signed.

For community-based projects, the action is located at the village or barangay level, where the PO is situated. A village-level project presentation is needed after securing the municipal LGU (MLGU) permission. The CO follows the same format for MLGU project presentation, but ensures that the following stakeholders are present:

- Punong Barangay
- Sangguniang Pambarangay
- Fisherfolk leaders (men and women)
- Youth leaders
- Leaders of church-based groups
- Fishers who may be engaged in illegal methods of fishing
- Schools or teachers
- Other sectors or groups in the barangay

The venue for the project presentation can be the barangay hall or the covered court/gym. An LCD projector can be used for closed venues, however, if the venue is an open area, manila (craft) papers, where discussion points are written, can be used. Handwriting should be big and bold and readable from a reasonable distance (locals term this “bitaymax”- hanging posters).

The CO takes major role at this stage. He schedules and coordinates the activity with the Punong Barangay. He suggests that all sectors in the barangay is represented (see above list of stakeholders). The conduct of the activity is, preferably, in the afternoon when most residents, especially the women, are done with their domestic chores, and the men are home from fishing. Speaking in the local language or dialect is an advantage for the locals to better understand what is being discussed. The CO must be adept at initially identifying issues on the coastal resources, as this may be mentioned by the locals during the discussion. He identifies stakeholders who shows not so favorable reactions about the project. The CO suggests that the Barangay Secretary take the Minutes of the meeting. After the project presentation, the CO requests the barangay LGU to pass a resolution approving the project and their role in it. The idea of conducting a local research to better understand the community’s



**FIGURE 15.** Project Orientation for LGUs, POs in Ibaday, Aklan, November 24, 2008.

**FIGURE 16.**  
MOA signing  
between ZSL  
and LGU Panay,  
in Panay, Capiz,  
April 27, 2009.



present coastal resources situation, is brought up by the CO during the project presentation.

- C. Drafting/signing of the MOA.** Discuss and agree on the contents of the MOA, which should clearly define the roles and responsibilities of the partners during the program presentation. Schedule a MOA signing a month later since the Local Chief Executive needs to seek authority from the SB through a resolution authorizing him to enter into this agreement. The CO may facilitate the simple MOA signing (Figure 16) program (Box 2). Make enough copies of the MOA for signing, with the PO leaders also signing as witnesses, and ensure that all parties receive a notarized copy afterwards. During this important activity, the CO must observe the interplay of political forces in the locality. He must identify “champions” from the LGU at this early stage.

In the rare case where the working environment with the LGU is not favorable, conduct grassroots organizing, where the project directly engages the PO or the community. This scenario can be challenging, since the project requires LGU intervention on many aspects, such as passage of policies and counterpart funding, not to mention the participation and control by the LGU department heads (MENRO and MAO) in some project activities for coastal and environmental concerns. At the local level, the LGU owns facilities, such as conference halls for trainings and seminars, where project activities could be held for free. This can cut down on project expenses as the LGU can provide these facilities as counterparts.

- D. LRA selection.** Volunteer Local Research Assistants (LRAs) are identified following criteria found in Box 3. No commitment regarding compensation as LRA is promised at this stage, since this activity is supposed to be voluntary.

**BOX 2. Program for the MOA signing**

- Welcome talk by the Mayor
- Rationale of the activity
- Reading of the contents of the MOA
- Introduction of the signatories to the MOA
- MOA signing by the partners

**BOX 3. Criteria in selecting LRAs**

- Educational attainment - at least High School level
- Between 18-50 years of age
- Male or female
- Experience as Barangay Health Worker (BHW)/ Barangay Nutrition School (BNS) an advantage
- Demonstrate leadership capacity
- Can provide enough time to conduct the research
- Fluent in oral communication

However, in most cases, a small amount of money is given each researcher after the conduct of the local research, together with a reasonable amount of allowance for meals and transportation expenses.

**STEP 2. INTEGRATION** – This is establishing rapport with the people in a continuing effort to imbibe community life by living with them and undergoing the same experiences as they do, sharing their hopes, aspirations, and hardships as a way to build mutual respect, trust, and cooperation.

When residing on site, the CO should choose a simple household belonging to the marginal fishers for his dwelling. The targeted group for organizing will have no reservations when they see that the CO is one with them. The CO scans the environment for the presence of an existing PO.

**STEP 3. SOCIAL INVESTIGATION AND COMMUNITY STUDY -**

Is the process of systematically learning and analyzing the various structures and forces in the community – economic, political, and socio-cultural. It results in a community portrait, which is a scientific collation and synthesis of data gathered. It provides a clear picture of the community.

**A. Participatory Coastal Resource Assessment (PCRA)** is a local research that is conducted where community participation is enlisted to gather information that would give a clear picture of the community situation. For coastal communities, PCRA is applied.

What is PCRA?

**Assessment** – to find out about problems, needs, and potential in a village. It is the first stage to attend to in implementing any project.

**Participatory** – means that local people are involved in the process of gathering information, analyzing it, and determining what should be done with the information (Figure 17).

**Rural** – Techniques can be used in any situation, both rural and urban, regardless of literacy level of the community.

**Coastal Resources** – Include all natural resources occurring within the coastal waters and their adjacent shore lands, where the land and the sea meet. These includes salt marshes, wetlands, mangroves, estuaries, and bays that are home to various types of plants and animals.

The PCRA emphasizes flexible learnings adaptable to the pace set by the community, and tailored to their needs, in order for the local government and development practitioners to plan appropriate programs. It facilitates a process of information sharing, analysis, and action among stakeholders. PCRA recognizes the value of local popular collective knowledge and wisdom and legitimizes the knowledge and information shared by the people themselves.

#### Basic principles of PCRA

- The process is not hurried or rushed
- It involves triangulation – cross-checking of information from different sources and using different approaches
- Captures information that is relevant to the project aims and objectives

For the successful implementation of PCRA, the PCRA team must ensure that the following are achieved:

- Effective communication and proper training of participants are accomplished;
  - Adequate transportation is provided;
  - Participant commitment and cooperation are achieved;
  - Time management is implemented;
  - Group effort and team-work are enjoyed;
  - Proper selection is done;
5. Clear objectives are communicated;
  6. Proper planning is conducted; and
  7. Outputs are well defined and key areas for investigation are presented clearly.

Have the LRA training (Appendix 2) conducted at the village level. This usually takes two days, the first day for lectures and the second day for practicum on field.

**FIGURE 17.**  
KAMAMADO  
members  
during the LRA  
training Pavia,  
Iloilo, February  
11-13, 2009.



Common tools used in the conduct of PCRA are Venn Diagram, Time and Motion Study, Historical Timeline, Seasonal Calendar, Resource Use Mapping, Problem and Issue Matrix, Trend line, Migration Pattern, and Wealth Ranking (Appendix 4). This exercise would take about a month or so depending on the pace of the LRAs and the participants' cooperation. The CO takes a major role. He should see to it that LRAs report for work on time, PCRA tools are used in the right manner, participants are gathered on time, venue is carefully selected and prepared, and outputs are carefully documented. He is also responsible for calling the attention of the facilitator if, and when, he or she goes out of topic.

## Methods and Tools in Conducting PCRA

1. **Focus Group Discussions (FGD)** – are done for key groups like the youth groups, women, elderly, and SB members. For the discussion to be manageable, there should not be less than 15, and not more than 20 people in the group. FGDs usually runs for 40 minutes to 1 hour. Start the FGD by introducing all the participants, the documenter, and the facilitator. Also, state the objectives of the FGD and the number of hours/minutes it would take to conduct the activity, and the methodology that will be used. Key topics for discussion should be carefully planned before the conduct of the FGD (Appendix 3). Assure participants of confidentiality of information, especially on sensitive topics like violence against women and children, and on illegal activities that may be mentioned. The FGD (Figure 18) facilitator should handle the topics carefully, and should be focused himself. He should traffic communication properly to avoid everybody talking at the same time. After the conduct of the FGD, the documenter summarizes all the points discussed. Never forget to thank all the participants in the FGD.
2. **Household surveys** – in the absence of primary data, it would be useful to conduct household surveys using a set of guided questions (Figure 19). The output



**FIGURE 18.** Training of Local Research Assistants on conducting FGDs in Pedada, Ajuy Iloilo, September 28, 2014.

**FIGURE 19.**  
One on one  
household  
interview using  
guided set of  
questions in  
Basiao, Ivisan,  
October 2017.



of the household survey is used as baseline data of the project. Ten to fifteen percent of the total households (mostly belonging to the middle and lower classes) should serve as sample for the household survey. Use the wealth ranking exercise output in random sampling for the households. The output of the household survey is encoded in the Scientific Program for Social Science (SPSS) for ease and convenience of data collation and analysis. A statistician is needed to install the program. Household surveys take time to accomplish, e.g., a month or more. The CO checks validity of the household survey and sees to it that correct responses are generated.

3. **Secondary data** – all available data emanating from the LGU are classified as secondary data. This can come as readily available documents, or can be obtained from key informants (people with very good knowledge of the topic). Examples of secondary data (Appendix 4) are municipal and barangay profiles compiled and lodged at the office of the MPDC or the Barangay Secretary. The CO is responsible for gathering all secondary data.
4. Another important tool used in PCRA is the ***institutional assessments of groups associated with Coastal Law Enforcement (CLE) such as the Fish Warden (Bantay Dagat)*** using a guided set of questions. These assessments will shed light on the group's present situation, the problems faced, and what needs to be done to improve enforcement in the locality. The members and Chairperson (if available) are called to a meeting in the municipality. The CO facilitates the discussion, which should take a maximum of two hours.
5. **The Marine Protected Area Management Effectiveness Assessment Tool (MEAT)** is another management tool to help measure MPA effectiveness using simplified tools, allowing an objective evaluation of MPAs. It can be applied to locally-managed MPAs and marine areas declared under the NIPAS Act. It can be implemented through an assisted self-evaluation instrument (Figure 20) or key informant interviews.



**FIGURE 20.** Community members during the PCRA in Bgy. Luca, Ajuy, Iloilo, February 6, 2017.

MEAT aims to assess governance in terms of enforcement, implementation, and maintenance. MPA management, in the context of governance approaches in the Philippines, is not limited to the physical management of the MPA, but includes direct and indirect uses, threats, people, as well as the systemic interaction between people and resources. MPA management effectiveness, in the context of MEAT, is determined according to four levels (1) established, (2) strengthened, (3) sustained, and (4) institutionalized.

How to use MPA MEAT? Each level in the MPA MEAT has criteria and activities that need to be satisfied as described in the guide questions. The thresholds indicated with an asterisk (\*) are given higher points. The minimum score including all the scores of the thresholds should be satisfied to pass the level. For levels 3 and 4, the age of the MPA is also considered as a prerequisite for proving “sustainability” and “institutionalization”. The levels in this tool are sequential. The highest level, which the MPA being assessed has satisfied above the minimum score, is called Management Level. The cumulative score is used to measure the MPA management rating. The minimum number of years of MPA operation in levels 3 and 4 should be satisfied to pass these levels (Figure 21).

How to interpret the results of the MPA MEAT?

There are three ways to interpret the MPA MEAT results (Appendix 5): through an overall score or rating, gauged by management effectiveness level, and by categorizing responses into management focus. With the MPA MEAT, an MPA can score “excellent” in terms of level of effort put into MPA management, but get only a Level 2 rating (MPA Management is Effectively Strengthened) if not all of the thresholds for level 3 are met. Grouping the answers into Management Focus will help the management body determine in which areas they are doing well, and which management focus require improvements.

This perception survey (Appendix 6) can be used to gauge the level of awareness of stakeholders, their perceived benefits from the MPA, their perception on the functionality of the management body, and their willingness to support the MPA.

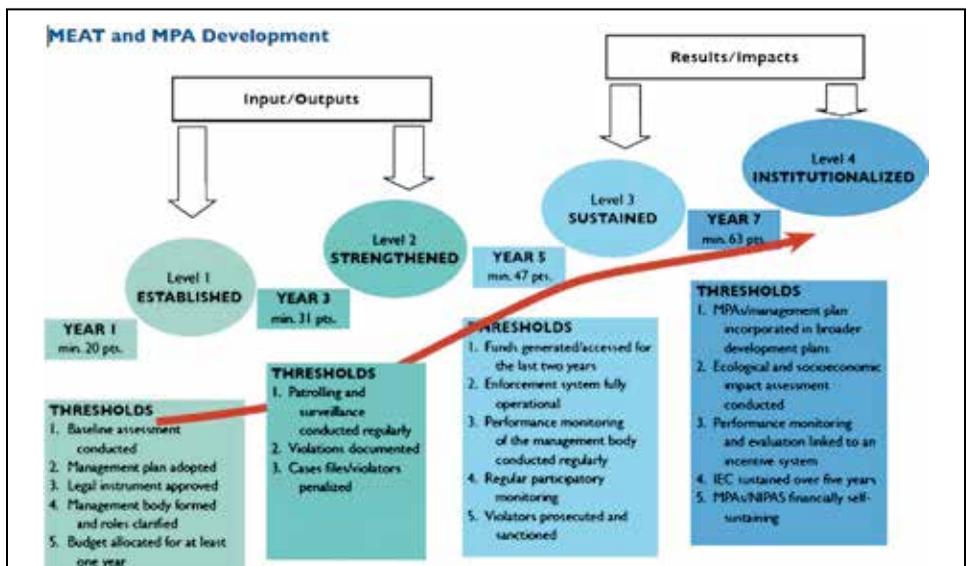
Results of the perception survey may be used by the management body to adjust their community awareness programs and activities. At least ten community members should answer the community perception form (before the conduct of MEAT). Their answers are then collated and included in the report. The MPA MEAT form is filled up (Appendix 7) during the FGD where the following persons are present: Punong Barangay, SB on Environment/Fisheries, MAO, Fisheries Technician, Bantay Dagat Members, Members of the PO (at most 5), and other residents of the community.

After the conduct of the PCRA, the LRA team decides on the manner, the reporter, as well as the date, and time when all the outputs are to be presented. This will include also the household survey, the bio survey, and the secondary data.

One strategy is to conduct a one-day presentation for all outputs (Figure 22), while another is by single topic or result. The second option will consume several days for all the presentations to finish. If the first option is chosen it would only consume a day or two to complete, and triangulation/cross-checking of information can be applied immediately. The CO takes the lead in the consolidation and preparation of the research outputs. He prepares the LRA team member or reporter on topic delivery by role play. LCD projectors can be used for the presentation, but in cases of open venues, “*bitaymax*” would come in handy. Key people like the Punong Barangay, Sangguniang Pambarangay (village legislators), MAO, MPDC, SB on Fisheries or Environment, PO leaders, women, youth, and other sectors must be invited during the presentation. The use of audio is a must. The Barangay Secretary takes the minutes of the activity, especially during the question and answer portion.

**B. Biophysical surveys** - The spatial mapping surveys will provide generic output on the extent and coverage (hectarage) of the coastal and marine habitats. Some details can be extracted, i.e., overall very broad reef status, species list of mangroves, and, probably, seagrass, but all are in mostly broad details.

**FIGURE 21.** MEAT Results and Impact.



Specific surveys are conducted to target specific biophysical parameters for each marine and coastal habitat, such as coral reef status, mangrove diversity, and sea-grass cover. The surveys conducted are the following:

- Beach Forest Inventory
- Mangrove Community Structure (MCS) survey;
- Seagrass Assessment;
- Coral Reef Assessment – Photo Transect Method;
- Fish Visual Census (FVC) Survey; and
- Macro Invertebrate Survey.

**C. Ascertain the presence or absence of a PO**

It is during the social investigation step when the CO ascertains whether a PO is present or absent on site.

If there is an existing PO present in the community, the CO conducts an assessment using the PO Organizational Diagnostic (OD) tool (Appendix 8). The results of the OD will be used as basis for the PO strengthening activity. If a PO exists on-site, there is no need to form a new one, but instead, build the strength of that existing PO.

The OD tool is based on the Project indicators of a functional PO (Appendix 9), which was developed at the start of the CRMP project implementation. These indicators are used as guide in conducting the OD.

In building the strength of the existing PO, the following are the steps to take (Primavera et al., 2012):

1. Organizational Diagnosis;
2. PO re-organization (Revisiting the Vision, Mission, and Goal, Review of Constitution and By-Laws, conduct election of officers to replace vacant positions or elect new set of officers);
3. Update list of PO members;



**FIGURE 22.** PCRA result presentation by the LRA to the residents of Bugtongbato, Ibaday, Aklan, January 12, 2009.

**FIGURE 23.**  
Community  
planning cum  
consultation on  
the installation  
of 200+ ha No  
Take Zone in  
Punta Buri,  
Ajuy, Iloilo,  
June 21, 2018.



4. Submit Registration or Report to registering agency;
5. Conduct financial audit of POs with livelihood or income-generating projects;
6. Capacity building (trainings and seminars); and
7. Accreditation by the local legislative body of the LGU

#### **D. Socio-Economic Profile**

The result of the local researches and bio surveys taken from various sources using different methodologies and tools are compiled in one document. The Socio-Economic Profile is compiled in book form and copies are turned over to the Barangay/municipal LGU for reference/basis for projects and programs. The project manager, with the help of the CO, compiles the socio-economic profile.

**STEP 4. TENTATIVE PROGRAM PLANNING AND STRATEGIZING** - Is the process of identifying goals and translating them into specific activities to meet community needs or solve community problems. The final plans and decisions have to be done by the people in the community, but the organizer can begin the process.

**Organizational planning** is also defined as the process of identifying an organization's immediate and long-term objectives, and formulating and monitoring specific strategies to achieve them. This is the first stage in launching community-based projects (Figure 23). It entails assigning individuals and allocating resources, and is one of the most important responsibilities of the leaders of the PO ([www.businessdictionary.com](http://www.businessdictionary.com)). The PO members attending the presentation of the local research output take note of all the issues and problems that surface, and list them down for their record. Later in the discussion, these issues and problems will be shortlisted and prioritized. In prioritizing projects, use the following issue and problem matrix sample (Table 4):

**TABLE 4.** Problem and Issue matrix of Fishers in Nueva Valencia, Guimaras

| Problem                            | Rank | Causes   | Recommendation/s  |
|------------------------------------|------|--|---|
| Decreasing fish catch              | 1    | Increase of fishers and human population, oil spill, illegal fishing methods | <ul style="list-style-type: none"> <li>• Require all HH to attend family planning sessions</li> <li>• Enforce laws banning illegal fishing/use of compressor</li> </ul> |
| Disappearing mangrove forest       | 3    | Conversion to fishponds, indiscriminate cutting, used as firewood/charcoal   | <ul style="list-style-type: none"> <li>• Reforestation/ planting</li> <li>• Enforce laws that ban indiscriminate cutting, in cooperation with the community</li> </ul>  |
| Fishing inside the coral garden    | 2    | Absence of policy as basis for apprehension                                  | <ul style="list-style-type: none"> <li>• Pass policies banning fishing inside the coral garden</li> </ul>   |
| Disappearing seagrasses and corals | 4    | Use of beach seine, illegal coral extraction                                 | <ul style="list-style-type: none"> <li>• Community vigilance in patrol operations/protection</li> </ul>   |

The recommendations serve as guide in project planning. Sometimes, the recommendations become the tasks of the project itself.

Looking at the table, one will find several tasks that can be launched:

1. Plant mangroves
2. Lobby for the deputation of the Bantay Gubat/Dagat to enforce the laws
3. Encourage passage of policies for protection of the coral garden and strictly enforce the ban on illegal activities, i.e., use of compressor and others.
4. Conduct family planning seminars in the community (link with local rural health units, or the DSWD)
5. Seriously recommend to reverse decreasing fish catch by installing a marine protected area (MPA), which the CO can suggest if this was not considered during the discussion.

**STEP 5. GROUNDWORK** - means to go around the community and motivate the people on a one-to-one basis and, through informal group discussions, to do something about the common issues or felt needs in the community. The process usually takes the form of agitation where the emotional, mental, and physical energies of the people are raised to a level where they are eager to take collective action. An example of this is the issue on the size of the MPA, since many fishers believe their area for fishing is being limited. The CO needs to do ground working, explaining the effects of a huge MPA as compared to a small one. The CO needs to simplify scientific explanations so the community will understand.

Leg-working, on the other hand, is collecting information or researching in preparation for a project, that involves much walking or traveling about.

**STEP 6. COMMUNITY MEETING** - Is a step in organizing where as many people as possible in the community are gathered to formally discuss the issues raised, during the ground working, to plan their actions to address the issues

A meeting can also be defined as a coming together of (generally) three or more people to exchange information, in a planned manner, and discuss issues set out before them to arrive at decisions, solve problems, etc. A meeting can be formal or informal. Types of meetings are formal meetings, annual general meetings (AGM), statutory meetings, board meetings, and informal meetings.

The PO President or Chairperson must be guided by the following to get the work or meeting done:

- Obtain written agenda in advance.
- Review the attendee list.
- Use the “Parking Lot” to manage off-topic discussions.
- Prewire important points and decisions.
- Take notes for himself/herself.
- Follow up on the meeting.

#### A. Types of PO meetings in the ZSL sites

**Officers meeting** – conducted monthly and attended by all the officers of the PO. Officers meetings take the place of regular meetings since it is difficult to convene all members of a big group, due to domestic chores and other obligations. Dates are set in advance by the officers. The PO leader consults the members and other officers on the agenda for the meeting, i.e., pressing issues of the organization. The venue is the group’s meeting place. If this is not available, the meeting is held in the barangay hall, or under the trees that provide shade, if issues are not that sensitive. The PIO of the PO informs the officers of the meeting thru a simple note or verbally.

**FIGURE 24.**  
BPPFA General  
Assembly  
meeting,  
Pedada, Ajuy,  
Iloilo, April 27,  
2015.





**FIGURE 25.**  
KAMAMADO  
GA meeting,  
Basyaw  
Cove, Nueva  
Valencia,  
Guimaras,  
November 28,  
2010.

**Emergency meetings** – conducted as the need arises when the PO faces problems that require immediate solution. The agenda is discussed during the meeting.

**General assembly** (Figure 24 and Figure 25) – conducted quarterly and attended by all the members. Date of the meeting is determined ahead of time as indicated in the CBL of the PO. Elections are held during the GA. The main facilitator is the President/Chairperson. The agenda is prepared in advance by the officers of the PO. Committees are obliged to make reports of accomplishments during the GA. The Treasurer/Finance officer reports on the finances of the PO. The PIO ensures that all members attend the meeting. Notices of meetings are given to members who affix their signatures as affirmation to attend. A member who fails to attend three successive GA meetings, without any valid reason, may be expelled from the membership.

### **B. Steps in conducting meetings:**

1. Opening Prayer
2. Greetings from the Chairperson/President
3. Roll Call
4. Reading of minutes of the previous meeting
5. Affirmation of the members re minutes of previous meeting
6. Reading of the agenda for the current meeting
7. Affirmation and addition of agenda
8. Start of discussion on the first item in the agenda, closing of the first agenda item, moving on to the succeeding agenda
9. Secretary/notetaker summarizes discussion points and agreements
10. Affirmation of all members re summary of points and agreements
11. Schedule of the next meeting
12. Thank all members for attending the meeting and closing prayer

**Guidelines in planning and facilitating meetings:**

1. Venue – the venue for the meeting chosen must be familiar to all members. It should be accessible and must be near where many of the constituents reside. It must have adequate facilities, e.g., enough chairs, tables, and well-ventilated.
2. Timing – set the meeting at a time that is most convenient for all
3. Decision-making
  - Easy decisions at the start – agenda that require easy decisions must be taken up at the start of the meeting.
  - Hard – agenda that might involve controversial decisions should be taken up in the middle of the meeting.
  - Moderate – agenda needing non-controversial decisions to resolve should be discussed last.
4. Agenda
  - Whoever works with the agenda sees to it that each participant receives a printed copy.
  - The time limit should be allotted for each agenda listed.
  - Review the agenda, if it meets the goal of the meeting. Make changes if necessary.

*The Chairperson/President/CO (Fig.26) who presides over the meeting must remember the following:*

- Chairperson – main job is to facilitate the meeting,
- Moves to action,
- Seeks commitments,
- Reaches decisions either by consensus or majority vote,
- Respects everyone’s rights,
- Is flexible,
- Summarizes the meeting results and follows-up,

**FIGURE 26.** A meeting with this savings group was conducted by the CO to re-orient on the CoMSCA standards that are set by the group, Basiao, Ivisan, Capiz, August 6, 2017.





**FIGURE 27.** Meeting with the deboned dilis dryers to set schedules of training and agree on mechanics for distribution of materials, Balarig, Ivisan, Capiz, November 17, 2014.

- Thanks the people,
- Closes the meeting on or before the ending time.

*Roles during meetings:*

- Facilitator or Chairperson – ensures that the meeting moves forward and follows the agenda
- Notetaker – takes notes of matters taken up during the meeting, usually performed by the Secretary
- Timekeeper – reminds the Chairperson about time constraints
- Presenters – various people to present various programs, ideas, etc.
- Tone setter – a person who could open and close the meeting with a prayer or a song
- Greeter – a person who usually welcomes new people, gets their names, and addresses

*The Facilitator (Figure 27) of the meeting must:*

- Understand the goals of the meeting
- Keep the group focused on the agenda, and moving forward
- Involve everyone in the meeting, both controlling the domineering members and drawing out the shy ones
- Make sure that decisions are made democratically

*A Checklist for Planning Your Next Big Meeting*

- Identify the purpose of the meeting.
- Make sure you really need a meeting.
- Develop a preliminary agenda.
- Select the right participants.
- Assign roles to participants.
- Decide where and when to hold the meeting and confirm availability of the venue.
- Send the invitation and preliminary agenda to key participants and stakeholders.

*After the meeting:*

- Do follow-up promptly. If meetings are not followed-up, much of the work accomplished will be lost.
- Make sure that your note-taker prepares the meeting notes immediately after the meeting.
- Call active members who missed the meeting and update them on the meeting outcomes.
- Thank people who helped make the meeting successful.
- Once the Minutes are prepared, write relevant notes.

**STEP 7. ROLE PLAY** – means to act out the negotiation or dialogue that will take place between the leaders of the people and the target of the mobilization, e.g. government representatives.

Activities that would need role-play include lobbying for policies to be passed at the barangay or municipal level, negotiations, demands for putting a stop to illegal practices among others. The person assigned for example during these activities is knowledgeable enough for the matter on hand in order to win the battle to his side. Appendix 10 is an example of role play as experienced by ZSL during the negotiation to fine a fishing boat that was caught inside the Aquino-Ordoy MPA in Ibabay, Aklan.

**STEP 8. MOBILIZATION OR ACTION** – the actual community action undertaken to address and resolve the identified community issues and concerns. For the issue-based community organizers, this can be in the form of negotiation or dialogue coupled with pressure tactics. For socio-economic based organizers, this refers to mobilizing the people to start and run a socio-economic project.

**FIGURE 28.**  
The members of Buntod Katibyugan are mobilized to bag mangrove seedlings for planting and selling to outside groups in Buntod, Panay, Capiz, July 19, 2014.



In both approaches, the process serves to build and strengthen the people's self-confidence and their collective spirit. Mobilization is the actual exercise of people's power.

Community mobilization is a process through which action is stimulated by a community itself, or by others, that is planned, carried out, and evaluated by the community's individuals, groups, and organizations, on a participatory and sustained basis, to improve the health, hygiene, and education levels – to enhance the quality of life (Figure 28).

The succeeding discussion will highlight mobilization activities as experienced by ZSL in the following areas:

- implementing mangrove rehabilitation projects
- installation of MPAs
- observed celebrations of national and international significance
- mobilization for special projects

**A. In implementing mangrove rehabilitation projects**, various levels of mobilization are experienced, some of which are highlighted to wit:

1. Validating areas for mangrove rehabilitation – A process where guided questions are used in affirming whether identified areas are plantable or not and what strategies to implement following protocols stated in Primavera et al., 2012.
2. Establishing and maintaining mangrove nurseries – The POs of the CMRP project have established backyard nurseries to ensure available supply of seedlings at any given time. These nurseries are maintained by the members who take turns in checking on growth and survival. Protocols in Mangrove Manual 1 are likewise followed in establishing and maintaining nurseries.
3. Outplanting – The POs, in outplanting activities, are divided into groups to perform specific tasks, such as haulers, diggers, planters, trash gatherers,



**FIGURE 29.** Fisherfolks deploying marker buoys at a newly established MPA in Punta Buri, Ajuy, Iloilo, January 2020.

**FIGURE 30.**  
Area of the Aquino-Ondoy MPA showing the core zones with red lines and the total area with blue lines, Barangays Aquino-Ondoy, Ibajay, Aklan, 2012.



recorders, and food preparers. The scientific protocols in Manual Series No.1 are also followed in outplanting activities.

## B. The installation of Marine Protected Areas.

To understand better the activities that took place in the installation of MPAs, the case of Aquino-Ondoy MPA in Ibajay, Aklan is demonstrated below:

Last July 16-21, 2012 a series of activities was conducted in Barangays Aquino-Ondoy, Ibajay, Aklan. Among these was ground-truthing (GPS coordinates taken) of the existing MPA area within the Aquino-Ondoy reserve by the biology divers of ZSL. They were joined by volunteer divers from the Office of the Provincial Agriculturist of Aklan, who also took underwater photos and conducted initial ocular inspection of the area. The Aquino-Ondoy MPA is an existing MPA, however, the area has not been demarcated with buoys, nor were the community members made aware of the location of their MPA. There was minimal participation from their end when the MPA was established.

The identification of the Aquino-Ondoy area as site for the MPA was guided by the following set of criteria found in Appendix 11.

The process of MPA establishment follows the steps shown in Appendix 12.

The total hectarage of the Aquino-Ondoy MPA is 116 hectares with core zone area of 72.4 hectares (including 3 shoals) (Figure 30).

The community members participated actively by installing the anchors of the drums that served as markers (Figure 29), and deploying them at the corners of the MPA, to mark its boundaries.

To fully protect the Aquino-Ondoy MPA, Municipal Ordinance No. 179 Series of 2012 was passed, which is "An Ordinance Declaring and Establishing the



**FIGURE 31.** One of the paintings done by local artists during the Ocean Month in Pedada, Ajuy, May 24, 2010.

Aquino–Ondoy Marine Fish Sanctuary and Fishery Reserve”. The Aquino-Ondoy MPA also benefited from the use of a guardhouse and motorized banca for the use of the Bantay Dagat who were equipped with search lights, life jackets, rain-coats, and uniforms for patrol operations.

**C. Celebrations of national and international significance.** Big mobilizations are also experienced in outplanting activities to commemorate celebrations, e.g., Fish Conservation Week, International Year of the Forest, and Ocean Month, to mention a few.

**1. Month of the Ocean.** Last May 24, 2010, ZSL invited 16 local Ilonggo artists to a one-day painting activity of the mangroves in celebration of the Month of the Ocean. Several small meetings were held with the artists’ leader to outline the program of activities. ZSL took care of arranging for the vehicle that took the artists to the site from Iloilo City and back. The CO prepared the PO on-site for the activity, and divided the members into groups tasked with the following:

- Arrange placement of paints, brushes, and other materials.
- Prepare food of the artists and all participants, ensure that enough water is on stand-by, marketing is attended to, and utensils are available. Guide the artists in choosing the subject trees to paint and in getting around the 48-hectare mangrove area in Pedada to avoid delays during the painting session.



**FIGURE 32.** A local artist during the Interactive Mangrove Painting session, Pedada, Ajuy, May 24, 2010.

- Make available adequate transport during the painting session – a vehicle owned by LGU Ajuy was requested to be on stand-by and to run errands.
- Arrange the convergence area – a shed owned by a farmer in Pedada was requested for use of the artists and participants. Located in the middle of a field near the mangrove area, it had roofing, but no walls, and was adequate for the requirements of the artists.

The paintings (Figure 31) were sold at reasonable prices. Half of the proceeds was given to the BPFA as organizational funds, and the other half awarded to the painters/artists (Figure 32). The paintings were displayed for sale in various venues, UP Art Gallery, Fishlink 2010 booth, International Year of the Forest Exhibit at one of the big malls in Iloilo City (September 2011) and booth during the Ajuy Town Fiesta (2010). Some paintings were displayed in the ZSL office in Iloilo, and were bought by visitors from the UK. This activity was in line with ZSL's advocacy of protecting/conserving the mangroves and raising public awareness of their importance.

This activity taught the POs to gather their acts together to reach a common goal. It also taught them to be innovative in raising funds for the organization. The activity also taught them to be responsible in performing tasks assigned. The painting session and the events that followed turned out to be a huge success. It likewise opened their minds to the realization that there are other ways of communicating with the public the importance of conserving mangroves, one of which is thru paintings. Education does not happen only inside classrooms.

- 2. Fish Conservation Week.** Another big mobilization took place in October 2011 during the Fish Conservation week, which is a celebration organized by B FAR yearly, together with DENR and various partner-LGUs. Mobilization activities consisted of simultaneous planting sessions in six ZSL CMRP sites: Naisud,

**FIGURE 33.**

The team in Buntod, Panay, Capiz during the simultaneous planting, October 23, 2009.



Balaring, Buntod (Fig.33), Pedada, Dolores, and Nabitanan. The POs on-site took active role by hauling the mangrove seedlings to the planting site, supervising the planting activities, providing the tools and other logistics needed for planting, and preparing food for the planters.

**TABLE 2.** Result of the Fish Conservation Week Simultaneous Planting, October 23, 2011.

| Site      | No. Participants | No. Planted           | Name of groups   |
|-----------|------------------|-----------------------|--|
| Naisud    | 11               | 377 (with PO members) | Multisectoral (BFAR PFO, MFARMC, MLGU)                   |
| Balaring  | 10               | 152/400 N             | Multisectoral (MLGU, BLGU)                               |
| Buntod    | 11               | 203                   | Multisectoral (BLGU, BFAR, MLGU)                         |
| Pedada    | 28               | 400 (with PO members) | Multisectoral (BLGU, BFAR, DENR, Senior Citizens, Youth) |
| Dolores   | 12               | 693 (with PO members) | Multisectoral (BLGU, BFAR PFO, MLGU)                     |
| Nabitanan | 46               | 530                   | Multisectoral (BLGU, students, BFAR, MLGU)               |

This activity is a good example of collaboration and support among project partners, i.e. LGU, NGO, PO, and the academe (Figure 33). It also taught the communities the importance of mangroves and how to protect and conserve them. It highlights the participation of students who did most of the volunteer planting activities while learning about mangroves. The participation and support also of LGU partners from the national down to the barangay level cannot be discounted as they extended, not only labor, but funds for the activity.



**FIGURE 34.** Students collecting garbage during ICC, Oboob, Sta. Fe, Bantayan Island, Cebu, March 10, 2016.

**FIGURE 35.**

The male members of BPFA were mobilized to haul the stones for breakwater construction in Barangay, Pedada, Ajuy, Iloilo, February 4, 2010.



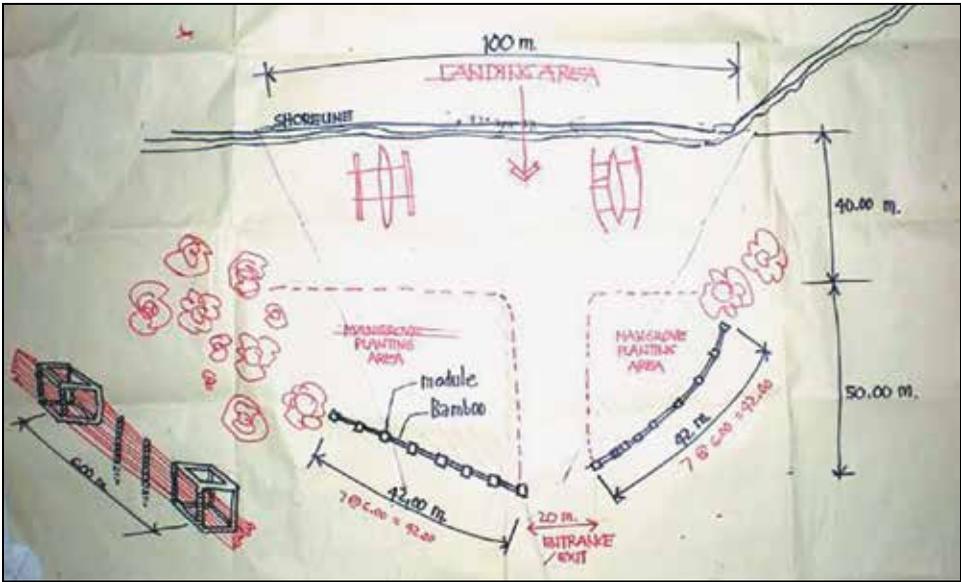
**3. International Year of Forests Celebration (IYOF).** The CMRP of ZSL, in partnership with DENR Region 6 and BFAR Region 6, organized a weeklong celebration September 18-23, 2011 to commemorate IYOF (Appendix 13) and support of the Philippines National Greening Program. The objectives were:

- to conduct simultaneous bagging of mangrove wildings in 6 ZSL-CMRP sites, engaging people's organizations, students, volunteers, and BFAR/DENR/LGU representatives.
- to instill environmental awareness through film showing and painting or poster exhibits.
- to hold ribbon-cutting activity at the exhibit at SM city mall on 19 September 2011.

Another activity during the IYOF celebration is the simultaneous bagging sessions, which was conducted on September 20, 2011 in Naisud and Bugtongbato, Ibaday, Aklan; Dolores, Nueva Valencia, Guimaras; Nabitasan, Leganes and Pedada, Ajuy, Iloilo; and Buntod, Panay and Balarang, Ivisan, Capiz. The results of these activities are found in Appendix 14.

Film showings were conducted in target schools on September 19 and 21-23, 2011. During the August 12, 2011 Mangrove Convergence Initiative meeting, it was agreed to invite BFAR PFOs to the bagging and film showing activities.

This activity is a classic example of advocating for saving the mangrove forests, thru other media such as film showing and mangrove painting exhibits. The target audience were the students in schools and the public in general, e.g., mall-goers. Again collaboration and support among project partners are evident in this activity. We can achieve the goal of re-greening the forest if we gather our acts together.



**FIGURE 36.** Pedada breakwater design

**4. International Coastal Clean-up**

Leading this activity, is DENR who enjoined communities implementing CMRP projects (Figure 34) to participate in the clean-up yearly. Actual dates for the clean-up are chosen by the community (preferably during low tide) as long as the day is close to the dates set by the DENR. Logistics consisted of empty sacks for the trash and snacks for the trash pickers. Areas near the shoreline were the targets. A form prescribed by the DENR was used in recording the type and volume of garbage collected (Appendix 20). The CO fills out the forms and submits them to the ZSL office for consolidation (Appendix 15) before they are submitted to DENR.

Trash is a major problem in the coastal areas. Some residents regard the sea as their dumping ground. With the Coastal Clean-up activities, the coastal communities are taught to get rid of their trash properly as trash collected is classified accordingly. The fishers need to realize that the sea is their main source of livelihood hence they need to care for it. In some sites coastal clean-up activities are done not only once a year. BLGUs make it their weekly habit to engage all the residents in their areas and discourage the use of plastics, which end up as trash and ingested by the fish and other marine animals.

**D. Mobilization for special projects**

**1. Construction of the Pedada Breakwater**

A meeting was held on June 19, 2009 for the construction of the Pedada, Ajuy breakwater. The meeting was attended by the project partners: ZSL, LGU of Ajuy, and BPFA. In that meeting it was agreed to construct the breakwater to protect the major docking area that was eroding making mangrove planting impossible.

Agreement in that meeting consisted of the following:

- Consider the breakwater design (Figure 36) presented by the Municipal Engineer of Ajuy for implementation
- Resources available in the area will be utilized, e.g. 16 pcs raft modules to serve as artificial reef, these are old cement structures from another project, which has not been used, stones.
- Cost-sharing, e.g. ZSL will provide bamboo and binder; BPFA will provide *bayanihan* labor (Figure 35).
- Construction will start as soon as materials are ready.
- Materials needed: 100 pcs bamboo 20 packs binder for the bamboo rafts
- Planting can start as soon as the breakwater is in place.

The construction of the breakwater started in November 2009 and was completed in February 2010 (Table 3). There were 282 PO members who labored (hauling and piling stones) and were paid at Php250.00 per day. The money used to pay for wages amounting to Php586, 000.00 was provided by LGU Ajuy. Each PO member gives Php20.00 to BPFA from wages received every payday as contribution to the organizational fund.

Before the breakwater construction the POs built 3 bamboo rafts for hauling the stones from the farthest point of Pedada to the breakwater construction site. The bamboo rafts costed Php45,000.00 and were funded by ZSL. The total length of the breakwater measures 140 meters with a small opening, to build around 20 meters wide provided in the center of the breakwater to allow motorized bancas to dock in the area.

**TABLE 3.** Timeline for construction of wave breaker in barangay Pedada, Ajuy

| Activity   | July | Aug | Sept | Oct | Nov | Dec | Jan  | Feb |
|--|------|-----|------|-----|-----|-----|------|-----|
|  | 2009 |     |      |     |     |     | 2010 |     |
| Cost estimate of breaker (by Ajuy Municipal Engineer)                | ■    |     |      |     |     |     |      |     |
| -Approval of the cost<br>-Contact potential engineer and hydrologist |      | ■   |      |     |     |     |      |     |
| Hydrological survey  |      |     | ■    | ■   |     |     |      |     |
| Deployment of AR modules   |      |     |      |     | ■   |     |      |     |
| Bamboo raft construction   |      |     |      |     | ■   |     |      |     |
| Hauling and piling of stones   |      |     |      |     | ■   | ■   | ■    | ■   |
| Completion of the breakwater construction                            |      |     |      |     |     |     |      | ■   |

The breakwater project is a demonstration of a good collaboration/partnership among ZSL, LGU Ajuy, and the PO, with all three partners sharing the cost, labor and time together to make the breakwater project a success. At present, the area behind the breakwater is flourishing with mangroves. The need for



**FIGURE 37.** BPFAs PO members distributing food packs during Typhoon Haiyan relief operations, November 15-16, 2013.



**FIGURE 38.** BPFAs PO members packing goods for Pedada relief operation, Barangay Pedada, Ajuy, Iloilo, November 15-16, 2013.

the POs to act together to realize a common goal is one lesson learned from this project.

## 2. Relief operation after Typhoon Haiyan

After Typhoon Haiyan hit Northern Panay, where the CMRP sites are located i.e. Pedada (Ajuy, Iloilo), Buntod (Pan-ay, Capiz) and Balaring (Ivisan, Capiz), ZSL decided to undertake relief operations two days after the typhoon (Figure 37). An assessment was immediately conducted and the PO members affected were found to be in need of the following:

- Food packs – enough for a few days (water, rice, noodles, and some canned food)

- Medicines – common medicines for cold, flu, fever, and diarrhea especially for the children

- Candles – electricity was not restored until 3 months later
- Laundry soap
- Walling materials – to repair damaged houses
- G.I. Sheets – to replace broken roofs
- Umbrella nails – for repair of roofing’s
- Wood, paint, and bronze nails – to repair destroyed bancas of fisher members

Since there were many communities to cater to, the ZSL staff in Iloilo decided to encourage the participation of the POs on site for the relief distribution operations (Figure 38). Teams were formed per site with PO members and staff as lead-in-charge to perform the following tasks:

1. Pack and distribute relief goods (rice, laundry soap, noodles, sardines, candles, water)
2. Course distribution of medicines through the Barangay Health Center
3. List names of the most affected families
4. List names of the heavily damaged houses and distribute roofing and walling materials
5. List names of fishers with destroyed bancas and distribute materials for their repair

**TABLE 4.** Summary of Relief operation in the Panay sites

| Type of relief assistance     | # of families benefitted/ cost of distributed goods |                  |               |                       |
|-------------------------------|---|------------------|---------------|-----------------------|
|                               | Pedada, Ajuy  | Balaring, Ivisan | Panay, Buntod | Total cost (PhP)      |
| Total Household beneficiaries | 300 HH  | 200 HH           | 170 HH        | 570 households served |
| Food packs                    | 72,000.00   | 48,000.00        | 40,800.00     | 160,800.00            |
| Medicines                     | 1,000.00  | 1,000.00         | 1,000.00      | 3,000.00              |
| Nails                         | 30,000.00   | 20,000.00        | 17,000.00     | 67,000.00             |
| Burial assistance *           | 5,000.00  |                  |               | 5,000.00              |
| GI sheets                     | 750,000.00  | 500,000.00       | 425,000.00    | 1,675,000.00          |
| Plywood (walling material)    | 450,000.00  | 300,000.00       | 255,000.00    | 1,005,000.00          |
| Laundry soap                  | 18,000.00   | 12,000.00        | 10,200.00     | 40,200.00             |
| Candles                       | 7,500.00  | 5,000.00         | 4,250.00      | 16,750.00             |
| Total cost/HH in (PhP)        | 1,333,500.00  | 886,000.00       | 753,250.00    | 2,972,750.00          |

\*One fisher member of BPFA died during Typhoon Haiyan, the family was given burial assistance amounting to PhP5,000.00 by ZSL while BPFA provided one (1) sack of rice.

Estimated cost:

- Food packs – 3 kilos rice @ PhP80/kilo x 3 kilos = PhP 240.00
- Canned sardines- 3 pcs x PhP 15/pc = PhP 45.00
- Noodles – PhP 7/pc x 3 pcs – PhP 21.00
- Candles – 5 pcs x PhP 5/pc = PhP 25.00

Laundry soap – 2 lengths x PhP 30/length = PhP 60.00  
 Medicines – PhP 1,000.00/site  
 Plywood – PhP 500.00/pc x 3 pcs = PhP 1,500.00  
 GI Sheets – PhP 500/pc x 5 sheets = PhP 2,500.00  
 Nails – PhP 50/.5 kilo x 2 kilos/hh = PhP 200.00

The relief operation taught the POs to be resilient during calamities, they need to help each other to survive by sharing whatever resources they have. In the case of BPFA, PhP 40,000.00 was withdrawn from their savings in the bank to immediately provide for the initial distribution of food packs to its members even before ZSL's relief operation started. This also taught the PO the value of saving money for the rainy day.

**STEP 9. EVALUATION** – is the process of discovering by the people what has been accomplished, what has been left out, and what remains to be done. Moreover, it is also a process of learning from the strengths and weaknesses of the finished action. With evaluation, the people, especially the leaders, will know what to do in the next mobilizations.

Evaluation involves collecting and analyzing information about a program's activities, characteristics, and outcomes. Its purpose is to make judgments about a program, to improve its effectiveness, and/or to inform programming decisions.

**Experts stress that evaluation can:**

**1. Improve program design and implementation**

It is important to periodically assess and adapt your activities to ensure they are as effective as they can be. Evaluation can help you identify areas for improvement and, ultimately, help you realize your goals more efficiently. Additionally, when you share your results about what was more and less effective, you help advance environmental education.

**2. Demonstrate program impact**

Evaluation enables you to demonstrate your program's success or progress. The information you collect allows you to better communicate your program's impact on others, which is critical for public relations.

**Types of Evaluation**

Evaluations fall into one of two broad categories:

- 1. Formative.** Formative evaluations are conducted during program development and implementation and are useful if you want direction on how to best achieve your goals or improve your program. Includes:
  - a. Needs assessment** – Determines who needs the program, how great the need is, and what can be done to best meet the need. A needs assessment

can help determine what audiences are not currently served by programs and provide insight into what characteristics new programs should have to meet these audiences' needs.

- b. Process or implementation evaluation** – Examines the process of implementing the program and determines whether the program is operating as planned. Can be done continuously or as a one-time assessment. Results are used to improve the program. A process evaluation of a program may focus on the number and type of participants reached and/or determining how satisfied these individuals are with the program.

**2. Summative evaluations** should be completed once your programs are well established and will tell you to what extent the program is achieving its goals. It includes:

- a. Outcome Evaluation** – Investigates to what extent the program is achieving its outcomes. These outcomes are the short-term and medium-term changes in program participants that result directly from the program. For example, outcome evaluations may examine improvements in participants' knowledge, skills, attitudes, intentions, or behaviors.
- b. Impact evaluation** – Investigates to what extent the program has impacted the people's lives and the community in general. Determines any broader, longer-term changes that have occurred as a result of the program. These impacts are the net effects, typically on the entire school, community, organization, society, or environment.

### What makes a good evaluation?

A well-planned and carefully executed evaluation will reap more benefits for all stakeholders than an evaluation that is thrown together hastily and retrospectively. Though you may feel that you lack the time, resources, and expertise to carry out an evaluation, learning about evaluation early-on and planning carefully will help you navigate the process.

**FIGURE 39.** Meeting the different beneficiary sectors in a workshop to evaluate the impact of project intervention among beneficiaries (farmers, women's groups, and fisherfolk) Ivisan, Capiz, March 2015.



**1. Good evaluation is tailored to your program and builds on existing evaluation knowledge and resources.**

Your evaluation should be crafted to address the specific goals and objectives of your program. However, other environmental educators have created and field-tested similar evaluation designs and instruments. Rather than starting from scratch, looking at what others have done can help you conduct a better evaluation.

**2. Good evaluation is inclusive.**

It ensures that diverse viewpoints are taken into account and that results are as complete and unbiased as possible. Input should be sought from all of those involved and affected by the evaluation such as students, parents, teachers, program staff, or community members. One way to ensure your evaluation is inclusive is by following the practice of participatory evaluation (Figure 39).

**3. Good evaluation is honest.**

Evaluation results are likely to suggest that your program has strengths as well as limitations. Your evaluation should not be a simple declaration of program success or failure. Evidence that your program is not achieving all of its ambitious objectives can be hard to swallow, but it can also help you learn where to best put your limited resources.

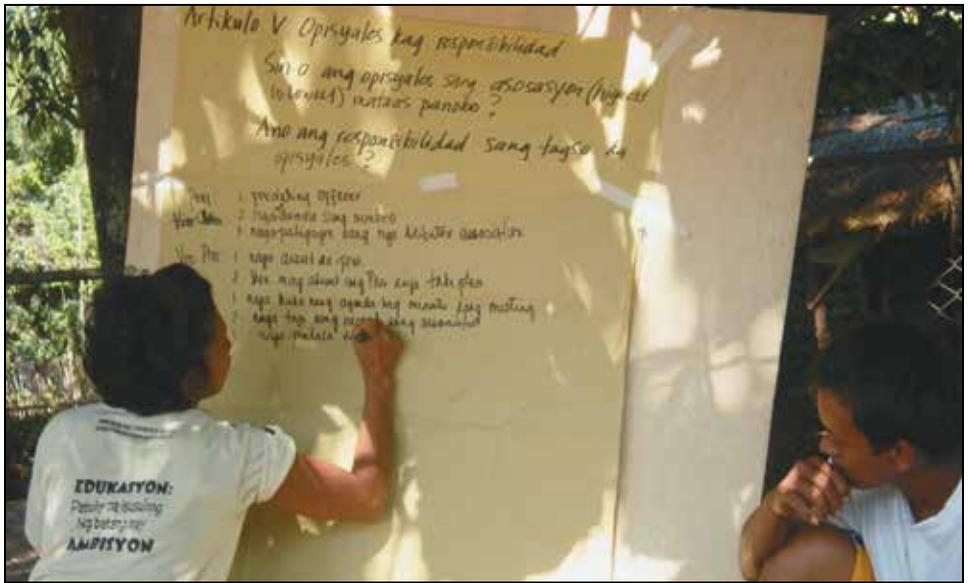
**4. Good evaluation is replicable and its methods are as rigorous as circumstances allow.**

A good evaluation is one that is likely to be replicable, meaning that someone else should be able to conduct the same evaluation and get the same results. The higher the quality of your evaluation design, its data collection methods, and its data analysis, the more accurate its conclusions and the more confident others will be in its findings. See Appendix 15 for the LCT Ongpin case as a sample evaluation of an action by the Ibaday LGU.

**STEP 10. REFLECTION** – means identifying and analyzing lessons from the finished mass action: its messages regarding community actions and other points. The definition of a reflection is a thought or writing about something, particularly in the past, or what one sees when looking into a mirror, or something that reflects and comes back to you. If you look in a mirror, you will see your reflected image. If you reflect on your past experiences, you look at them once again thoughtfully. “Reflect” also means to give evidence of the character or quality of something.

Reflection is an assessment of an action or movement, whether the desired goal is achieved, identifying the factors that hindered or contributed to the success of the action. Usually done after an activity, lessons are culled from the action. Appendix 15 is a sample case on reflection.

**FIGURE 40.**  
BPFA VMG  
and CBL  
formulation  
workshop,  
Pedada, Ajuy,  
Iloilo, March 6,  
2009.



**STEP 11. FORMATION OF THE COMMUNITY-BASED ORGANIZATION** - refers to the formal structuring and formation of all the features of a permanent community-based organization. The formation of the community based groups takes on four major events namely: Core group formation, VMG and CBL formulation, Election and Registration, and Accreditation.

**A. Core group formation** – A “**Core Group**” is made up of 5-7 individuals from the community selected (Box 5) and recruited by the community organizer to help facilitate the formation of the Community Based Organization (CBO). This activity starts from the time the CO immerse in the community.

A core group is composed of potential leaders. This group will spearhead their community organizing activities. Each core group member shall represent a sector.

**B. Vision, Mission, Goal and Constitution and By-Laws formulation.** Vision is the ability to think about or plan the future with imagination or wisdom. A vision statement is an aspirational description of what an organization would like to achieve or accomplish, in the mid-term or long-term future. It is intended to serve as a clear guide for choosing current and future courses

**BOX 5.** Criteria in selecting core group members (Primavera, et al., 2012)

- Well respected by community members, with wide influence;
- Aware of community issues and concerns;
- Desirous of change and is willing to work for change;
- Believes in the participation of many people in resolving issues;
- Belongs to the targeted sectors for organizing, e.g., marginal fishers, shell gleaners, etc.
- Finds time to perform the tasks of the core group;
- Communicates effectively and listens to community members.

of action. A simple process of making the vision is by asking the participants to think or dream of what they want to happen and see the organization 5-10 years from now. The participants can draw the answer on a piece of cartolina. After making the drawing, the participants then make a description of the things drawn. The description can be coined to become the vision statement.

The mission statement is a short statement of why an organization exists, what its overall goal is, identifying the goal of its operations: the kind of service it provides, its primary members, and its location of operation.

A good mission statement can surprise, inspire, and transform your organization's purpose. They provide a clearly-stated purpose and the goals you have for succeeding. Tips for creating an effective mission statement

- Do keep it short and concise. Sum up the organization's mission in just a few sentences.
- Don't write an essay.
- Do think long-term.
- Don't make it too limiting.
- Do find out what your members think of the mission statement (Figure 40).
- Don't be afraid to change it.

A goal is an idea of the future or desired result that a person or a group of people envisions, plans, and commits to achieve. People endeavor to reach goals within a finite time by setting deadlines. Smart goals are well defined and focused. A goal should have measurable outcomes.

Box 6 is a sample vision, mission, and goals of a fisherfolk organization. VMGs are revisited five years after to ensure that it still fits the situation obtaining then.

The organizations VMG is printed in bold letters on a piece of paper big enough for all the members to see and hung at the group's meeting place. This will keep the members reminded of their reason for being and what they want to achieve. The Constitution and By-laws of an organization contains the fundamental principles, which govern its operation. The by-laws establish the specific rules of guidance by which the group is to function. All but the most

#### **BOX 6. BPFA Vision, Mission and Goals (as translated to English)**

##### ***Vision:***

- A progressive association of fishers of Barangay Pedada, successful in providing improved livelihoods, to enhance quality of life of all the community residents.

##### ***Mission:***

- Improve BPFA project implementation.
- Provide enough knowledge and information to its members particularly environmental protection, mangrove conservation.
- Good management of the BPFA as an association.
- Look for the right kind of livelihoods.
- Improve cooperation among members of the association
- Members cooperate in protecting the environment.

##### ***Goal:***

- Improved Barangay Pedada
- Members of the BPFA are cooperative.
- Enhance quality of life.
- Sustainable management/protection of the environment i.e. mangroves.
- Strong association of fishers where equality is upheld between men and women members

**BOX 7. PO set of officers**

- PO President/Chairperson
- Vice President
- Secretary
- Treasurer
- Business Manager
- Bookkeeper
- Public Information Officer (PIO)
- Sergeant-at-Arms
- Committees (election, membership, livelihoods, environmental protection) each with a Chairperson

informal groups should have their basic structure and methods of operation in writing. The POs formulate their CBL using a guide (Appendix 16). A sample CBL of BPFA is found in Appendix 17.

**C. Election.** If an early election is an option, the manner of doing it should be by secret ballot. Members openly nominate the candidate for a position, however, voting must be done by writing the names of candidates on a piece of paper called the ballot. The CO facilitates the conduct of an election. Votes are tallied openly on the board or manila paper for everyone to see (Fig 41). The CO declares the winning candidate to every post. The new set of officers (Box 7) is then presented to the group.

The duties and responsibilities of each officer are described in the CBL.

Before conducting the election the members are provided with brief orientation on how to choose good leaders. It is important to choose leaders who are eloquent, capable, can lead by example and not just by words, and possesses orderly and disciplined leadership. Leaders should possess the following good qualities to be effective (Appendix 18).

The newly-elected officers are then positioned in the group’s organizational structure. This structure defines and describes the flow of authority and accountability. An example of this is the organizational structure of Barangay Pedada Fisherfolk Association (Appendix 19).

**FIGURE 41.** Members tally the votes on the board during the BPFA election of officers, Pedada, Ajuy, Iloilo, March 6, 2009.



#### D. Registration or Accreditation

The PO is ready to register with the Department of Labor and Employment Bureau of Rural Workers (DOLE-BRW) after all the paper requirements are satisfied, i.e., CBL, VMG, and election of officers. The registration will give the organization a legal personality as a legitimate PO. The documents needed for DOLE registration are the following:

1. Name of the association officers and their respective addresses
2. Minutes of organizational meeting/s
3. List of members who participated in the organizational meeting/s
4. Annual financial report, if the organization has been in existence for one year or more. A financial report is not required if the organization is less than one-year-old, or has not collected any amount from its members
5. Constitution and by-laws with the signatures of members ratifying the CBL.
6. Minutes of adoption or ratification of the CBL and date when ratification was made.
7. Minutes of adoption or ratification is not needed when ratification is done simultaneously with the organizational meeting and is reflected in the minutes of the organizational meeting.

All existing POs in the locality are required to seek for MLGU Accreditation within 60 days upon assumption into office of the new LCE. This type of accreditation is co-terminus with the term of the new LCE. The MLGU/SB accreditation requirements are:

1. PO letter requesting MLGU accreditation;
2. Barangay endorsement;
3. PO authorization letter authorizing the PO leader to transact business with the SB on behalf of the organization;
4. Completed application form for MLGU accreditation;
5. PO profile (list of officers, list of members and their spouses, CBL); and
6. Photocopy of PO registration with DOLE, or any registering agency.

At times, it is advantageous to seek Provincial LGU accreditation, when the project is provincial in scope. The requirements for PLGU accreditation are the following:

1. PO letter requesting for PvLGU accreditation;
2. Municipal endorsement;
3. PO authorization letter authorizing the PO leader to transact business with the PLGU on behalf of the organization;
4. Completed application form for PLGU accreditation;
5. PO profile (list of officers, list of members and their spouses, CBL); and
6. Photocopy of the PO's registration with DOLE, or any registering agency.

The PLGU may affirm the MLGU accreditation, in some cases. External audit is required for POs with existing funds.

# CHAPTER 7

## ORGANIZATIONAL DIAGNOSIS

**Organizational diagnosis (OD)** is an effective way of looking at an organization to determine gaps between current and desired performance and how it can achieve its goals. Developing an organization is no different. With each iteration of a diagnostic process, so new changes are identified and prioritized.

The purpose of a diagnosis is to identify problems facing the organization and to determine their causes so that management can plan solutions. An organizational diagnosis process is a powerful consciousness-raising activity in its own right. Its main usefulness lies in the action that it induces.

To diagnose organizational problems, start by examining day-to-day activities. Determine whether there are issues with objectives and whether ambiguities, gaps, or overlaps in guidance or assets exist (Figure 42).

**Here are the basic steps on how to conduct an organizational analysis:**

1. Identify the organization's goals and targets.
2. Identify the tools and approaches to use.
3. Collect data.
4. Know the organization's strengths and weaknesses.
5. Observe the organization from the outside.
6. Do a documentation.

### Organizational Diagnosis with ZSL

Organizational diagnosis is used by ZSL at the initial phase of PO formation to ascertain the status of the existing organization. It is during the immersion step of CO that ODs are conducted.

**FIGURE 42.**  
Workshop with  
BPFA leaders  
to diagnose  
organizational  
problems  
and issues  
in Pedada,  
Ajuy, Iloilo,  
September 28,  
2014.



The CO scans the environment for the presence of an existing PO. The CO conducts an assessment using the PO OD (Appendix 8) which was based on the Project indicators of a functional PO (Appendix 9). These indicators are used as basis in conducting the OD.

OD should be a periodic activity of the organization with an outside facilitator to check organizational health and for the PO members to agree on proactive measures to become a more dynamic and learning organization, conscious that there are stages of organization's development.

Appendix 20 is a sample filled-up OD form for the PO, Salvacion Responsable kag Uswagon nga Mangingisda (SALVARUM).

CHAPTER **8**

# STAGES OF ORGANIZATIONAL DEVELOPMENT

The organizational life cycle is the course of life of an organization from its creation to its termination. It also refers to the expected sequence of advancements experienced by an organization, as opposed to a randomized occurrence of events. The relevance of a biological life cycle relating to the growth of an organization, was discovered by organizational researchers many years ago. This was apparent as organizations had a distinct conception, periods of expansion, and eventually termination.



**FIGURE 43.** Members of Punta Buri Marine Protected Area Association eager to try out new things e.g. seaweed farming is a characteristic of PO at survival stage, in Punta Buri, Ajuy, Iloilo, September 19, 2018.

members to keep the organization active. Membership is open to whoever would want to join as member, with minimum set criteria of over 18 years of age, and a resident of the community.

This is the stage in which the concept for an organization is developed and the entity itself is launched. Typically, these efforts are led by an individual, or multiple individuals, who have a vision for the organization. The founder or founders leave a significant imprint on the organization during its formation phase. Indeed, insights and suggestions from outside a core group associated with the founder or founders are not likely to be considered.

**Stage 2: Survival.** At this stage, organizations look to pursue growth, establish a framework and develop their capabilities. There is a focus on regularly setting targets for the organization, with the main aim being to generate sufficient revenue for survival and expansion (Fig 43). Some organizations enjoy adequate growth to

Organizational growth is a process through which the structure of a multident system organization increases the number of its roles and links. Organizational growth is essentially a quantitative process.

Generally, there are five stages to an organization’s life cycle

**Stage 1: Existence.** Commonly known as the birth or entrepreneurial stage “existence” signifies the start of an organization’s expansion. The main importance is centered around the acknowledgement of having an adequate number of

be able to enter the next stage, whilst others are unsuccessful in achieving this and consequently fail to survive. It is at this stage that groups set membership dues to be able to generate funds for the organization.

The early period of an organization's development cycle is also known as the storming and the childhood phase. The early stage of org development is turbulent and exciting. This stage typically lasts for between three to five years, although there is no specific timeframe set on concrete.

**Stage 3: Maturity.** This stage signifies the organization entering a more formal hierarchy of management (hierarchical organization). A frequent problem encountered at this stage would be those associated with "Red Tape". Organizations look to safeguard their growth as opposed to focusing on expansion. Top and middle-level management specialize in different tasks, such as planning and routine work respectively.

The third stage of org development might best be called the normalization period. Others refer to this stage as the norming or adolescent stage.

During the normalization phase, organizational policies and procedures become the norm within the entity. Duties associated with the operation of the organization are dispersed among an increasing number of individuals (Figure 44). These individuals tend to act cohesively and as a unit during this phase of development. The period is not marked by intense competition between individuals associated with the organization.

The peak period is also referred to as the performing or mature phase. This is the stage in which an organization typically proves to be most productive (Figure 45). At this stage, an organization is relying on firmly established policies and procedures.



**FIGURE 44.** Key leaders learning more problem solving exercises is one feature of POs in the maturity stage, as in the case of 1BOFA, Basiao Ivisan, Capiz, 2015.

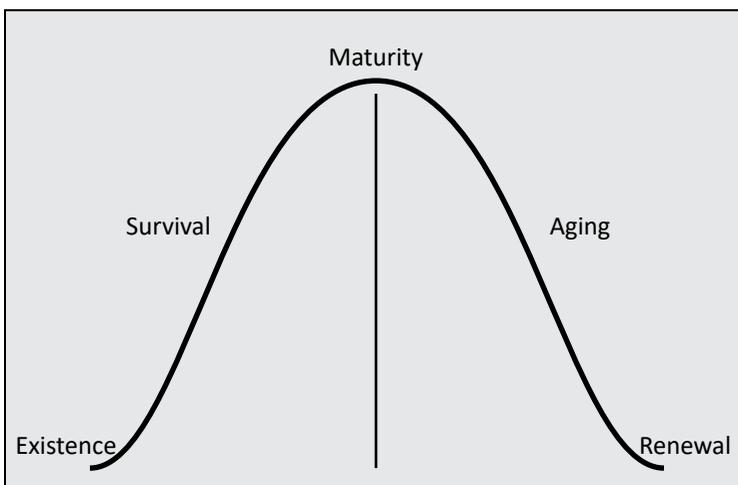
**FIGURE 45.** Farmers reaping the fruits of their labor after undergoing trainings to develop skills to reach the maturity stage as in the case in Buntod Katibyugan Oyster farmers collecting their harvest in Buntod, Panay, Capiz, October 8, 2015.



During the peak period, a new cadre of leaders may begin to rise within an organization. Competition between people associated with the organization begins to rise, at least to some degree.

**Stage 4: Renewal.** Organizations experience a renewal in their structure of management, from a hierarchical to a matrix style, which encourages creativity and flexibility. This is the stage where organizations would try to reflect whether structures and policies are still appropriate for the group. This is where functions and roles and organizational policies are modified or renewed to suit the needs of the time.

The last phase of organizational development is a re-evaluation. Other names applied to this stage are adjourning or renewal. Adjourning is not the best term of art for this phase because it signifies an ending. The reality is that the stages of organizational development are not linear but are cyclical.



**FIGURE 46.** Organization life cycle stages.

When an organization reaches this stage, a comprehensive re-evaluation occurs. This includes an examination of policies, procedures, and personnel. Based upon this examination, different changes are expected to occur concerning everything from personnel to policies and procedures to the structure of the organization itself.

Because significant changes are likely to occur at this stage, the developmental process



**FIGURE 47.** Basic leadership training for PO leaders of Naisud and Bugtongbato, Ibajay Aklan, August 27, 2009.

typically circles back. There is something of a reformation that occurs in this phase that sends the development process back around to the proverbial “start.”

By having an understanding of the five stages that typically occur within the growth cycle of an organization, individuals involved with an entity have a better idea of performing their designated roles. The five stages of organizational development also provide a structure around which short and long-term planning effectively can be undertaken.

**Stage 5: Decline.** This stage initiates the death of an organization. The decline is identified by the focus on political agenda and authority within an organization, whereby individuals start to become preoccupied with personal objectives, instead of focusing on the objectives of the organization itself. This slowly destroys the functionality and feasibility of the entire organization. The personal interests of the members rather than organizational interests cause the death of an organization. Each to his own is reflective of this stage.

The POs in the ZSL sites have varying stages of organizational development as shown in Appendix 21.

CHAPTER **9**

# TRAINING PATH

The learning pathway is described as the chosen route, taken by a learner through a range of learning activities, which allows them to build knowledge progressively. With learning pathways, the control of choice moves away from the mentor to the learner.

Training is the process of teaching the new and/or present members and leaders the basic skills they need to effectively perform their roles and functions. A good training program allows you to strengthen those skills that each member and leader needs to improve. A development program brings all members to a higher level so they all have similar skills and knowledge. This helps reduce any weak links within the organization who rely heavily on others to complete basic work tasks.

Some benefits of training people:

- Greater productivity
- Less supervision
- Systematic imparting of skills
- Increased motivation
- Increased capacity to adopt new technologies and methods
- Increased satisfaction and morale among members/leaders
- Increased efficiencies in processes
- Increased innovation in strategies
- Reduced leadership or membership turnover

**Trainings for communities in the ZSL sites follows 3 trajectories, as follows:**

- Training on organizational development
- Technical trainings on coastal resource management
- Policy and advocacy training and development

**FIG. 48.** BPFA leadership skills training, Pedada, Ajuy, Iloilo, July 24-25, 2009



### A. Training on organizational development

– Training under this trajectory is conducted to hone the skills of leaders in running and managing the activities of the group. This includes:

**1. Basic leadership training.** A simple basic leadership training (Appendix 22) needs to be conducted by the CO to provide the new members with enough knowledge and guide them in identifying appropriate leaders before leadership election and formation (Fig.47).

**2. Leadership skills training.** New leaders need skills to facilitate the day-to-day activities of the PO. Major skills of leaders must include facilitating meetings, decision-making, conflict management, and principled negotiation, among others (Appendix 23). During training simulations, exercises are provided to hone leaders' skills (Figure 48). Application of this trainings should be observed in the activities of the group. Leaders must be open to constructive criticisms to refine skills.

**3. Empowering Dispute resolution or conflict management.** Another important training for leaders is the training on dispute resolution (Appendix 24). This training will help the leaders in managing disputes that may arise among members, or within the community, between other groups or persons and the PO.

**4. Simple Bookkeeping or financial management.** This applies when the PO is managing income-generating activities, livelihood projects, collecting membership dues, or receiving donations. Key officers in charge of handling the group's finances must undergo training in simple bookkeeping (Appendix 25) to account or audit incoming and outgoing funds. The training can be provided by the accounting staff of the LGUs, or the staff of the assisting NGO. Simple books of account must be introduced to the bookkeeper and treasurer to keep track of the PO expenditures and income. There is a saying "money can make or break an organization."

**5. Community Managed Savings and Credit Association training and formation.** CoMSCA is a group of people who save together and get small loans from those savings. The activities of the group run in cycles of one year, after which the accumulated savings and profit (from interest charges and penalties) are distributed back to its members. The purpose of CoMSCA is to provide simple savings and loan facilities in communities that do not have access to formal credit institutions. Interest rates are low and payment is convenient and flexible. It is a unique approach, where finances are governed and managed by local communities. CoMSCA plays a critical role in bringing about financial services to rural areas of developing countries.



**FIGURE 49.** CoMSCA meeting, Balaring, Ivisan, Capiz, February, 2018.

An orientation is provided to a small group that plans to form CoMSCA using the following guide (Appendix 26). This is followed by a training program (Appendix 27).

Learnings from CoMSCA: if organized thru the POs, CoMSCA can be a strengthening mechanism. Membership expansion is enhanced as CoMSCA is open to others who would want to join – as in the case of Buntod Katibyugan (BK) whose membership increased from 28 to 60 (3 CoMSCA groups). CoMSCA encourages POs to save. PO CoMSCA meetings are conducted weekly (Figure 49).

**B. Technical trainings on coastal resource management** – These are trainings that are technical and scientific and would be of help in implementing organizational projects. These include:

**1. Training on Mangrove and Beach Forest Rehabilitation and Conservation.**

This training includes topics on

- a. Understanding the coastal and marine ecosystems
- b. Mangrove biology and ecology – environmental factors: coping mechanisms; different mangrove species (leaves, fruits, flowers, roots) (Figure 50); mangrove community and uses of mangroves; mangrove species in the Philippines vs Asia.
- c. Mangrove nursery – discussion on mangrove nursery establishment, technology of mangrove nursery establishment (planting, collection of propagules or seedlings, monitoring, care and maintenance.
- d. Mangrove outplanting, monitoring and maintenance
- e. Creation of a mangrove rehabilitation plan

Appendix 28 shows the training design for Mangrove and Beach Forest Rehabilitation and Conservation Training.

**FIGURE 50.**  
Mangrove training for KAMAMADO PO members by Dr. Jurgenne Primavera, Taklong Island, Guimaras, April 6-7, 2009.



## 2. Sustainable Coastal Resource Management (SCRM).

This training prepares the PO and the LGU in developing the MLGU CRM plan, which is a document that mainstreams the PO agenda with the LGU agenda and has a better chance of being implemented and budgeted in the following years. Lectures in the SCRM training include topics on:

- a. Coastal and Marine Ecosystems
- b. CRM Related Laws and Policies: FAOs, AOs, EOs, RA 8550, PD 705 EOs on mangroves
- c. Organizing Communities
- d. Information, Education, and Communication
- e. CRM Plan
- f. Coastal Zoning
- g. Fisheries/Habitat Management
- h. Shoreline Management
- i. Coastal Tourism
- j. Livelihoods and Enterprise Development
- k. Legal Arrangement and Institutional Development
- l. Health and Sanitation in the Coastal Areas



**FIGURE 51.** LMTs of Buntod Katibyugan during mangrove monitoring, Buntod, Panay, Capiz, October 26, 2009.

The ultimate output of this training is the MLGU CRM plan incorporating mangrove concerns and other coastal concerns of the locality (Appendix 34).

**3. Local Monitoring Team Training (LMT).** In some mangrove sites, the COs organized Local Monitoring Teams to assist the marine biologist in monitoring growth and survival of mangroves. In the latter part of project implementation, the LMTs monitored the mangroves (Figure 51) themselves, even without the presence of the biologist. The data gathered were interpreted and used for making decisions concerning mangrove rehabilitation by the biologists. LMTs undergo hands-on training on monitoring (Appendix 29). Their services are rendered voluntarily.

**4. Bantay Gubat (BG).** The DENR deputize some PO member as mangrove forest guards or “Bantay Gubat,” to protect the mangroves and enforce laws. The candidate BG must satisfy the following requirements (Primavera et al., 2012):

- Letter of endorsement from the PO head or employer, or clearance signed by the Punong Barangay
- Bio-data with ID photo
- Certificate of Good Moral Character from the Punong Barangay, Parish Priest or Minister where the applicant resides
- Police clearance (2” x 2” ID photo required)

- Sworn statement that the applicant is willing to perform the functions of DENRO without compensation
- ID picture – 1.5” x 1.5”
- Medical certificate

The BG applicant undergoes the training (Fig 52) on community forest guards (Appendix 30) after all requirements are satisfied (Primavera et al., 2012).

After the training, the candidate BG follows the steps in deputation, as follows:

1. Request LCE/CENRO authorized representative to sign a Sworn Statement stating that the applicant is willing to perform the functions of DENRO, without compensation
2. Submit documents to CENRO for validation
3. CENRO endorses the papers to PENRO
4. PENRO endorses the papers to Regional Executive Director (RED)
5. RED verifies if the applicant has undergone training, through reports submitted by the DENR Regional office that conducted the training, and gets clearance from the DENR Secretary to deputize BG.
6. RED signs paper of deputation (Appendix 31) and issues identification card.

#### 5. Fishery Law Enforcement Enhancement Training (FLET) or Bantay Dagat (BD) Training.

The Bantay Dagat is a community-based, volunteer organization that works within 15 kilometers of the shore, in coordination with local and national government, to protect the marine environment. It conducts patrols against illegal fishing, and provides assistance during rescue. The FLET members should be between 18-60 years of age and selected by the Punong Barangay or PO leaders. A barangay may opt to choose 1-5 BD members while the Municipal level BD can have as many as 20 members, since their jurisdiction is the whole municipal waters of the locality. The LGU, in some cases, provides a small amount of compensation for the BD in the form of monthly honorarium (Php2,000.00 as the highest) and other logistical support, like search lights, coffee while on-board, raincoats, uniforms, and fuel and oil for the BD boat. The

BD also gets a share in the fines paid during apprehension (maximum is 50%) this is an incentive for them to improve performance. FLET undergoes rigorous training with the BFAR (Appendix 32), which recommends their deputation to the LCE of the municipality. A BD's term is coterminous with the term of the LCE. The Municipal FLET has a representative from the MAO and the local police as members. The BD team leader submits a monthly report to the LCE thru the MAO.



**FIGURE 52.** Bantay Gubat training with DENR for CMRP POs, Pedada, Ajuy, August 17-19, 2011.

### C. Technical trainings for livelihoods engagement

– These are trainings that are technical or scientific in nature and would be of help in implementing new livelihood projects and improve production of existing ones. These include:

1. **Oyster production.** When Typhoon Haiyan struck Ivisan on, November 8, 2013 the oyster farms were not spared from devastation. Majority if not all of the farms were destroyed. Rehabilitation of this main source of livelihood became the pressing concern of ZSL for Ivisan.



**FIGURE 53.** An oyster farmer checking her plot at Basiao Bay, in Basiao, Ivisan, Capiz, October 17, 2015.

However, because of ZSL's limited resources, only 21 farmers were assisted. Raft method (Figure 53) was introduced to replace the stake method. The advantages of the raft method are less space occupied but high yielding, environment-friendly, practical, less mortality from predators and free from siltation. The stake method caused heavy deposits of silt in Ivisan waters, thereby limiting efficient water flow. The oyster farmers underwent a training with a SEAFDECs expert prior to installation of the rafts in Basiao following a training design found in Appendix 33.

The site assessment result of Jocelyn Ladjja (SEAFDEC oyster expert) revealed the area as ideal for oyster farming.

The total cost in construction and installation of 21 raft units amounted to PhP113,571.00 broken down as follows:

1. Bamboo – PhP 70,000.00
2. Binders – PhP 14,370.00
3. Floaters – PhP 26,651.00
4. Culches – PhP 2,550.00 (Figure 54)

A problem occurred in the middle of the culture period with the occurrence of red tide in Sapián Bay. ZSL provided the farmers with some information on the causes of red tide in one forum. The oysters grew healthy and big, and more floaters (used plastic containers) were provided to keep the rafts buoyant. The trial shipment was conducted sometime in July to test the market in Iloilo City.

In the months that followed, BFAR thru the MLGU distributed another set of 26 rafts to the Oyster farmers in Basiao. The oyster farmers were organized as 1 Basiao Oyster Farmers Association composed of 60 members and was registered with DOLE.

The raft method of oyster culture in Basiao, Ivisan harvested an estimated 130 sacks (est at 80 kilos/sack) produced by the 21 rafts with value of P84,500.00 by November 2015.

**TABLE 5.** Oyster farm rehabilitation activities in Basiao, Ivisan, Capiz

| Period              | Activity   |
|---------------------|--|
| August 2014         | Distribution of bamboo stakes to 21 validated recipients in Basiao   |
| November 2014       | Exploratory talks with UPV CFOS and SEAFDEC experts and consultants on possible mariculture and fish source food processing livelihood interventions for Ivisan  |
| December 2014       | Initial discussion with Basiao BLGU regarding plan to improve the technology of oyster culture in Basiao   |
| January 19-28, 2015 | Coordination with oyster farmer recipients of relief aid for bamboo stakes. Procurement and preparation for Oyster Culture Training  |
| January 29-30, 2015 | Training on Oyster Culture for 60 community members of Basiao under Ms. Jocelyn Ladja of SEAFDEC. On this date, as well, participants signified their intent to be organized as a people’s organization. A core group was initially formed on that date. |
| April 8, 2015       | Site assessment by SEAFDEC   |
| May 2015 onwards    | Installation of rafts  |

**2. Deboned dried dilis production** – Last October 24, 2014 community consultations were conducted in Basiao and Balarang on the existing industry of deboning dilis (anchovy). From among the many problems mentioned, it was the problem of the short shelf life of the deboned dilis that was pointed the most important. The product in Ivisan cannot compete with the boneless dilis from other areas. Wholesalers in Roxas City complain that the Ivisan boneless dilis

easily gets mold 2 weeks after production. ZSL sought the help of University of the Philippines in the Visayas Fish Processing department to take a look at the technology used by the boneless dilis dryers to improve it. From the consultations that followed it was found that the Ivisan dryers do not use brine solution. A series of trainings (Figure 55) were conducted for the 80+ boneless dilis dryers on proper techniques in deboning and drying. During the training the participants were provided with materials and equipment. Drying facilities were, likewise, distributed individually. On 2 production cycles samples



**FIGURE 54.** An oyster farmer holding culches during the training for Raft method of oyster farming with a SEAFDEC lecturer at Basiao, Ivisan, Capiz, November 18, 2015.

were sent to UPVisayas to test dilis moisture and salinity content. The consultant from UPVisayas recommended that a common working facility (Table 6) be constructed to regulate production and, somehow, put in place quality control. In 2015 a small common working facility was constructed in Panublihan, Balarig complete with lighting and water facilities and deboning table.

**TABLE 6.** Cost of constructing the common working facility.

| ITEM  | COST                 |
|---|----------------------|
| Construction Materials (Cement, Hollow blocks, GI Sheets, tiles, pipes) | Php 41,921.00        |
| Labor Cost  | Php 25,000.00        |
| <b>Grand total</b>  | <b>Php 66,921.00</b> |

In 2015 the sales generated by the boneless dilis dryers using improved technology, was PHP20,000.00. At present the problem of inadequate supply of the raw material, dilis, limits the operation of the common working facility in Panublihan.

**3. Driftwood sculpture.** After Haiyan struck the Northern part of Panay Island, specifically Capiz province, a lot of mangrove trees were destroyed. In Buntod, Panay, Capiz mangrove debris were scattered everywhere. This gave ZSL the idea to make livelihoods out of the mangrove debris. To make the story short, ZSL was able to tie up with an NGO, PTFCF, who endorsed ZSL to Smart Communications to sponsor the driftwood sculpture project. Smart Communications has previously formed a group of driftwood sculpture trainers, and has assisted a group of fishers in Luzon.

ZSL then gathered the PO members of Buntod Katibyugan and presented the idea, which was later followed up by the Smart Communications group of driftwood trainers. Smart Communications provided all the materials for the sculpture project. Only a few members, at least 5, participated in the training at first. Others were mere observers, but after a while, these observers joined the training, so the participants grew each day until almost half of the



**FIGURE 55.** Training of Deboned Dilis Dryers at Balarig Ivisan, Capiz, January 17, 2015.

**FIGURE 56.** Rodolfo Albay, a driftwood sculptor from Buntod Katibyugan of Panay, Capiz at the SMART exhibit in Metro Manila, October 2014.



men participated. The women later on became interested too and joined the sessions.

A common working area cum display room was constructed by Buntod Katibyugan as support facility for the finished driftwood sculptures. The finished products were displayed in big fora sponsored by Smart Communications and in various big establishments in Metro Manila (Figure 56). Buntod Katibyugan earned Php81,500.00 from sales of the driftwood sculptures. Later on, the POs got preoccupied with other projects and there were times when they run out of mangrove debris in the area and had to source from other barangays. Because of this, the driftwood sculpture project was not sustained.

- 4. Mangrove seedling production** – The BPFA started the mangrove nursery project in 2009. Production peaked in 2016 at the height of the NGP implementation (Figure 57). The materials used in building the mangrove nursery came from ZSL and other NGOs helping BPFA.

Most of the buyers were LGUs from the neighboring towns of Carles, Batad, San Dionisio and Estancia. BPFA was able to sell 150,000 seedlings at Php12.00/seedling. The members give back Php2.00 for every seedling bought as share to BPFA for its organizational fund. However, a downward trend in beach forest and mangrove seedling production in Pedada was observed in 2017-2018. This was due to ending NGP or rehabilitation projects and competition from other seedling producers. Since these 2 livelihoods projects are no longer feasible as a business in the coming years, the PO will finish off selling remaining seedlings in the nurseries. For new transactions the PO has agreed to add Php3.00 to the price of seedlings, that will fund ZSL's bio activities in the future. In the implementation of the mangrove nursery production project the BPFA follows a Business plan found in Appendix 34.



**FIGURE 57.** BPFA Mangrove seedling nursery project in Barangay Pedada, Ajuy, Iloilo, April 2016 (peak of production).

**5. Seaweeds production** – In June 2016 trial planting of seaweeds *Kapaphycus* was conducted in Pedada, Ajuy. This initial planting was to serve as nursery for the project. The materials for the seaweed farming, such as ropes, buoys and nylon straw, were all provided by the BFAR. Five kilos cuttings of seaweeds were bought from SEAFDEC Aquaculture Department Igang Station to serve as starters. Two months after, the farmers harvested 180 kilos of seaweeds from the nursery (Figure 58). The harvest was divided among 3 farmers who cultured the seaweeds until they reached maturity 3-4 months later, resulting in a harvest of 1.5 tons. Since many of the BPFA members got interested in seaweed farming, the 1.5 tons harvested was divided equally among sixteen (16) farmers to start up production. After 4 months the sixteen farmers harvested 6.642 tons after 4 months, which they sold at PhP 7.00/kilo of freshly harvested seedlings to the BFAR to start their seaweeds nurseries in Antique and Aklan. Total sales of the harvest was PhP 46, 494.00 distributed as follows:

|             |  |
|-------------|--|
| For Farmers | – PhP 39,846.00                        |
| BPFA        | – PhP 3,324.00                         |
| ZSL         | – PhP 3,324.00 (Start up buying funds) |
|             | <hr/>                                  |
|             | PhP 46,494.00                          |

**D. Policy/advocacy training and development**

Policies are a course or principle of action adopted or proposed by a government, party, business, or individual.

Policies and procedures are an essential component of any organization. Policies are important because they address pertinent issues, such as what constitutes acceptable behavior by



**FIGURE 58.** Good seaweed growth observed by a farmer in Pedada, Ajuy, Iloilo, November 2016.

members. Utilizing both policies and procedures during decision-making ensures that organizations are consistent in their decisions.

In this section items included are:

### 1. Steps in crafting policies

- **Steps in Policy Formulation at the Municipal level**
  - a. Conduct community consultation to identify issues
  - b. Participatory review of existing policies, e.g., review of Municipal Fishery Ordinance, Municipal Revenue/Tax Code, other related laws/policies
  - c. Identify policy gaps
  - d. Formulate policies thru a workshop
  - e. Read title of policy during SB session
  - f. Conduct public hearing
  - g. Final reading of policies by the SB during session
  - h. Approval of an ordinance or resolution
  - i. Popularize policies through community feed backing, posting in conspicuous places and publication in local newspaper
  - j. Enforcement.
- **Steps in Policy Formulation at the Barangay level**
  - k. Consult community on issues that need to be addressed by policies
  - l. Review existing policies, resolutions, and ordinances
  - m. Identify policy gaps
  - n. Prioritize policies that will have greater impact on the issues faced by the community
  - o. Formulate policies through workshop
  - p. Present the draft policies during Barangay Council (BC) session
  - q. BC to conduct public hearing thru general assembly
  - r. Final reading of the policies by the BC during the session
  - s. Endorse policies to the Sangguniang Bayan members for adoption
  - t. Post approved policies in strategic places
  - u. Enforcement.

**FIGURE 59.**  
Ivisan Mun.  
Fisheries  
Ordinance  
workshop with  
multi-sectoral  
participants,  
Ivisan, Capiz,  
April 12-14,  
2011.



**2. Policies developed.** Policies in the ZSL sites are expressed in the Municipal Fisheries Code (MFC), and, in the case of some sites, in the Barangay Ordinances (BO). In the case of Ivisan, where a CRM plan was developed, revisiting the existing policies was a necessity for complementation and strengthening of the programs and projects identified in the plan to ensure sustainable utilization of the coastal and marine resources. Developing the MFC started in consultations (Figure 59) with the coastal communities until the MFC was passed by the local legislative council. The MFC highlighted the zoning of the coastal and marine areas, and defined activities allowed, and not allowed, in the zones.

In Pedada, several village policies were passed to clarify the roles and responsibilities of the communities in protecting the birds and wildlife in the area, requiring residents to plant mangroves before they can be issued village licenses, and regulating the harvest of fish and shellfish. Also passed was a policy to undertake intensive studies on the potentials of the areas before doing mangrove planting.

The LGU of Leganes passed the first mangrove ordinance to protect areas from continuing erosion and, just recently, the Ecopark ordinance on fee collection. In Ibayay, Aklan, Municipal Ordinance #92, Series of 2009 declared the 44.22 hectares of mangroves in Bugtongbato and Naisud an Eco-Park after conducting barangay consultations.

**3. Development of short to medium-term plans.** As advocates of sustainable coastal protection and management, several plans were developed such as, MPA management plans (Appendix 35) and the Community Resource Management Framework. In several sites the Ecosystems approach to Disaster Risk Reduction and Management is likewise developed to help mitigate effects of disaster and develop resilient coastal communities. A sample BDRRM plan of Barangay Balarang, Ivisan is attached as Appendix 36.



**FIGURE 60.** Policy development workshop with academe, BPFA and LGU Ajuy at Ajuy, Iloilo, January 27-28, 2011.

# CHAPTER 10 SUSTAINING THE PO

**To sustain** means to support something or keep it going. The POs need support to continue their operations. Based on ZSL’s experience, it has provided five kinds of support, as follows:

- **Develop PO Strategic Plan or Business Plan** - The PO strategic plan is the document that gives the PO direction over the next 5-10 years (Appendix 37). The first part of the strategic planning process is revisiting the organizational Vision, Mission, and Goals, as well as governance and policies.

The strategic planning sessions for the POs were conducted to prepare them for the eventual exit of the CMRP project from the sites. The plan included enhancing the cohesiveness and capacity of the POs in giving equal opportunities to both men and women, and recognizing their peculiar contributions to mangrove management and monitoring, while coordinating closely with the DENR in reviewing and formulating AWP’s and CRMFs, and sourcing funds for alternative livelihoods project support.

For POs with income generating projects, a business plan needs to be in place for the project to be guided properly and to avoid unnecessary actions and wastage and, ultimately, failure.

- **Mainstream PO agenda in the government agenda**, such as Disaster Risk Reduction Plans (DRR Plans) – Disaster risk reduction is a systematic approach to identifying, assessing, and reducing the risks of disaster. It aims to reduce socio-economic vulnerabilities to disaster as well as deal with the environmental and other hazards that trigger them.

To facilitate DRR Planning in the ZSL sites, a team, composed of 4 COs and 1 Project Manager, went on a road and inter-island trip to teach PDRA and CMDRR planning to COs and POs in the ZSL Project sites listed in Table 7.

**TABLE 7.** Schedule of PDRA and CMDRR Planning in the ZSL Project Sites

| Darwin sites       | Province | Dates training conducted |
|--------------------|----------|--------------------------|
| Balaring, Ivisan   | Capiz    | 19 October 2014          |
| Basiao, Ivisan     | Capiz    | 29 October 2014          |
| Matabao, Tubigon   | Bohol    | 14-16 December 2014      |
| Batasan, Tubigon   | Bohol    | 14-16 December 2014      |
| Pedada, Ajuy       | Iloilo   | March 2015               |
| Oboob, Bantayan    | Cebu     | 16 March 2015            |
| Kodia, Madrideojos | Cebu     | 16 March 2015            |
| Buntod, Pan-ay     | Capiz    | 4-6 August 2015          |

The Bohol sites were affected by the 7.2 magnitude earthquake that damaged residences and infrastructure, and prejudiced livelihood of many. The Bantayan Island sites and northern Panay were hit by typhoon Haiyan, likewise destroying homes and livelihoods. This exercise aimed to better prepare the communities for the next disaster by assessing the elements at risk (human, natural resources, infrastructure) and coming up with simple programs to address these. The budget was taken from the disaster funds of the barangays.

The training workshops lasted for 3 days per site and follow the design in Appendix 38.

- **Award Community Based Forest Management Agreement (CBFMA) to POs.** Mangroves need long term management, hence, a tenurial instrument that will sustain the communities in 25 years need to be in place. Mangrove areas are classified as public lands, therefore, these are at open access and vulnerable to human abuse. The tenurial instrument awarded by the DENR to communities in the mangrove areas is the CBFMA, following the process shown in Appendix 39. The CBFMA grants the community authority to manage a public land after satisfying several requirements (Box 8). DENR provides the CBFMA orientation to POs prior to application (Figure 60).

This gives them a sense of ownership to protect, manage, and sustainably utilize the area. By the end of the mangrove project, the communities will have invested long term stewardship in their local environment. Thus, the CBFMA complements the years of POs' existence, while allowing mangroves to grow to full maturity. It is by sustaining mangroves that food security, coastal erosion protection, and other benefits are assured for communities (Primavera et al., 2012).

The **Community Resource Management Framework (CRMF)** is a 25-year plan developed by the PO under the supervision of DENR for CBFMA holders. The CRMF is supported by an Annual Work Plan (AWP), which serves as guide to the PO in carrying out mangrove rehabilitation activities.

The process of awarding CBFMA to the POs followed an arduous path. The CBFMA timeline established during the ZSL-CMRP was more or less 3 years on average. However, it took ZSL more than 3 years to have the CBFMA finally awarded to 3 POs: KAMAMADO, Buntod Katibyugan, and New Balarang Mangrove Association. ZSL's linkage with the DENR – the agency responsible for awarding the CBFMA – should be intensified, with the former providing the necessary mentoring to the POs, until

#### **BOX 8. Requirements for CBFMA application.**

Community Based Forest Management Agreement is a production sharing agreement between the Department of Environment and Natural Resources and the participating people's organization for a period of 25 years, renewable for another 25 years, and shall provide tenurial security and incentives to develop, utilize, and manage specific portions of forest lands. (DENR Administrative Order No. 96-29).

- Individual or joint endorsement of the concerned legislative councils of the barangay, municipal, and provincial LGUs
- Certificate of PO's registration
- List of officers and members
- Resolution from PO members authorizing the President officers (number/position need to be specified) to file CBFMA Application (with format)

**FIGURE 61.**  
DENR CENRO  
representative  
in Sara, Iloilo  
provided  
CBFMA  
orientation  
to BPPA in  
Pedada, Ajuy,  
March 20,  
2009.



the yearly review of CRMF and AWP are institutionalized at their level. In processing the CBFMA, ZSL modified some of the DENR formats to suit the POs situation and give them ownership within the process (Primavera et al., 2012).

- **Leadership Projection** (participation in conventions and workshops as political leader, involvement in policy advocacy, and participation in local special bodies).

The POs organized by ZSL are provided with opportunities for further learning as they are not limited to participate in trainings and seminars conducted by ZSL alone. Other groups or NGOs, e.g., the NGOs for Fisheries Reform (NFR), UNDP, BFAR, DENR, and the LGUs, at times, would call POs to fora, advocacy work, and other environment-related conservation activities. ZSL would support POs participation by providing for transportation expense whenever possible. The POs extend allowances at very reasonable amounts for incidental expenses, or allowance for their families while the PO members are on training (Figure 61).

One opportunity for further learning is the attendance and participation in the yearly CoMSCA Summit, where all CoMSCA practitioners gather to learn new things and share experiences. The attendance of the PO members in this kind of activity will boost their morale and self-confidence in interacting with people, increase their knowledge and information about the larger society, and enhance personal growth.

In the yearly National Mangrove Conference, the POs are provided with enough slots for them to participate. During the PO-NGO Conference in October 2010, majority of the participants were PO members coming from the three regions: Eastern, Central, and Western Visayas. It was helpful for the POs to re-echo to other PO members what was learned from the seminars or conferences they



**FIGURE 62.** Participation of POs in big seminars and workshops boost their confidence, e.g., the case of developing the Fisheries Code of LGU Ivisan, Capiz, April 12-14, 2011.

have attended. For this reason, it is important for the CO to process the PO learnings after each training or seminar they attended.

PO leaders are usually looked up to by the members of the community who would urge them to run for local political positions, starting off in the barangays, for positions of Kagawad, Punong Barangay, or Secretary. The community has already developed trust and confidence in them as officers of the PO. They have observed their capacity as leaders while serving the PO. When this happens, the agenda of the PO could be mainstreamed in the LGU agenda.

The ZSL CMRP project provided venues for leaders of POs and NGOs to interact in workshops, leaders' trainings, and seminars so they would feel the mutual-ity of support and the unity that are essential to the success of their work and advocacy.

- **Developing Second Liners**

Developing second-line leaders seek to address the issue of multi-tasking of current leaders, as other roles are assigned to the new set of leaders.

Likewise, developing second-line leaders would let go of the "Founders' syndrome"— PO leaders reluctant to let go of the organization, which they treat and claim as if they own it.

Without trained second line leaders, problems are encountered when the incumbent set of leaders become advanced in years, and a vacuum in the leadership occurs, since no qualified person is around to take their place, if and when they become incapacitated, resign, or retire. The PO will then have to be content with the same set of leaders who would get tired of serving in their positions due to long service. A new set of potential leaders must be spotted

as early as the second year of the PO's existence to give time for the new set to undergo trainings and seminars on basic and advanced leadership.

The officers of the PO must observe tenure of office as leaders to give others a chance at leadership (as stipulated in the CBL). In some POs, assistants are elected for positions of Treasurer, Secretary, and Auditor. This can be an advantage, since the assistants can be trained to become full-fledged officers.

**Local CO.** In preparation for the eventual exit of the external CO from the sites, the ZSL CMRP identified potential COs from the existing PO leaders to serve as local CO. The LCO (Figure 62). must possess the qualities of a good and effective CO. He must be willing to be trained and assigned in other sites, if called for. He must have a good knowledge of the project and must be respected by the community. He undergoes the hiring process – from application to personal interviews, to eventual hiring.

Two LCOs, hired under the CMRP project, were assigned to Ajuy and Ivisan. The external CO spends some time mentoring with the LCOs while still on field until his exit from the sites. This is the stage when the LCO is phasing in and receives the documents turned over by the external CO. The LCOs then assume the responsibilities, and continue to perform the duties of the CO, after the latter's exit.

**Village Agents.** The VA is the person responsible for forming and mentoring new savings groups. In selecting the VA from among the members of the savings group the following criteria must be followed:

- Must be able to read and write (usually there are several literate individuals in a group)
- Has experienced one CoMSCA cycle
- Has permanent status in the community
- Speaks the local language
- Hard-working

**FIGURE 63.**  
PO leaders are active participants in the National Mangrove Conference, Iloilo City, September 2015.



- Embodies leadership traits
  - Possesses good inter-personal skills
  - Can easily mobilize the community; has facilitation skills
  - Is willing to volunteer under minimum supervision and minimum incentives
  - Is accepted by the community during the first three months of the savings group
- **Alliance and Partnership Building.** In May 2012, the BPFAs started to implement the DENR National Greening Program (NGP), with financial assistance of PhP180,000.00 covering an area of 30 hectares. Plant spacing was 4 m x 5 m at 500 seedlings/hectare. Prior to the NGP project implementation, BPFAs has been planting in Pedada under ZSL CRMP. They qualified for the NGP of DENR because of their track record in mangrove rehabilitation. Two other POs coming from the adjacent barangays of Silagon and Taguhangin applied for the NGP project, but did not qualify due to lack of registration. The DENR encouraged BPFAs to put the other two POs under BPFAs umbrella since BPFAs has the legal identity and track record at the same time. The three POs simultaneously implemented the NGP project with BPFAs as lead PO. They had one consolidated plan, but each had specific sites to rehabilitate. The budget went thru the account of BPFAs who, in turn, gave the shares to the other two POs to fund their own activities. The BPFAs monitors the progress of the other two POs, and reports to the DENR. At the start of Taguhangin and Silagon project implementation, the BPFAs assigned five of its members to assist the two groups in bagging and planting.

Aside from the two POs, BPFAs also extended financial assistance to the PO of the adjacent barangay, Luca. The POs were enabled to start their mangrove nursery project. They were provided plastic bags, seedlings, and also funding for registration of their PO with DOLE. The POs termed the partnership as “big



**FIGURE 64.** Pelsy Barber (in pink t-shirt), was a local CO for Pedada helping the relief operation for Haiyan victims in Pedada, Ajuy, November 13, 2015 before she was hired as full-fledged CO for the IMPA project.

brother and small brother”, where the BPPA is the big brother extending help to its small brother, the Luca PO.

After the ZSL CMRP ended in 2012, the CBFMA applications of both NEWBAMA and Buntod were still being processed at the DENR. Both groups joined hands in following up their respective applications and, six years later, in 2018, both POs were granted their CBFMA registrations.

- **Membership expansion.** The more members there are representing the different sectors, the better it will be to prevent exclusivity of membership. Members should be encouraged to recruit proactively. With new members, infusion of new talents and more labor force will be reached. Membership will widen in a way that the whole barangay is saturated. Wider mass base is accomplished. Losing members who are inactive and problematic will not be a concern, since replacements by new members will be readily available.

In membership expansion we should consider equal participation of men and women. Women members are active participants in leadership and other activities of the PO, such as CoMSCA formation. Even in mangrove bagging and planting activities, women members can be relied upon to do the work.

## CONCLUSION

Coastal communities are among the most affected by climate change. Climate change brings intense typhoons, with accompanying storm surges that erode coastal communities and threaten life. Compounding this are human activities resulting in pollution and over extraction of coastal resources.

Community responses to climate change include conservation, protection, and rehabilitation of the coastal ecosystem, with rehabilitation forming the last intervention whenever disaster strikes.

There is a need for a proactive community organizing to inform, prepare, plan, and act out identified interventions ahead for a sustainable transformation in coastal communities. ZSL has captured in this Manual, the steps in building resilient coastal communities.

The essence of community organizing is leaving behind dynamic and resilient communities, which manifest a balance of livelihood opportunity and sustainable ecosystem management in their programs

In retrospect, ZSL's community organizing initiative for over a decade in the Philippines still has to withstand the test of time – whether the formed people's organizations would continue operating – without interventions or projects from ZSL. The gains in community organizing that ZSL has achieved may be attributed to four major components or factors: (1) the community organizer, (2) the community, (3) the project ZSL has implemented, as well as (4) the partners and stakeholders of the project.

Community Organizers possess charisma, honesty, integrity, collaborative attitude, knowledge, skills, and love for their work. These traits are needed in organizing, starting with identifying potential leaders and members who would eventually become advocates and leaders of conservation work. The CO has to be honest with himself and with the community, discharging his responsibilities, without a hidden agenda. Supervisors remind community organizers to act in earnest and with integrity. What has been said and what has been set should be carried out. The CO should take extra effort to keep up with set appointments in the community, and not to change schedules whimsically.

COs do need assistance from other players. There has always been a tandem work between biologists who provide the science, and the community organizer in doing ZSL's organizing work. Of course, there are always solo sessions of the CO with the community, but collaboration between science and CO work is important, and has always been observed. Other than academic knowledge, experiential knowledge is also important in delivering desired output and outcome.

In conducting meetings, trainings, the community organizers need to have facilitation and documentation skills as well. There are some who are adept at writing, but may be overcome by “stage fright” when put in situations where they must face a group to facilitate a simple meeting.

Community organizers may have been deployed in sites which had been pre-identified, or endorsed by, partners who were not able to continue their interventions, either by project end or because of lack of funds. The interventions of ZSL on site followed a progression from a simple project addressing environmental concerns that resulted in sustainable social transformation, following the 11 steps in community organizing, as follows:

1. Preparation of the site (MCI formation, Program presentation, Drafting and signing of MOA, LRA selection)
2. Integration
3. Social Investigation
4. Tentative Program
5. Groundwork
6. Meeting
7. Role Play
8. Mobilization or Action
9. Evaluation
10. Reflection
11. The Organization (core group formation, VMG and CBL formation, Election, Registration and Accreditation)

The LGU partners have embraced and built on the gains that started with the joint projects. Among sites where projects have ended, ZSL has institutionalized and built a network of likeminded stakeholders who have continued where ZSL has left off, with project partners and other stakeholders providing the needed sustainability mechanisms.

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## GLOSSARY

|                              |   |
|------------------------------|---|
| Accreditation                | The action or process of officially recognizing someone as having a particular status or being qualified to perform a particular activity.  |
| Ad hoc                       | Ad hoc is a word that originally comes from Latin and means “for this” or “for this situation.” In current American English it is used to describe something that has been formed or used for a special and immediate purpose, without previous planning. Ad hoc can be used as an adjective or an adverb. ...ad hoc committee. |
| Baseline data                | Baseline data is a measurement of the behavior taken before interventions are started. Baseline data is important because it allows the team to compare the behavior before and after implementation of the behavior plan to determine if the interventions are working.  |
| Breakwater                   | A barrier built out into a body of water to protect a coast or harbor from the force of waves.  |
| Buy-in                       | Acceptance of and willingness to actively support and participate in something such as a proposed new plan, policy or project.  |
| Capacity building            | Capacity building (or capacity development) is the process by which individuals and organizations obtain, improve, and retain the skills, knowledge, tools, equipment, and other resources needed to do their jobs competently.   |
| Champion                     | A champion is a winner, or someone who's really good at something. A champion is also a person who fights for a cause. If you are the champion of fundraising, you keep pushing to raise money. As a verb, to champion means to protect or fight for something.   |
| Coastal Resources Management | is about the sustainable use and management of coastal resources. In more specific terms, it means planning, implementing and monitoring the sustainable use of coastal resources.  |
| Co-opted                     | To cause or force someone or something to become part of your group, movement, etc.   |
| Collaborative                | To work with another person or group in order to achieve or do something  |

|                                |  |
|--------------------------------|--|
| Community                      | A group of people who live in the same area (such as city, town or neighborhood) who have the same interests, religion, race, etc.   |
| Community-based                | Refers to a philosophical approach in which communities have an active role and participate in highlighting and addressing the issues that matter to them.   |
| Community immersion            | Is an experimental process of being with the people in communities. The process helps concretize theoretical classroom discussion through actual experiences. It also raises the level of awareness and consciousness of the realities besetting the people in the communities.                          |
| Consensus                      | A general agreement about something: an idea or opinion that is shared by all the people in a group  |
| Cooperative                    | Willing to be helpful by doing what someone wants or asks for  |
| Deputation                     | To deputize is to appoint someone as a substitute, like a police deputy authorizing a civilian to make an arrest. The original meaning refers to when a deputy would give some of their power to non-police officers. When deputized, you took on some of the power of a deputy to help the real deputy. |
| Dispute resolution             | Or dispute settlement is the process of resolving disputes between parties   |
| Driftwood                      | Pieces of wood which are floating on the sea or have been washed ashore.   |
| Empowerment                    | The process of becoming stronger and more confident, especially in controlling one's life and claiming one's rights.   |
| Environmental conservation     | Is an umbrella term that defines anything we do to protect our planet and conserve its natural resources so that every living thing can have an improved quality of life.  |
| Financial systems installation | The processes and procedures used by an organization's management to exercise financial control and accountability. These measures include recording, verification, and timely reporting of transactions that affect revenues, expenditures, assets, and liabilities.                                    |
| Fishpond                       | A small pond containing fish, often one in which edible fish are raised for commercial purposes, as for stocking lakes and streams or wholesaling  |

|                          |  |
|--------------------------|--|
| Grassroots               | Ordinary people regarded as the main body of an organization's membership.   |
| Ground truthing          | Ground truth is a term used in various fields to refer to information provided by direct observation (i.e. empirical evidence) as opposed to information provided by inference.  |
| Hands-on training        | Hands-on training is one method educational systems and businesses alike use to help teach people to learn a certain task. It provides real-world experience by allowing the trainee to get her hands directly on whatever she is learning, creating a sense of empowerment.                                       |
| Law enforcement          | Law enforcement is any system by which some members of government act in an organized manner to enforce the law by discovering, deterring, rehabilitating, or punishing people who violate the rules and norms governing that society.   |
| Long-term                | Long term refers to the extended period of time that an asset is held. Depending on the type of security, a long-term asset can be held for as little as one year or for as long as 30 years or more.  |
| Mobilize                 | To spring into action, or to be put into use.  |
| Negotiation              | A formal discussion between people who are trying to reach an agreement  |
| Networking               | The action or process of interacting with others to exchange information and develop professional or social contacts.  |
| Organizational diagnosis | Organizational diagnosis is a process based upon behavioral science theory for publicly entering a human system, collecting valid data about human experiences with that system, and feeding that information back to the system to promote increased understanding of the system by its members (Alderfer, 1981). |
| Out-planting             | To transplant from a nursery bed, greenhouse, or other location to an outside area.  |
| Outreach                 | Is the activity of providing services to any population that might not otherwise have access to those services   |
| Participatory            | The definition of participatory is something that people can take part in. When everyone is given a chance to vote on the bylaws of an organization, this is an example of a process that would be described as participatory.   |

|                        |  |
|------------------------|--|
| Parking lot            | A parking lot is a place to capture comments, topics, or questions that are not related to the agenda. It keeps the focus on the immediate discussion while deferring (i.e., “parking”) other topics for later.  |
| Perception survey      | Perception surveys are most often used when one is trying to find out how people understand or feel about their situations or environments. They are used to assess needs, answer questions, solve problems, establish baselines, analyze trends, and select goals.  |
| Policy development     | Organizations develop policies generally to help them run efficiently in achieving their objectives. They run the gamut from simple parking policies and dress codes to operational policies to complex policies involving benefits and legal rights.  |
| Practicum              | A practicum is a graduate level course, often in a specialized field of study, that is designed to give students supervised practical application of a previously or concurrently studied theory.  |
| Principled negotiation | Principled negotiation is an interest-based approach to negotiation that focusses primarily on conflict management and conflict resolution. Principled negotiation uses an integrative approach to find a mutually shared outcome  |
| Random sampling        | Random sampling is a part of the sampling technique in which each sample has an equal probability of being chosen. Random sampling is a procedure for sampling from a population in which (a) the selection of a sample unit is based on chance and (b) every element of the population has a known, non-zero probability of being selected. |
| Reforestation          | Reforestation is the natural or intentional restocking of existing forests and woodlands that have been depleted, usually through deforestation. Sometimes the term re-afforestation is used to distinguish between the original forest cover and the later re-growth of forest in an area.  |
| Relief operation       | Insurance, relief, and recovery operations are all examples of individual or collective loss sharing. When a disaster strikes, governmental agencies and nongovernmental organizations are mobilized to provide assistance in the form of temporary shelter, food and water, and power   |
| Repression             | The action or process of suppressing a thought or desire in oneself so that it remains unconscious   |
| Reversion              | A return to a previous state, practice, or belief.   |

|                         |  |
|-------------------------|--|
| Simple bookkeeping      | Basic bookkeeping is the process of recording all your business transactions to produce a set of accounting records. Bookkeeping is the start of an accounting process which allows you to produce useful accounting information about your sales, expenses, assets, liabilities, and equity                               |
| Skills training         | Skills training is designed to provide employees with the targeted training they need to gain the knowledge and abilities necessary to fulfill the specific requirements of their job positions. Skills training can also be used to re-educate and retrain employees whenever new technology, processes or systems debut. |
| Stakeholder             | A stakeholder is a party that has an interest in a company and can either affect or be affected by the business. The primary stakeholders in a typical corporation are its investors, employees, customers and suppliers.  |
| Strategic planning      | Strategic planning is the process of documenting and establishing a direction of your small business – by assessing both where you are and where you’re going. Strategic planning consists of analyzing the business and setting realistic goals and objectives.   |
| Sustainable development | Economic development that is conducted without depletion of natural resources.   |
| Tenurial instrument     | Are used by the government to allocate public forests and forest lands to interested individuals, organization or entities and put these areas into effective and responsible on-site management.  |
| Threshold               | The magnitude or intensity that must be exceeded for a certain reaction, phenomenon, result, or condition to occur or be manifested.   |
| Workshop                | A meeting at which a group of people engage in intensive discussion and activity on a subject or project.  |

# APPENDIX 1. PROJECT BRIEF

## COMMUNITY-BASED MANGROVE FOREST REHABILITATION AND MANAGEMENT

### What is the project about?

**The Community-based mangrove forest rehabilitation and management is a** four-year (2008-2012) project of the Zoological Society of London that will support coastal communities in Iloilo, Aklan, Capiz and Guimaras provinces to rehabilitate abandoned government-leased fishponds and degraded nipa palm stands to healthy mangrove forest. The project aims to increase coastal protection, food resources and livelihood income through the sustainable management of the mangrove forest.

### Project Goals:

- secure tenure on coastal land through Community-based Forest Management Agreements;
- rehabilitate 50 hectares of abandoned, unutilized and underutilized government-leased fishponds and 30 hectares of degraded nipa stands to healthy mangrove habitat to provide communities with ecosystem goods and services including increased food resources;
- support coastal communities to supplement their livelihoods utilising rehabilitated mangrove habitats;
- re-establish the legally mandated mangrove ‘greenbelt’ along the coast, to decrease vulnerability of the communities to coastal erosion and storm surges.

### Project partners:

Department of Agriculture-Bureau of Fisheries and Aquatic Resources (DA-BFAR) – agency responsible for the management of fisheries.

Department of Environment and Natural Resources (DENR) – agency responsible for protecting and preserving the coastal and marine resources and for facilitating Community Based Forest Management Agreement (CBFMA) for the organized community groups.

Local Government Units (LGUs) - have jurisdiction over aspects of mangrove management including conservation, as well as the implementation of the community-based forestry projects, subject to the supervision, control and review of DENR.

Peoples Organisations (POs) - provide the formal structure within communities through which project decisions and sustainability depends upon.

Fishpond Operators – are the major users of the mangrove areas by utilizing them for fishpond purposes; engagement with the pond operators would enhance their level of awareness of the mangrove greenbelt or buffer zone thereby establishing greenbelt areas that would separate the fishpond sites from waterways and the problems associated with it.

The Project Office is located on the Mezzanine Floor, Muzon San Luis Bldg, 132 Quezon St., Iloilo City with tel. (033) 3384430.

## APPENDIX 2. TRAINING DESIGN FOR LOCAL RESEARCH ASSISTANTS (LRAS)

| Activity/topic   | Time allotment         |
|--|------------------------|
| Arrival and registration of participants <ul style="list-style-type: none"> <li>• Opening Prayer</li> <li>• Singing of the National Anthem</li> <li>• Welcome message</li> <li>• Introduction of participants</li> <li>• Expectations check/levelling off</li> <li>• Training objectives</li> <li>• Training schedule orientation</li> <li>• Materials inside the kit</li> </ul> | 1 hour and 30 minutes  |
| Lecture <ul style="list-style-type: none"> <li>• The Mangrove Community-Based Rehabilitation Project</li> <li>• What are the PRA methods and tools</li> <li>• Data needs: secondary data, FGDs, and household survey questionnaires</li> <li>• Approaching communities, conducting FGDs and interviews</li> </ul>  | 5 hours and 15 minutes |
| Hands-on/practicum on field  | 6 hours                |
| Sharing of outputs, difficulties, lessons learned. and research planning   | 2 hours                |
| Closing  | 15 minutes             |

# APPENDIX 3. FGD GUIDE QUESTIONS

## FGD 1: TRENDS IN HARVEST OF FISHERY RESOURCES

**Participants:** Fishers (PO and non PO members)

**Tool:** Trend line

**Objectives:**

- To determine changes in types and volume of fishery/mangrove resources harvested and the methods used over time
- To determine number of families depending/harvesting the resources over time
- To identify species/resources that have disappeared/reappeared

**Guide:**

| Variables  | Year |  |  |  |  |
|--|------|--|--|--|--|
|  |      |  |  |  |  |
| <b>Types of resources harvested and volume</b>                 |      |  |  |  |  |
| fishes:  |      |  |  |  |  |
| shells:  |      |  |  |  |  |
| crustaceans:   |      |  |  |  |  |
| others:  |      |  |  |  |  |
|  |      |  |  |  |  |
| <b>Methods of harvesting</b>                                   |      |  |  |  |  |
| fishes:  |      |  |  |  |  |
| shells:  |      |  |  |  |  |
| crustaceans:   |      |  |  |  |  |
| Others:  |      |  |  |  |  |
|  |      |  |  |  |  |
| <b>Number of families harvesting/depending on the resource</b> |      |  |  |  |  |
| <b>Reasons for good harvest</b>                                |      |  |  |  |  |
| <b>Reasons for poor harvest</b>                                |      |  |  |  |  |

Note: Put a star for periods of good harvest.

Species that have disappeared over time:

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---

Reasons for the disappearance of species:

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---

Species that have reappeared:

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Reasons for the reappearance of species:

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## FGD 2: VULNERABILITY TO STORMS, CALAMITIES

**Participants:** Mixed participants (fishers, women, youth, elderly)

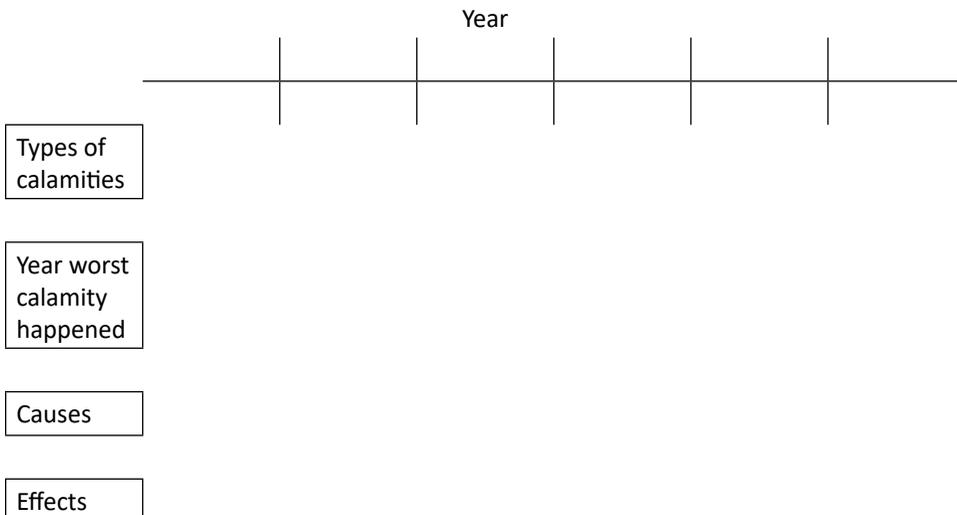
**Tool:** Trend line

### Objectives:

- To determine the types of calamities, frequency of occurrence, and its effect on the community, resources, household

### Guide questions:

1. What are the types of calamities that were experienced in the last 30 years. Plot the year and the types of calamities experienced in a trend matrix.
2. What was the worst calamity experienced? In which year was it experienced?
3. What was its effect on the community, coastal resources, household? How many dead, missing, injured, property lost?
4. What do you think causes such a calamity to happen?



### FGD 3: MIGRATION PATTERN

Participants: Mixed group (fishers, women, youth, elderly)

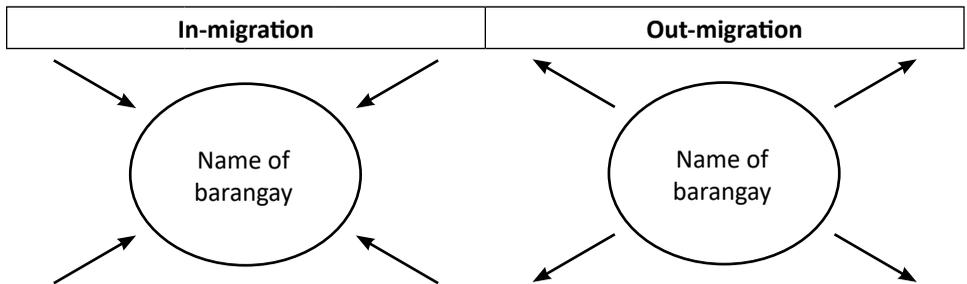
**Tool: Mobility map**

**Objectives:**

- To determine the number of in and out migrants and the reasons for migration
- To determine the gender and age of migrants, migrants origin and destination

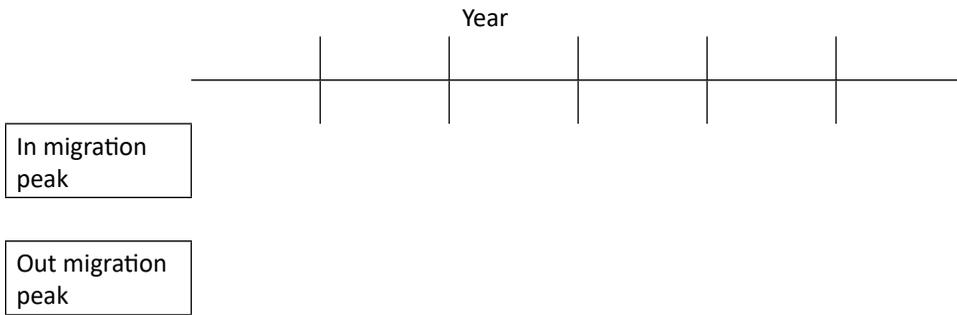
**Guide questions:**

1. In the past 5 years, how many migrated to your barangay? How many were men? Women?
5. In the past 5 years, how many migrated to other areas? How many were men? Women?
6. Draw a circle with the name of the barangay indicated in the middle of the circle.
7. Put arrows pointing to the circle for in-migration and arrows pointing outward for out-migration.
8. What are the reasons for in-migration? What are the reasons for out-migration? Make a table to put in the number of in and out migrants and the reasons why.



| In-migration | Gender | Number | Reasons for in-migration |
|--------------|--------|--------|--------------------------|
|              | Men    |        |                          |
|              | Women  |        |                          |

| Out-migration | Gender | Number | Reasons for out-migration |
|---------------|--------|--------|---------------------------|
|               | Men    |        |                           |
|               | Women  |        |                           |



### FGD 4: INSTITUTIONAL LINKAGE AND SUPPORT

Participants: Fishers (PO members only)

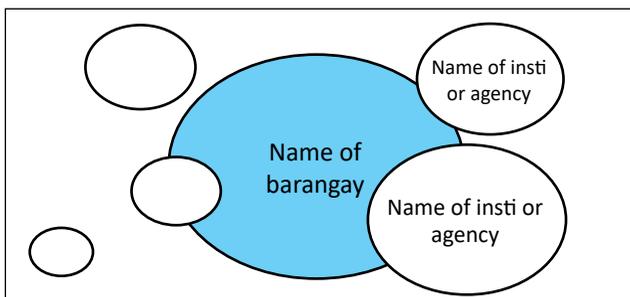
Tool: Venn Diagram

**Objectives:**

- To learn about the institutions and key persons associated with the people and the relationships that exists.
- To know how the people feel about the institutions and key persons that relate to them and their importance to the community (the bigger and the nearer the circle is the more it is important to the community).

**Guide:**

1. Provide the participants with a large sheet of paper with a circle drawn in the middle to represent the barangay.
2. Provide many pieces of paper cut into different sizes of circles.
3. Participants write down names of institutions that are most important to them on the larger circle papers and those least important on the smaller circle papers.
4. Then they place the papers with written names on the large sheet of paper, positioned near the village circle according to how they feel about the closeness to the community.
5. The distance from the centre indicates the level and the nature of relationships. Close proximity to the community indicates a degree of familiarity and easy access. Far distance from the centre indicates a more distant and formal relationship (i.e., less familiarity and less accessibility).
6. Facilitate discussion and record reasons for institutions’ distances from the village circle, that is, record reasons why they were placed there according to the fisher’s feelings.



## FGD 5: ISSUES AND PROBLEM

Participants: Fishers (PO members only)

**Tool: Problem Ranking**

### Objectives:

- Find out major problems in the village and the possible solutions using the resources and strengths of the people.
- Information gathered:
- Kinds of intervention that can be applied in the village
- Major problems in the village and causes, which enables development of appropriate action plans
- Ways of solving problems using locally available resources
- Issues and problems ranked according to priority

### Guide:

1. List down as many problems as the participants can identify that is related to the use and management of the mangrove resources
2. Rank the problem according to priority
3. Identify causes of the problem
4. Recommend solutions

### Matrix:

| Problem | Rank | Causes | Recommendations |
|---------|------|--------|-----------------|
|         |      |        |                 |
|         |      |        |                 |
|         |      |        |                 |

## FGD 6: WOMEN’S PARTICIPATION AND ACCESS TO MANGROVE RESOURCES

Participants: Women PO members/wives of Fishers

**Tool: Clock activity schedule/open ended question**

### Objectives:

- Find out women’s activities on a daily basis and time allotted for each activity
- Determine women’s manner of participation in development/conservation of the mangrove areas
- Determine whether women has equal opportunities with the men in terms of access and use of the mangroves/resources

### Guide:

*For the daily activities done by women*

1. Draw a clock on a piece of manila paper indicating the 24 hours time.
2. Ask the participants the time of the day they wake up. What do they do upon waking up?

3. Place the answer on the clock drawn in the manila paper.
4. Repeat asking the question on the things done for each hour on the clock until the time they sleep.

*Participation*

Do women take active roles in community activities? ( ) Yes ( ) No

If yes, in what activities do they participate?

- ( ) Trainings and seminars
- ( ) Community meetings (General assembly, bayanihan, public hearing)
- ( ) Reforestation/tree planting
- ( ) others, please specify \_\_\_\_\_

If no, why not? \_\_\_\_\_

Do women actively participate in fishing activities? ( ) Yes ( ) No

If yes, how?

- ( ) vending/buy and sell
- ( ) actual fishing activity
- ( ) fish processing i.e. drying, salting, smoked etc.

How much is derived from

vending/buy and sell: income P \_\_\_\_\_

actual fishing activity: income P \_\_\_\_\_

fish processing i.e. drying, salting, smoked etc.: income: P \_\_\_\_\_

What activities do you do that is related to mangroves? \_\_\_\_\_

- ( ) trainings and seminars
- ( ) Mangrove reforestation/planting
- ( ) Harvesting of resources in the mangroves (shell gleaning, firewood gathering, fishing, catching crabs and shrimps, collecting bark for use as dye in tuba making, etc please specify)

Number of times in week or month above activity is done \_\_\_\_\_

Number of hours spent per conduct of the activity \_\_\_\_\_

**FGD 7: HEALTH STATUS**

Participants: Mixed group of men and women members (including BHW, BNS, Midwife)

**Tool: Trend line/open ended question**

**Objective:**

- Determine the nutritional and health status of the HH in the target sites

**Guide:**

1. Number or % of malnourished children in the last 3 years
2. Number or % of children born below 2.5 kilos in the last 3 years
3. Daily food consumption pattern

| Breakfast | Lunch | Dinner |
|-----------|-------|--------|
|           |       |        |
|           |       |        |
|           |       |        |
|           |       |        |

Number of times/week of eating vegetables: \_\_\_\_\_

Number of times/week of eating meat: \_\_\_\_\_

Number of times/week of eating fish/shells and other marine products: \_\_\_\_\_

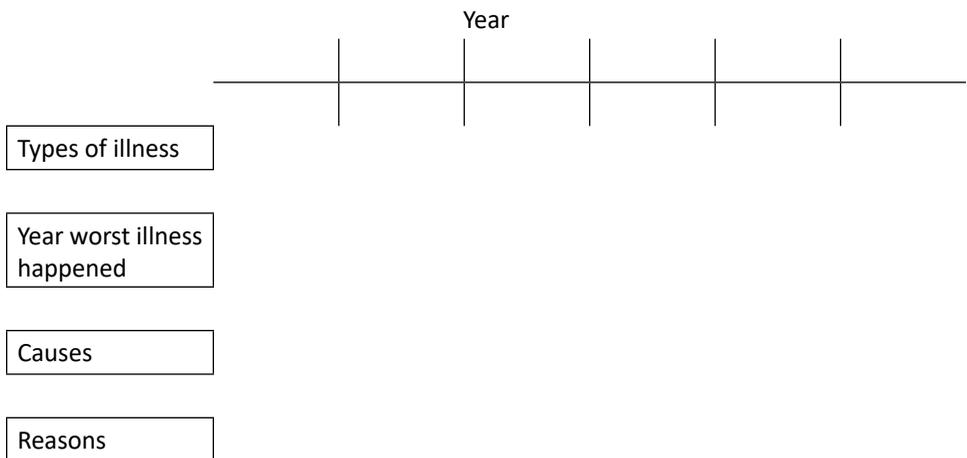
Where do you buy food:

Vegetables: \_\_\_\_\_

Meat and poultry: \_\_\_\_\_ Fish, shells and other marine products: \_\_\_\_\_

4. In the last 3 years was there a reported incidence of epidemic? ( ) Yes ( ) No  
If yes indicate the type of epidemic \_\_\_\_\_

5. Trend line of sickness/illness



### FGD 8: HISTORY

Participants: Mixed group of men and women members, youth and the elderly

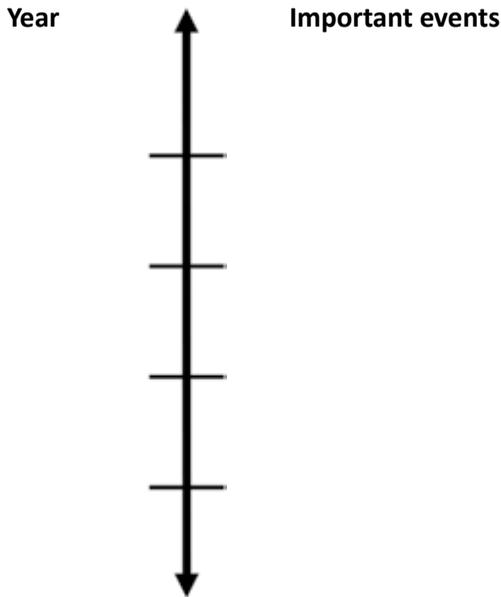
Tool: Timeline

**Objectives:**

- To be able to account for the events that are recognized important and has made an impact in the lives of people
- To be able to recall for the series of events that has lead to the present situation of the community

**Guide**

- Develop a checklist with the informants of events and times
- Record the information
- Cross-check information with other people
- Draw in paper starting with the oldest event. Indicate the year and the important event that has happened.



**FGD 9: ECONOMIC STATUS**

Participants: Fisher members of the association

**Tool: Wealth ranking**

**Objectives:**

- To know the levels and proportion of standards of living, assets, access to livelihoods and people’s needs

**Guide:**

- The study team develops a checklist of all the residents in the community with the informants for the wealth ranking criteria.
- The names are written on separate pieces of paper.
- Criteria are developed for each of the categories.
- The villagers themselves determine the number of categories.
- The informants are asked to group the households into the various categories.

| Poor           | Average | Better off |
|----------------|---------|------------|
|                |         |            |
| Number of HH   |         |            |
| % distribution |         |            |

Access to mangrove resources

| Name of fisher | Type of livelihood activity done in mangroves | Species harvested | Volume harvested | Number of times harvesting is done/ week |
|----------------|---|-------------------|------------------|--|
| Jose           | Magdakop alimango                             | alimango          | 1kilo            | 3  |
|                |   |                   |                  |  |
|                |   |                   |                  |  |
|                |   |                   |                  |  |

## Participants profile form for FGDs

| Name | Gender | Age | Education | Org. affiliation<br>(member or<br>non-member) | If member, position<br>in the organization | Work/<br>occupation | Signature |
|------|--------|-----|-----------|---|--|---------------------|-----------|
| 1.   |        |     |           |   |  |                     |           |
| 2.   |        |     |           |   |  |                     |           |
| 3.   |        |     |           |   |  |                     |           |
| 4.   |        |     |           |   |  |                     |           |
| 5.   |        |     |           |   |  |                     |           |
| 6.   |        |     |           |   |  |                     |           |
| 7.   |        |     |           |   |  |                     |           |
| 8.   |        |     |           |   |  |                     |           |
| 9.   |        |     |           |   |  |                     |           |
| 10.  |        |     |           |   |  |                     |           |
| 11.  |        |     |           |   |  |                     |           |
| 12.  |        |     |           |   |  |                     |           |
| 13.  |        |     |           |   |  |                     |           |
| 14.  |        |     |           |   |  |                     |           |
| 15.  |        |     |           |   |  |                     |           |

## APPENDIX 4. SECONDARY/KI DATA AND SOURCES OF INFORMATION

| Information/data   | Source of information  |                          |
|--|--|--------------------------|
|  | Document   | Office/Organization      |
| Demographic profile <ul style="list-style-type: none"> <li>• Population (total of the municipality vs population of the barangay)</li> <li>• Population of fishers in the barangay vs total barangay population (site); growth rate; population density</li> <li>• HH population</li> <li>• HH size</li> <li>• Land area (total municipal vs barangay)</li> <li>• Land use (municipal land uses vs barangay land uses)</li> <li>• Income per HH (specific to fishing household) vs poverty threshold of the province of Iloilo</li> <li>• # of barangays (inland, coastal, island)</li> <li>• Spot maps</li> </ul> | Municipal profile<br>Barangay profile  | MPDC<br>BLGU (secretary) |
| Laws/ordinances passed on mangroves, fisheries (zoning map, delineation, easement, etc)  | Compilation of laws, ordinances passed, Municipal Fishery Ordinance, CRM ordinance | SB                       |
| Law Enforcement (type of violations, number of violations, reasons for violation, actions taken, violator)   | PNP blotter reports, Barangay/Tanod blotter reports                                | PNP/MAO/BLGU             |
| List/number of available market/production support facilities i.e. cold storage, landing areas, hatcheries, processing plants, buying stations, bagsakan centers, etc.   | Municipal profile  | MPDC                     |
| List/number of available community facilities i.e. radio stations, cable TV, internet stations, telephones, cell sites   | Municipal profile  | MPDC                     |
| <ul style="list-style-type: none"> <li>• List/number of available transportation</li> <li>• Road network                             <ul style="list-style-type: none"> <li>– Classification</li> <li>– pave or not paved</li> </ul> </li> </ul>   | Municipal profile  | MPDC                     |
| List/number of business infrastructures i.e. cooperatives, lending institutions, banks, factories, pawnshops   | Municipal profile  | MPDC                     |
| <ul style="list-style-type: none"> <li>• Natural calamities</li> <li>• Fish kills</li> </ul>   | Reports  | MSWD, MAO                |

|  |  |                                       |
|--|--|---------------------------------------|
| Support groups (MFARMCs, Federation of fishers)-initiatives undertaken on CRM/mangrove conservation  | Reports  | MAO                                   |
| Plans/projects for coastal/marine resource management  | CRM Plan, MDP, CLUP, reports                                       | MAO, MPDC                             |
| Locations and FLA status of the target sites   | FLA applications, DENR certification, permit/business applications | BFAR, DENR, LGU (Assessor, Treasurer) |
| Types of fishing, gear used (shallow waters)   | Registry of fishers/gears/permits and licenses issued              | MAO, Treasurer                        |
| Health <ul style="list-style-type: none"> <li>• Incidence of malnutrition</li> <li>• Toilet facilities (# of HH with and without toilets, types of toilet facilities)</li> <li>• Garbage disposal (methods of disposing garbage)</li> <li>• Health facilities/services available (#health center, # of doctors, nurses, midwives, BHWs, BNS, trained hilots, etc)</li> </ul> | Health reports   | RHU, BHWs, BNS                        |
| Education <ul style="list-style-type: none"> <li>• Participation rate</li> <li>• Cohort survival rate</li> <li>• Literacy rate</li> </ul>  | DepEd records  | Principal Elementary/HS               |
| Organizational <ul style="list-style-type: none"> <li>• Name of organization</li> <li>• Registration</li> <li>• Number of years in existence</li> <li>• Number of members</li> <li>• Status (active/not active)</li> <li>• Projects implemented</li> <li>• Affiliation</li> </ul>  | PO records   | PO president/secretary                |

## APPENDIX 5. MEAT RESULTS INTERPRETATION

| Interpretations                | Description  |
|--------------------------------|--|
| Overall score                  | <ul style="list-style-type: none"> <li>• Measures the level of effort devoted to MPA management</li> <li>• Higher scores mean greater effort put into MPA management and can potentially increase MPA effectiveness</li> </ul>   |
| Management Effectiveness Level | <ul style="list-style-type: none"> <li>• Incorporates significantly-important activities called “thresholds” that MPA management bodies must undertake to enable effective governance of an MPA</li> <li>• The following factors must be met to achieve a given Management Effectiveness Level:                             <ul style="list-style-type: none"> <li>- Minimum number of years since establishment</li> <li>- Minimum overall score</li> <li>- All “threshold” questions satisfied for that level and those before it</li> </ul> </li> </ul> |
| Management Focus               | <ul style="list-style-type: none"> <li>• MPA management activities can be divided into key categories that will help in improving effectiveness of MPAs</li> <li>• These are: Management plan, Management body, Legal instrument, Community participation, Financing, IEC activities, Enforcement, Monitoring, and Development</li> <li>• By grouping the questions into these categories, the MPA management body can gauge where its strengths and weaknesses lie and objectively identify areas for improvement</li> </ul>                              |

# APPENDIX 6. COMMUNITY PERCEPTION FORM

Fisher stakeholder no. \_\_\_\_\_ Non-Fisher stakeholder no. \_\_\_\_\_

Name: \_\_\_\_\_ Age: \_\_\_\_\_

Address: \_\_\_\_\_

No. of years residence in the barangay: \_\_\_\_\_ Occupation: \_\_\_\_\_

1. Do you know about the (interviewer states the name of MPA and place)

( ) Yes

How did you know? \_\_\_\_\_

What are the functions and benefits of an MPA? (cite at least 2) \_\_\_\_\_

\_\_\_\_\_

( ) No

Why? \_\_\_\_\_

2. For direct fishers (stakeholders)

Did your fish catch increase because of the MPA?

( ) Yes ( ) No ( ) Undecided

For non-fisher stakeholders

Have you benefitted from the MPA?

( ) Yes ( ) No ( ) Undecided

In what way? \_\_\_\_\_

3. Is there an increase or decrease in the incidence of illegal fishing activities in the area since the MPA was established?

( ) Increase ( ) Decrease ( ) Undecided

To what would you attribute the change? \_\_\_\_\_

4. Do you think that the MPA management group is functional?

( ) Yes ( ) No ( ) Undecided

If yes, in what ways is it functional? \_\_\_\_\_

If no or undecided, why? \_\_\_\_\_

5. Do you think the MPA efforts can be sustained?

( ) Yes ( ) No ( ) Undecided

Why? \_\_\_\_\_

6. Will you support the continued management of the MPA?

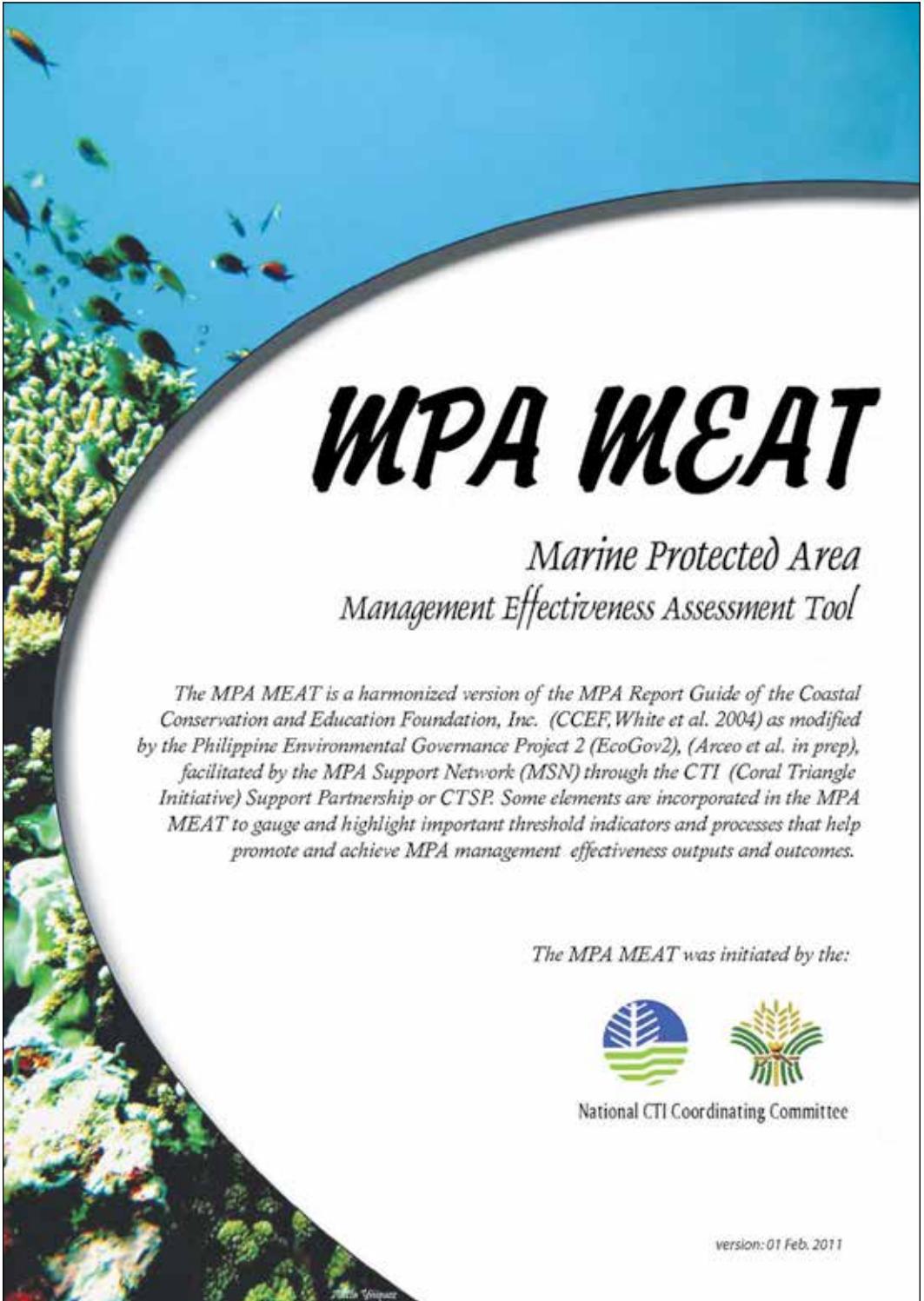
( ) Yes

How will you support it? \_\_\_\_\_

( ) No

What would make you support it? \_\_\_\_\_

# APPENDIX 7. TAMBALIZA MPA MEAT FORM



# MPA MEAT

*Marine Protected Area  
Management Effectiveness Assessment Tool*

*The MPA MEAT is a harmonized version of the MPA Report Guide of the Coastal Conservation and Education Foundation, Inc. (CCEF, White et al. 2004) as modified by the Philippine Environmental Governance Project 2 (EcoGov2), (Arceo et al. in prep), facilitated by the MPA Support Network (MSN) through the CTI (Coral Triangle Initiative) Support Partnership or CTSP. Some elements are incorporated in the MPA MEAT to gauge and highlight important threshold indicators and processes that help promote and achieve MPA management effectiveness outputs and outcomes.*

*The MPA MEAT was initiated by the:*



National CTI Coordinating Committee

# MPA MEAT

## What is the MPA MEAT?

The MPA MEAT aims to assess governance in terms of enforcement, implementation and maintenance. However, MPA management in the context of governance approaches in the Philippines is not limited to the physical management of the MPA only but also includes direct and indirect uses, threats, people, and the systemic interaction between people and resources.

## What is an effectively managed MPA?

IUCN defines management effectiveness as the degree to which management actions are achieving the goals and objectives of a protected area (Hockings et al., 2000). Management effectiveness is defined, in the context of the MPA MEAT, according to four different levels: (1) established, (2) strengthened, (3) sustained, and (4) institutionalized. MPA effectiveness, on the other hand based on several criteria and/or governance indicators in combination with the biophysical and socioeconomic impact indicators, and socioeconomic impact indicators.

## Where to use the MPA MEAT?

MPA MEAT is a management tool to help measure MPA effectiveness using simplified tools allowing an objective evaluation of MPAs. It can be applied to locally-managed MPAs and marine areas declared under the National Integrated Protected Area System Act (RA 7586). It can be implemented through an assisted self-evaluation or key informant interviews. Documents provide proof of completion of targets. For NIPAS marine areas, consider only the areas within the seascape that are directly managed or linked to the PAMB.

## How to use the MPA MEAT?

The 48-item modification of the CCEF rating to incorporate other indicators and weighted importance values takes into account the suggestion of the WB score card (Staub and Hatzioilas 2004) and of certain threshold governance processes (EcoGov2 in prep., Arceo et al.) to help gauge some outputs/outcomes and define effectiveness (Hockings et al. 2000).

Each level in the MPA MEAT have criteria and activities that need to be satisfied as described in the guide questions. The thresholds indicated with an asterisk (\*) are given higher points. The minimum score including all the scores of the thresholds should be satisfied to pass the level. For levels 3 and 4, the age of the MPA is considered also as a prerequisite for proving "sustainability" and "institutionalization".

The levels in this tool are sequential. The highest level, which the MPA being assessed has satisfied the minimum score, is its Management Level. The cumulative score is used to measure the MPA management rating. The minimum number of years of MPA operation in Levels 3 and 4 should be satisfied in order to pass these levels.

## BACKGROUND

### MPA MEAT AS BENCHMARKING TOOL FOR CTI NPOA GOAL ON MPAS

The benchmarking of Marine Protected Area (MPA) management effectiveness is a crucial part in improving functionality of governance and management of MPAs in the Philippines. It serves as a baseline for the monitoring of the Coral Triangle Initiative (CTI) Philippines' National Plan of Action (NPOA) areas and dovetails with tracking of commitments to the Convention on Biological Diversity (CBD).

The MPA Management Effectiveness Assessment Tool (MPA MEAT) was developed as a benchmarking tool as a result of considerable cooperative work between several institutions and individuals working to help establish and sustain MPA as an important strategy to adaptively manage the coastal and marine areas of the Philippine Archipelago.

It is envisioned that the MPA MEAT will be implemented widely to help pursue the goal of improving effectiveness of MPAs in the Philippines as part of the CTI (see CTI Goal on MPAs). It can be used as a minimum set of standards for compliance to the CTI NPOA.

## How to interpret the results of the MPA MEAT?

There are three ways to interpret the MPA MEAT results: through an overall score or rating, gauging by management effectiveness level, and by categorizing responses into management focus. With the MPA MEAT, an MPA can be “excellent” in terms of level of effort put into MPA management but only get a Level 2 rating (MPA Management is Effectively Strengthened) if not all of the thresholds for Level 3 are met. Grouping the answers into Management Focus will help the management body determine which areas they are doing well and which management focus require improvements.

| Interpretations                   | Description   |
|-----------------------------------|---|
| 1. Overall score                  | <ul style="list-style-type: none"> <li>- Measures the level of effort devoted to MPA management</li> <li>- Higher scores mean greater effort put into MPA management and can potentially increase MPA effectiveness</li> </ul>  |
| 2. Management Effectiveness Level | <ul style="list-style-type: none"> <li>- Incorporates significantly-important activities called “thresholds” that MPA management bodies must undertake to enable effective governance of an MPA</li> <li>- The following factors must be met in order to achieve a given Management Effectiveness Level:                             <ul style="list-style-type: none"> <li>o Minimum number of years since establishment</li> <li>o Minimum overall score</li> <li>o All “threshold” questions satisfied for that Level and those before it</li> </ul> </li> </ul> |
| 3. Management focus               | <ul style="list-style-type: none"> <li>- MPA management activities can be divided into key categories which help in improving effectiveness of MPAs</li> <li>- These are: Management plan, Management body, Legal instrument, Community participation, Financing, IEC activities, Enforcement, Monitoring, and Development.</li> <li>- By grouping the questions into these categories, the MPA management body can gauge where its strengths and weaknesses lie and objectively identify areas for improvement</li> </ul>  |

The MPA MEAT can also be used as a guide for improving MPA management effectiveness using the threshold activities identified. Consolidating the experiences of various institutions and non-government organizations, the MPA MEAT presents a compilation of parameters that enable effective management of MPAs.



**COMMUNITY PERCEPTION SURVEY FORM**

This perception survey can be used to gauge the level of awareness of stakeholders, their perceived benefits from the MPA, their perception on the functionality of the management body and their willingness to support the MPA. Results of this perception survey may be used by the management body to adjust their community awareness programs and activities.

**Introduction statement:** *Good morning/afternoon. Can you spare a few minutes of your time? I would like to interview you regarding the (Name of the MPA) in (Barangay). (Municipality/City). (Municipality/City) is currently conducting its regular Community Perception Survey. I only have 6 questions to ask your opinion. The information generated from this survey will be used to improve the management of the (Name of the MPA).*

*(Once the person agrees, politely introduce yourself – name and LGU designation [e.g. "I am Juan Dela Cruz. I am a Fisheries Technician of the (name of LGU)]." Then proceed to conduct the interview)*

**Fisher stakeholder no. \_\_\_\_\_ Non-fisher stakeholder no. \_\_\_\_\_**

**Name:** \_\_\_\_\_ **Age:** \_\_\_\_\_

**Address:** \_\_\_\_\_

**No. of years residing in the Barangay:** \_\_\_\_\_ **Occupation:** \_\_\_\_\_

1. Do you know about the *(interviewer states the name of the MPA and place)*?
  - Yes
    - How did you know? \_\_\_\_\_
    - What are the functions & benefits of the MPA? (Cite at least 2) \_\_\_\_\_
  - No
    - Why? \_\_\_\_\_
  
2. FOR DIRECT (fishers) STAKEHOLDERS:
 

Did your fish catch increase because of the MPA?

Yes                       No                       Undecided

Why? \_\_\_\_\_

FOR Non-fisher STAKEHOLDERS:

Have you benefitted from the MPA?

Yes                       No                       Undecided

In what way? \_\_\_\_\_
  
3. Is there an increase or decrease in the incidence of illegal fishing activities in the area since the MPA was established?
 

Increase                       Decrease                       Undecided

To what would you attribute the change? \_\_\_\_\_
  
4. Do you think that the MPA management group is functional?
 

Yes                       No                       Undecided

If yes, in what ways is it functional? \_\_\_\_\_

If no or undecided, why? \_\_\_\_\_
  
5. Do you think the MPA efforts can be sustained?
 

Yes                       No                       Undecided

Why? \_\_\_\_\_
  
6. Will you support the continued management of the MPA?
 

Yes

How will you support it? \_\_\_\_\_

No

What would make you support it? \_\_\_\_\_

**MPA MANAGEMENT EFFECTIVENESS ASSESSMENT TOOL**

version: 01 Feb 2011

Reset Form

**MPA Type:**

- Locally-managed MPA
- NIPAS Seascape (for NIPAS sites, please skip this page and proceed to the next)

**MPA information for single MPAs or locally-managed MPAs (provide maps if available)**

|                  |                    |  |
|------------------|--------------------|--|
| <b>MPA Name:</b> | Complete Name      | <input type="text" value="Tambaliza Marine Managed Area"/> |
|                  | Short Name         | <input type="text" value="TMMA"/>                          |
|                  | Sitio, Barangay(s) | <input type="text" value="Tambaliza"/>                     |
| <b>Location:</b> | Municipality(ies)  | <input type="text" value="Concepcion"/>                    |
|                  | Province           | <input type="text" value="Iloilo"/>                        |

|  |                       |   |                      |
|--|-----------------------|---|----------------------|
| <b>Boundary Coordinates (Latitude &amp; Longitude)</b> | <b>Corner / Point</b> | <b>Longitude</b>                                    | <b>Latitude</b>      |
|  | Point 1               | <input type="text" value="c/o approved Ordinance"/> | <input type="text"/> |
|  | Point 2               | <input type="text"/>                                | <input type="text"/> |
|  | Point 3               | <input type="text"/>                                | <input type="text"/> |
|  | Point 4               | <input type="text"/>                                | <input type="text"/> |
|  | Point 5               | <input type="text"/>                                | <input type="text"/> |
|  | Point 6               | <input type="text"/>                                | <input type="text"/> |
|  | Point 7               | <input type="text"/>                                | <input type="text"/> |
|  | Point 8               | <input type="text"/>                                | <input type="text"/> |

**Size**      *Hectares*     

**MPA Type:**      *Sanctuary/Reserve/Combination*     

**Ecosystems Protected:**      *Coral reef, mangrove, seagrass, etc.*     

**Coral Cover**      *Percent live coral cover (include year)*     

**Fish biomass / density**      *indicate units (kg/ha. or individual/ha.)*     

**Year Established:**      *Based on legal document*     

**Legislation:**      *Name and code of ordinance / R.A.*     

**Evaluation date:**      *mm/dd/yyyy*     

**Evaluator(s) details:**

| Name            | Affiliation | Email address(es)       | Contact number(s) |
|-----------------|-------------|-------------------------|-------------------|
| Rodney Golbeque | ZSL         | Rodney.Golbeque@zsl.org | 09771060456       |
| Smith Bajon     | ZSL         | bajon_smith@yahoo.com   | 09081512534       |
|                 |             |                         |                   |

\* The third biennial MPA Awards and Recognition (Para EI MAR 2011) will be using this form as a nomination form. If you wish to nominate your MPA, kindly mail or email your form to the secretariat (contact details at the end of this document)

**MPA Information for MPAs under NIPAS Act**

*(provide maps if available)*

**NIPAS Name:** Complete Name   
 Short Name   
**Encompassing:** Municipality(ies)   
 Province

| Corner / Point | Longitude            | Latitude             |
|----------------|----------------------|----------------------|
|                | Point 1              | <input type="text"/> |
| Point 2        | <input type="text"/> | <input type="text"/> |
| Point 3        | <input type="text"/> | <input type="text"/> |
| Point 4        | <input type="text"/> | <input type="text"/> |
| Point 5        | <input type="text"/> | <input type="text"/> |
| Point 6        | <input type="text"/> | <input type="text"/> |
| Point 7        | <input type="text"/> | <input type="text"/> |
| Point 8        | <input type="text"/> | <input type="text"/> |

**Size** *marine area (hectares)*   
**Size** *land area (hectares)*   
**Coral Cover** *Percent live coral cover (include year)*   
**Fish biomass / density** *Indicate units (kg/ha. or individual/ha.)*   
**Year Established:** *Based on legal document*   
**Legislation:** *Name and code of ordinance / R.A.*   
**Evaluation date:** *mm/dd/yyyy*

**Evaluator(s) details:**

| Name                 | Affiliation          | Email address(es)    | Contact number(s)    |
|----------------------|----------------------|----------------------|----------------------|
| <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| <input type="text"/> | <input type="text"/> | <input type="text"/> | <input type="text"/> |

**For each management zone or MPA in the NIPAS Seascape**

*(provide additional pages if necessary; provide maps if available)*

|  |                                 |                      |                      |
|--|---------------------------------|----------------------|----------------------|
| <b>Management zone or MPA name</b>                     | Complete name                   | <input type="text"/> |                      |
| <b>Size</b>  | Hectares                        | <input type="text"/> |                      |
| <b>Zone/MPA type:</b>                                  | <i>Sanctuary, reserve, etc.</i> | <input type="text"/> |                      |
| <b>Boundary Coordinates (Latitude &amp; Longitude)</b> | <b>Corner / Point</b>           | <b>Longitude</b>     | <b>Latitude</b>      |
|  | Point 1                         | <input type="text"/> | <input type="text"/> |
|  | Point 2                         | <input type="text"/> | <input type="text"/> |
|  | Point 3                         | <input type="text"/> | <input type="text"/> |
|  | Point 4                         | <input type="text"/> | <input type="text"/> |
|  | Point 5                         | <input type="text"/> | <input type="text"/> |
|  | Point 6                         | <input type="text"/> | <input type="text"/> |
|  | Point 7                         | <input type="text"/> | <input type="text"/> |
|  | Point 8                         | <input type="text"/> | <input type="text"/> |
| <b>Year Established:</b>                               | <i>Based on legal document</i>  | <input type="text"/> |                      |
| <b>Legislation:</b>                                    | <i>Legal document name</i>      | <input type="text"/> |                      |

**For each management zone or MPA in the NIPAS Seascape**

*(provide additional pages if necessary; provide maps if available)*

|  |                                 |                      |                      |
|--|---------------------------------|----------------------|----------------------|
| <b>Management zone or MPA name</b>                     | Complete name                   | <input type="text"/> |                      |
| <b>Size</b>  | Hectares                        | <input type="text"/> |                      |
| <b>Zone/MPA type:</b>                                  | <i>Sanctuary, reserve, etc.</i> | <input type="text"/> |                      |
| <b>Boundary Coordinates (Latitude &amp; Longitude)</b> | <b>Corner / Point</b>           | <b>Longitude</b>     | <b>Latitude</b>      |
|  | Point 1                         | <input type="text"/> | <input type="text"/> |
|  | Point 2                         | <input type="text"/> | <input type="text"/> |
|  | Point 3                         | <input type="text"/> | <input type="text"/> |
|  | Point 4                         | <input type="text"/> | <input type="text"/> |
|  | Point 5                         | <input type="text"/> | <input type="text"/> |
|  | Point 6                         | <input type="text"/> | <input type="text"/> |
|  | Point 7                         | <input type="text"/> | <input type="text"/> |
|  | Point 8                         | <input type="text"/> | <input type="text"/> |
| <b>Year Established:</b>                               | <i>Based on legal document</i>  | <input type="text"/> |                      |
| <b>Legislation:</b>                                    | <i>Legal document name</i>      | <input type="text"/> |                      |

| LEVEL 1 - MPA IS ESTABLISHED (17 Items, 27 Points)  |  |                  |               |  |
|---|--|------------------|---------------|--|
| Criteria / Guide Questions  |  | Allowable Points | Actual Points | Remarks / Means of verification  |
| <b>1.1 Establishment based on Participatory Process (5/5)</b>   |  |                  |               |  |
| MPA established with the participation of the community based on informed decisions   |  |                  |               |  |
| 1.1.1   | MPA concept explained to stakeholders                          | 0 or 1           | 1             | Smith Bajon to provide activity reports as MOV   |
| Was the MPA concept explained to the stakeholders?<br><i>Affected stakeholders have been oriented on MPA concepts and benefits</i>  |  |                  |               | <ul style="list-style-type: none"> <li>Minutes of consultations &amp; public hearings</li> <li>Activity report / proceedings of the consultation</li> </ul>  |
| 1.1.2   | MPA accepted and approved by the community or local government | 0 or 1           | 1             | pictures/ photo-documentation of the community consultation incorporated in the activity report to   |
| Was the MPA accepted by the community (for local MPAs) or local governments (for NIPAS seascapes)?<br><i>Public consultation on site selection should be conducted in order to gain community approval and acceptance</i>                                   |  |                  |               | <ul style="list-style-type: none"> <li>Resolutions</li> <li>Minutes of meeting</li> </ul>  |
| 1.1.3   | <b>BASELINE ASSESSMENT CONDUCTED *</b>                         | <b>0 or 3</b>    | <b>3</b>      | bio team to submit biophysical assessment report   |
| Were the stakeholders engaged in baseline assessment using standard methods / any acceptable methods?<br><i>Baseline assessment survey includes biophysical assessment and community profile</i>  |  |                  |               | <ul style="list-style-type: none"> <li>Biophysical assessment report</li> <li>PCRA/PRA report</li> <li>Technical reports of consultants</li> <li>BMS (for NIPAS seascapes)</li> <li>Names of local participants</li> </ul> |
| <b>1.2 Adoption of a Legitimate Management Plan (6/6)</b>   |  |                  |               |  |
| Management plan is adopted and legitimized by the LGU or Protected Area Management Board (PAMB) or similar legal body   |  |                  |               |  |
| 1.2.1   | Management Plan Drafted  | 0 or 1           | 1             | pictures/ photo-documentation of the community consultation incorporated in the activity report to   |
| Has the management plan been drafted?   |  |                  |               | <ul style="list-style-type: none"> <li>Any draft of management plan</li> </ul>   |
| 1.2.2   | MPA plan prepared in a consultative and participatory manner   | 0 or 1           | 1             | Smith to submit activity report on the MMC Management Plan Formulation Workshop  |
| Was the MPA/NIPAS plan prepared in a consultative and participatory manner?   |  |                  |               | <ul style="list-style-type: none"> <li>Documentation of public consultation about the MPA plan</li> </ul>  |
| 1.2.3   | Functions of MPA management body explained through IEC         | 0 or 1           | 1             | IEC through murals, seminars, workshops has been done  |
| Were the functions of the MPA management body and benefits from the MPA explained through initial IEC activities?   |  |                  |               | <ul style="list-style-type: none"> <li>IEC materials</li> </ul>  |
| 1.2.4   | <b>MANAGEMENT PLAN ADOPTED *</b>                               | <b>0 or 3</b>    | <b>3</b>      | Smith to provide copy of the MMC resolution adopting the MPA Management Plan   |
| Has the management plan been finalised and adopted?   |  |                  |               | <ul style="list-style-type: none"> <li>Management Plan</li> <li>Resolution or ordinance</li> </ul>   |
| <b>1.3 Legislations (Municipal Ordinance / Presidential Proclamation / Republic Act) (5/5)</b>  |  |                  |               |  |
| Management plan is adopted and legitimized by the LGU or Protected Area Management Board (PAMB) or similar legal body   |  |                  |               |  |
| 1.3.1   | Legal instrument declaring the MPA has been drafted            | 0 or 1           | 1             | Secure signed and approved copy of the TMMA Ordinance  |
| Has the legal instrument declaring the MPA been drafted?<br><br><i>For locally managed MPAs: The Barangay Ordinance is in place and the Municipal Ordinance has been drafted.<br/>For NIPAS seascapes: a Republic Act has been drafted</i>                  |  |                  |               | <ul style="list-style-type: none"> <li>Draft or final ordinance / resolution</li> <li>Draft Republic Act (for NIPAS)</li> </ul>  |
| 1.3.2   | Consultations on legal instrument with stakeholders conducted  | 0 or 1           | 1             | submit activity reports of community consultations, may include minutes of MFARMC  |
| Were there public hearings / community consultations on the legal instrument declaring the protected areas?   |  |                  |               | <ul style="list-style-type: none"> <li>Minutes of public consultations</li> <li>Resolutions of endorsement</li> </ul>  |
| 1.3.3   | <b>LEGAL INSTRUMENT APPROVED *</b>                             | <b>0 or 3</b>    | <b>3</b>      | Copy of the signed MPA Ordinance   |
| Has the legal instrument establishing the MPA or NIPAS been approved?<br><br><i>For locally managed MPAs: a Municipal Ordinance declaring the MPA should have been enacted<br/>For NIPAS seascapes: a Republic Act should have been enacted by Congress</i> |  |                  |               | <ul style="list-style-type: none"> <li>Municipal Ordinance declaring the MPA for the locally managed MPAs</li> <li>Republic Act (for NIPAS)</li> </ul>   |

| LEVEL 1 - MPA IS ESTABLISHED (17 Items, 27 Points)   |  |                  |               |   |
|--|--|------------------|---------------|---|
| Criteria / Guide Questions   |  | Allowable Points | Actual Points | Remarks / Means of verification   |
| <b>1.4 Management body formed and functional (11/11)</b>   |  |                  |               |   |
| <i>MPA established with the participation of the community based on Informed decisions</i>   |  |                  |               |   |
| 1.4.1  | Management body determined and identified                            | 0 or 1           | 1             | EO 43 s.2018; secure and attach copy of EO  |
| Have the members of the management body been determined and identified?<br><i>The management core group should have been identified (e.g., BEARMC, MEARMC, or PAMB)</i>  |  |                  |               | <ul style="list-style-type: none"> <li>List of members of PAMB or management body; management structure; appointment papers</li> </ul>  |
| 1.4.2  | <b>MANAGEMENT BODY FORMED AND ROLES CLARIFIED *</b>                  | <b>0 or 3</b>    | <b>3</b>      | EO 43 s.2018  |
| Has the management body been formed and have their roles been clarified?   |  |                  |               | <ul style="list-style-type: none"> <li>Minutes showing committees</li> <li>Organizational chart with clear roles</li> <li>Enabling documentation (e.g., appointment papers)</li> </ul>  |
| 1.4.3  | <b>BUDGET ALLOCATED FOR AT LEAST ONE YEAR *</b>                      | <b>0 or 3</b>    | <b>3</b>      | Brgy IRA allocation used in sinkers for buoys   |
| Has the budget for at least one (1) year of MPA implementation been allocated?   |  |                  |               | <ul style="list-style-type: none"> <li>Approved Work and Financial Plan</li> <li>Document appropriating funds from the General Appropriations Act (for NIPAS seascapes) or from the LGU (for locally managed MPAs)</li> </ul> |
| 1.4.4  | IEC activities coordinated by the management body?                   | 0 or 1           | 1             | billboards constructed  |
| Have Information, Education, and Communication (IEC) activities been coordinated by the management body? Are signboards / billboards posted along the coastline / shoreline and visible to key stakeholders?   |  |                  |               | <ul style="list-style-type: none"> <li>IEC plan or similar document</li> <li>Minutes showing IEC activities</li> <li>Reports on IEC activities</li> <li>Photographs of billboards / signboards and IEC materials</li> </ul>   |
| 1.4.5  | MPA boundaries delineated  | 0 or 1           | 1             | during evaluation, buoys were not available, were pulled out for maintenance and repair, old photos   |
| Are the MPA's boundaries properly delineated in the most appropriate manner and boundary markers installed?<br><br><i>When possible, the MPA boundaries should be marked by anchor buoys made with appropriate and sturdy materials. For large areas like NIPAS seascapes, information materials (e.g., banners, billboards, posters) that clearly show the boundaries of the protected area and zones established should be accessible and visible to key stakeholders.</i> |  |                  |               | <ul style="list-style-type: none"> <li>Photograph of marker buoys showing status</li> <li>Maps on billboards, banners, posters</li> </ul>   |
| 1.4.6  | MPA enforcers identified   | 0 or 1           | 1             | BD team deputized, with deputation orders. New set of local officials also issued new deputation order.   |
| Have the MPA enforcers already been identified?  |  |                  |               | <ul style="list-style-type: none"> <li>Document showing names of enforcers (e.g., Bantay Dagat, PNP Maritime Group, Coast Guard, etc.); appointment papers</li> </ul>   |
| 1.4.7  | Biophysical monitoring activities coordinated by the management body | 0 or 1           | 1             |   |
| Are the biophysical monitoring activities coordinated by the management body?  |  |                  |               | <ul style="list-style-type: none"> <li>Biophysical monitoring report</li> <li>Resolutions approving monitoring activities</li> </ul>  |
| <b>TOTAL SCORE FOR LEVEL 1</b>   |  | <b>27</b>        | <b>27</b>     |   |
| <i>Thresholds are in BLOCK CAPITALS. Minimum score of 18 points and all Thresholds should have been met to pass this Level.</i>  |  |                  |               |   |

| LEVEL 2 - MPA MANAGEMENT IS EFFECTIVELY STRENGTHENED (9 Items, 15 Points)  |  |               |                                 |   |
|--|--|---------------|---------------------------------|---|
| Criteria / Guide Questions   | Allowable Points   | Actual Points | Remarks / Means of verification |   |
| <b>2.1 The MPA is effectively strengthened (15/15)</b>   |  |               |                                 |   |
| 2.1.1  | Enforcement plan, or its equivalent, in place                    | 0 or 1        | 1                               | LEAP operational Plan is available, Smith to provide copy of the LEAP Ops Plan                          |
| The MPA should have a clear and feasible enforcement plan  |  |               |                                 |   |
| 2.1.2  | Marine enforcement group trained                                 | 0 or 1        | 1                               | Trainings conducted FLET, AFLET, SMART  |
| Have the marine enforcement team members been trained on enforcement procedures and protocols? (e.g., apprehension, para-legal use of GPS, safety, etc.)   |  |               |                                 |   |
| 2.1.3  | <b>PATROLLING AND SURVEILLANCE CONDUCTED REGULARLY *</b>         | 0 or 3        | 0                               | intermittent patrolling done by BDs due to lack of logistical support                                   |
| Are patrolling, surveillance, and other violation detection measures (e.g., watchtowers, radars, community reporting, etc.) being conducted regularly?   |  |               |                                 |   |
| 2.1.4  | <b>VIOLATIONS DOCUMENTED *</b>                                   | 0 or 3        | 3                               | blotter entries available at the Brgy Hall with the Brgy Secretary                                      |
| Are violation reports / apprehensions being documented properly?<br><i>Even if there are no violations observed, these should be reported as "no observed violations".</i>   |  |               |                                 |   |
| 2.1.5  | <b>CASES FILED OR VIOLATORS PENALIZED *</b>                      | 0 or 3        | 3                               | with records of violations and record of fines/ penalties collected, mostly administrative adjudication |
| Are cases filed for apprehended violators or are they penalized (e.g., administrative fines)?<br><i>Violators are at least required to pay administrative fines or other penalties provided for in the ordinance or any enabling law. Confiscation of gears can also serve as a form of sanction as well as undergoing a seminar for first time violators.</i> |  |               |                                 |   |
| 2.1.6  | Funds accessed and used  | 0 or 1        | 1                               | iMPA funds  |
| Allocated funds should have been accessed and used for MPA management. Funds can also come from other sources (e.g., donors, projects, etc.)   |  |               |                                 |   |
| 2.1.7  | Infrastructures maintained                                       | 0 or 1        | 1                               | markers were pulled out for maintenance and will be re-deployed   |
| Are the MPA billboards, boundary markers, anchor buoys, guardhouse, boats, or other infrastructures for MPA management being maintained?   |  |               |                                 |   |
| 2.1.8  | IEC program conducted to sustain public awareness and compliance | 0 or 1        | 1                               | programs are integrated in classroom lectures by teachers who are members of the MMC                    |
| Is the IEC program being implemented to sustain public awareness and compliance?   |  |               |                                 |   |
| 2.1.9  | Participatory biophysical monitoring in the last 3 years         | 0 or 1        | 1                               | participation of locals in research especially on carbon sequestration. Locals also act as guide during |
| Biophysical surveys should have been conducted at least in the last three (3) years. Surveys should be properly documented, with the data kept safely for review and updating purposes. For MPA's seascapes, Biodiversity Monitoring System (BMS) or other monitoring methods should have been done and reported at least over the last three years.           |  |               |                                 |   |
| <b>TOTAL SCORE FOR LEVEL 2</b>   |  | <b>15</b>     | <b>12</b>                       |   |
| <i>Thresholds are in BLOCK CAPITALS. To achieve Level 2, Level 1 requirements must have been passed and a minimum of 11 points obtained from Level 2 with all Thresholds met.</i>  |  |               |                                 |   |

| LEVEL 3 - MPA MANAGEMENT IS EFFECTIVELY SUSTAINED FOR AT LEAST 5 YEARS (11 Items, 21 Points)   |                  |               |   |
|--|------------------|---------------|---|
| Criteria / Guide Questions   | Allowable Points | Actual Points | Remarks / Means of verification   |
| <b>3.1 The MPA management is effectively sustained for at least 5 years (21/21)</b>  |                  |               |   |
| 3.1.1 Management plan and ordinance reviewed and updated   | 0 or 1           | 0             |   |
| Has the MPA management plan reviewed or updated in response to emerging needs and challenges?  |                  |               | <ul style="list-style-type: none"> <li>Updated management plan or amendments to the plan</li> <li>Minutes of meeting that reviewed the plan</li> </ul>  |
| 3.1.2 FUNDS GENERATED OR ACCESSED FOR LAST 2 YEARS *   | 0 or 3           | 3             | annual allocation from the brgy IRA   |
| Are financial sources generated or accessed for the last 2 or more consecutive years? (e.g., budget from LGU / IPAF or from external sources)  |                  |               | <ul style="list-style-type: none"> <li>Audited expenditure report for the last 2 years</li> </ul>   |
| 3.1.3 Management body able to supervise management activities of the MPA and access technical assistance, if necessary   | 0 or 1           | 1             | in coordination/ with assistance from the barangay council  |
| Management body is fully functioning and has shown capacity to locate and access technical assistance to improve MPA management and status   |                  |               | <ul style="list-style-type: none"> <li>Letters with reply from partner for technical assistance</li> <li>Reports with other partners</li> <li>Minutes of meetings w/ action points</li> </ul> |
| 3.1.4 ENFORCEMENT SYSTEM FULLY OPERATIONAL IN THE LAST FIVE CONSECUTIVE YEARS *  | 0 or 3           | 0             |   |
| The enforcement plan is fully implemented. Patrolling activities, violations reporting and apprehension, and sanctioning of violators should have been on-going over the last five years.  |                  |               | <ul style="list-style-type: none"> <li>Logbook with records of patrolling apprehensions</li> <li>Annual enforcement reports (for 5 years)</li> </ul>  |
| 3.1.5 IEC program enhanced   | 0 or 1           | 1             | distribution of facemask with print-out   |
| IEC materials are regularly reproduced or updated and disseminated   |                  |               | <ul style="list-style-type: none"> <li>IEC Program progress reports (including dissemination details)</li> <li>Updated IEC materials</li> </ul>   |
| 3.1.6 PERFORMANCE MONITORING OF THE MANAGEMENT BODY CONDUCTED REGULARLY *  | 0 or 3           | 3             | new EO re-affirming the MMC   |
| Performance monitoring of the management body should be done regularly as defined in the management plan or at least every 2 years. Management evaluation tools such as the MPA M&A can be used to assess management performance.  |                  |               | <ul style="list-style-type: none"> <li>Performance evaluation reports for the management body</li> </ul>  |
| 3.1.7 REGULAR PARTICIPATORY MONITORING CONDUCTED *   | 0 or 3           | 0             |   |
| Biophysical surveys should have been conducted at least in the last five (5) years. Surveys should be properly documented, with the data kept safely for review and updating purposes. For NIPAS seascapes, the Biodiversity Monitoring System (BMS) should have been reported at least every three years. |                  |               | <ul style="list-style-type: none"> <li>Monitoring data showing trends</li> <li>Attendance sheets showing names of locals who participated in monitoring activities</li> </ul>                 |
| 3.1.8 Socioeconomic monitoring conducted regularly   | 0 or 1           | 1             | repeated socio-econ survey  |
| "Regular" as defined in the management plan or at least annually. Minimum socioeconomic data which may be used by the management body to adjust management plans & strategies include: income, livelihood activities, population, resource use, fish catch, etc.   |                  |               | <ul style="list-style-type: none"> <li>Socioeconomic data showing trends</li> </ul>   |
| 3.1.9 Sustainable financing strategy established   | 0 or 1           | 1             | environmental fund generation by CoMSCA groups for MPA  |
| Is there an internally generated revenue scheme?   |                  |               | <ul style="list-style-type: none"> <li>Resolution or ordinance imposing fees</li> <li>Financial guidelines</li> <li>Private-public partnership agreements</li> </ul>                          |
| 3.1.10 VIOLATORS PROSECUTED AND SANCTIONED *   | 0 or 3           | 3             | administrative adjudication of cases  |
| Are the prosecution process requirements, if any, satisfied by the MPA management body?  |                  |               | <ul style="list-style-type: none"> <li>Appearance in court or court decision</li> <li>Other sanctions implemented</li> </ul>  |
| 3.1.11 Feedback system in place (for monitoring)   | 0 or 1           | 1             | face-to-face feedback especially among fisherfolk and MMC   |
| Is there a feedback system in place?   |                  |               | <ul style="list-style-type: none"> <li>Minutes of public hearings / presentations</li> </ul>  |
| <b>TOTAL SCORE FOR LEVEL 3</b>   |                  | <b>21</b>     | <b>14</b>   |
| Thresholds are in BIODIVERSITY CAPITALS. To achieve Level 3, Level 1 & 2 requirements must have been passed and a minimum of 16 points obtained from Level 3 with all Thresholds met.  |                  |               |   |

| LEVEL 4 - MPA MANAGEMENT IS EFFECTIVELY INSTITUTIONALIZED FOR AT LEAST 7 YEARS (11 Items, 21 Points)   |   |                  |               |  |
|--|---|------------------|---------------|--|
| Criteria / Guide Questions   |   | Allowable Points | Actual Points | Remarks / Means of verification  |
| <b>4.1 MPA management effectively institutionalized for at least 7 years (21/21)</b>   |   |                  |               |  |
| 4.1.1  | Political support from the provincial council or LGUs                               | 0 or 1           | 1             | processing the MOA with Provincial Govt for guardhouse construction  |
| <i>The Provincial Council (for locally managed MPAs) or local governments (for NIPAS seascapes) have consented to give the MPA institutional support to strengthen enforcement and collaboration. Political support – budget, manpower, or technical</i>   |   |                  |               |  |
| 4.1.2  | <b>MPA MANAGEMENT PLAN INCORPORATED IN BROADER DEVELOPMENT PLANS *</b>              | 0 or 3           | 0             | <ul style="list-style-type: none"> <li>• Contracts / MOA / MOU</li> <li>• Annual Investment Plan (for NIPAS)</li> <li>• SP Resolution committing/providing support</li> </ul>  |
| <i>The MPA or NIPAS seascope is incorporated within the long-term LGU or provincial development plans (e.g., Comprehensive Land Use Plans, Provincial Development Plans, etc.)</i>   |   |                  |               |  |
| 4.1.3  | Management body capable of outsourcing funds  | 0 or 1           | 0             | <ul style="list-style-type: none"> <li>• Higher level plans where the MPA is integrated</li> </ul>   |
| Is the management body able to get funds for the MPA / NIPAS seascope from external sources?   |   |                  |               |  |
| 4.1.4  | Coordination with LGUs and other groups clearly defined and formalized              | 0 or 1           | 1             | <ul style="list-style-type: none"> <li>• Proposals submitted (received copy)</li> <li>• Grant agreements entered into by the management body</li> </ul> BFAF, Provincial Govt, MLGU                                  |
| Is the coordination with appropriate national & local agencies on CRM / MPA policies and with other LGUs achieved? Are the accountabilities and working relationships among collaborating institutions clearly defined and formalized?                     |   |                  |               |  |
| 4.1.5  | <b>ECOLOGICAL AND SOCIOECONOMIC IMPACT ASSESSMENT CONDUCTED *</b>                   | 0 or 3           | 0             | <ul style="list-style-type: none"> <li>• Memorandum of Agreement</li> <li>• Partnership contracts / documents</li> </ul>   |
| <i>Assessment of resource status and long-term trends should be conducted together with an assessment of benefits obtained from the MPA by stakeholders. Impacts should also be assessed vis-a-vis the overall objective of the MPA or NIPAS seascope.</i> |   |                  |               |  |
| 4.1.6  | <b>PERFORMANCE MONITORING AND EVALUATION SYSTEM LINKED TO AN INCENTIVE SYSTEM *</b> | 0 or 3           | 3             | <ul style="list-style-type: none"> <li>• Trends and temporal assessments of ecological &amp; socio-economic impacts</li> <li>• Impact assessment report</li> </ul> share from fines distributed among deputized BIDs |
| <i>Recognition / awards are regularly being given to outstanding members, law enforcers, etc. incentives can also include granting of available loans or supplementary livelihood opportunities.</i>   |   |                  |               |  |
| 4.1.7  | <b>IEC SUSTAINED OVER SEVEN YEARS *</b>   | 0 or 3           | 0             | <ul style="list-style-type: none"> <li>• Awards / Recognition received</li> <li>• Announcement of competition / performance incentives</li> </ul>  |
| Has the IEC program for the MPA been sustained over the past seven years?  |   |                  |               |  |
| 4.1.8  | Management body can adjudicate certain cases  | 0 or 1           | 1             | <ul style="list-style-type: none"> <li>• IEC program progress reports for 7 years</li> <li>• IEC long term plan</li> </ul> MMC capable of resolving complaints/ violations done by local fishermen                   |
| Does the management body adjudicate administrative cases?  |   |                  |               |  |
| 4.1.9  | Expansion strategies or resource enhancement programs initiated                     | 0 or 1           | 0             | <ul style="list-style-type: none"> <li>• Proceedings of adjudications</li> <li>• Letters of complaints</li> </ul>  |
| <i>MPA coverage or core zones (for local MPAs) expanded. Advance conservation and resource enhancement activities implemented (e.g., coral reef restoration, mangrove reforestation, giant clam restocking, etc.)</i>                                      |   |                  |               |  |
| 4.1.10   | Support facilities constructed  | 0 or 1           | 0             | • Reports  |
| <i>Facilities to support MPA enterprises or improve conservation efforts are constructed (e.g., guardhouse, visitors' center, education / training center, watchtowers, etc.)</i>  |   |                  |               |  |
| 4.1.11   | <b>MPA FINANCIALLY SELF-SUSTAINING IN THE LAST SEVEN (7) CONSECUTIVE YEARS *</b>    | 0 or 3           | 0             | <ul style="list-style-type: none"> <li>• Photographs of infrastructure</li> </ul>  |
| <i>Revenues (internally generated and/or obtained from external sources) should be enough to cover operating expenses of the MPA in the last seven (7) years</i>   |   |                  |               |  |
| <b>TOTAL SCORE FOR LEVEL 4</b>   |   | <b>21</b>        | <b>5</b>      | • Audited financial report for the last seven years  |
| <i>Thresholds are in BLOCK CAPITALS. To achieve Level 4, Levels 1 to 3 requirements must have been passed and a minimum of 16 points obtained from Level 4 with all thresholds met.</i>  |   |                  |               |  |

## Summary of MPA MEAT Results

Name of MPA : \_\_\_\_\_  
 Location : \_\_\_\_\_  
 Date accomplished : \_\_\_\_\_  
 MPA level achieved : \_\_\_\_\_  
 Total cumulative score \* : \_\_\_\_\_  
 Remarks : \_\_\_\_\_

| MPA Level   | Year requirement met?  | Total Score Per Level | All threshold questions satisfied?  | MPA level satisfied?                |
|---|--|-----------------------|-------------------------------------|-------------------------------------|
| 1 - Established<br>- At least 1 year<br>- at least 20 Total Cumulative Score<br>- all Level 1 Thresholds met        | <input checked="" type="checkbox"/> MPA is at least 1 year old | 27                    | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| 2 - Strengthened<br>- At least 3 years<br>- at least 31 Total Cumulative Score<br>- all Level 1 & 2 Thresholds met  | <input type="checkbox"/> MPA is at least 3 years old           | 12                    | <input type="checkbox"/>            | <input type="checkbox"/>            |
| 3 - Sustained<br>- At least 5 years<br>- at least 47 Total Cumulative Score<br>- all Level 1, 2, & 3 Thresholds met | <input type="checkbox"/> MPA is at least 5 years old           | 14                    | <input type="checkbox"/>            | <input type="checkbox"/>            |
| 4 - Institutionalized<br>- At least 7 years<br>- at least 63 Total Cumulative Score<br>- all Thresholds met         | <input type="checkbox"/> MPA is at least 7 years old           | 5                     | <input type="checkbox"/>            | <input type="checkbox"/>            |
| <b>TOTAL CUMULATIVE SCORE</b>   |  | 58                    | out of 54 points *                  |                                     |

\* Total Cumulative Score: <24 points = "Fair"; 25 to 39 = "Good"; 40 to 61 = "Very Good"; 62 to 84 = "Excellent"  
 If your MPA does not meet the basic Level 1 category, your MPA is still under the process of establishment. Basic activities should be conducted soon to fully "establish" the MPA and make it operational.

**MPA Management Focus** (for each focus, add the points for all the questions in the 2nd column below):

| Management Focus        | Item Numbers in MPA MEAT Form  | Total Available Points | Actual Score per Management Focus | Actual Score divide by Total Available Points |
|-------------------------|--|------------------------|-----------------------------------|---|
| Management Plan         | 1.2.1 + 1.2.2 + 1.2.4 + 3.1.1 + 4.1.2  | 11                     | 5                                 | 45%   |
| Management Body         | 1.2.3 + 1.4.1 + 1.4.2 + 3.1.3 + 3.1.6 + 4.1.1 + 4.1.4                          | 11                     | 11                                | 100%  |
| Legal Instrument        | 1.3.1 + 1.3.2 + 1.3.3  | 5                      | 5                                 | 100%  |
| Community Participation | 1.1.1 + 1.1.2  | 2                      | 2                                 | 100%  |
| Financing               | 1.4.3 + 2.1.6 + 3.1.2 + 3.1.9 + 4.1.3 + 4.1.11                                 | 12                     | 8                                 | 66%   |
| IEC                     | 1.4.4 + 2.1.7 + 2.1.8 + 3.1.5 + 4.1.7  | 7                      | 4                                 | 57%   |
| Enforcement             | 1.4.5 + 1.4.6 + 2.1.1 + 2.1.2 + 2.1.3 + 2.1.4 + 2.1.5 + 3.1.4 + 3.1.10 + 4.1.8 | 20                     | 14                                | 70%   |
| Monitoring & Evaluation | 1.1.3 + 1.4.7 + 2.1.9 + 3.1.7 + 3.1.8 + 3.1.11 + 4.1.5 + 4.1.6                 | 16                     | 10                                | 62%   |
| Site Development        | 4.1.9 + 4.1.10   | 2                      | 0                                 | 0%  |



# APPENDIX 8. PO ORGANIZATIONAL DIAGNOSIS (OD) TOOL

(Primavera et al.,2012)

| Item                                 | CMRP indicators of success   | Present status | Gaps | Recommendations |
|--------------------------------------|--|----------------|------|-----------------|
| Organizational formation             | POs organized/ strengthened  |                |      |                 |
| Organizational structure             | Set of officers elected; Organizational structure in place/complete; Clear/defined roles and responsibilities  |                |      |                 |
| CBL                                  | Written and approved CBL; Understood by the majority of members  |                |      |                 |
| Registration                         | Registration with any registering body   |                |      |                 |
| Accreditation at the local level     | SB resolution of accreditation   |                |      |                 |
| Membership to local groups/ councils | Member in at least 1 LSB/ group/council  |                |      |                 |
| VMG                                  | Formulated VMG   |                |      |                 |
| Conduct of meetings                  | Monthly meetings conducted; knowledge and skill in facilitating meetings   |                |      |                 |
| Organizational policies              | Policies developed and approved by the GA; Organizational policies implemented   |                |      |                 |
| Conflict management                  | Knowledge and skill in resolving organizational conflict   |                |      |                 |
| Trainings attended/ participated     | At least 50% of active members have attended seminars and forums ; all officers trained on leadership and organizational management; training on laws and rights; training on mangrove ecology; training on national policies re FLAs, greenbelts, and sustainable CRM |                |      |                 |

|                                    |   |  |  |  |
|------------------------------------|---|--|--|--|
| Projects/pro-grams managed         | Knowledge and skill in pro-gram management; Training in livelihood; PO managing programs/projects |  |  |  |
| Membership                         | At least 20 members/ PO; Membership expansion   |  |  |  |
| Linkage established                | Linkage established with DENR, BFAR, or the LGU   |  |  |  |
| Negotiations done/conducted        | Knowledge and skill in doing negotiations   |  |  |  |
| Organizational funds               | Payment of regular dues/ fees; CBU system in place  |  |  |  |
| CBFMA                              | Orientation on CBMFA done; CBFMA papers submitted and CBFMA approved                              |  |  |  |
| Level of organiza-tional formation | Barangay based; Primary or Federation   |  |  |  |

# APPENDIX 9. CRMP INDICATORS OF A FUNCTIONAL PO

(Primavera et al.,2012)

| Activity   | Objectively verifiable indicators  | Means of Verification   |
|--|--|---|
| <b>Milestone 1: Six POs formed and active</b>  |  |   |
| Organizing/strengthening of fishers/mangrove users   | PO organized/strengthened; OD conducted  | Minutes of meeting, diagnosis report, attendance sheet            |
| Training on leadership and organizational management   | All PO officers trained; monthly meetings conducted                              | Attendance sheet, documentation report, minutes of meetings       |
| Formalization of organizational structure through meetings   | 6 written; approved CBL; set of officers elected per PO; PO registration         | CBL document, registration, and accreditation papers              |
| Participation of members in fora/seminars on mangroves   | At least 50% active members have attended seminars/fora                          | Attendance sheet, certificate of participation                    |
| Membership recruitment   | At least 20 members per PO   | Application for membership, payment of dues, list of members      |
| Study tour   | 5-10 members participated/PO in at least one study tour                          | Attendance sheet, tickets, certificate of participation, pictures |
| Write shop on proposal development for projects  | At least one proposal developed/approved per PO                                  | Certificate award for funding proposal                            |
| <b>Milestone 2: PO have catalogued and mapped resources</b>  |  |   |
| Mapping of resources with the DENR and LGU   | 1 CBFMA Map produced per site  | CBFMA Maps  |
| <b>Milestone3: CBFMA Awarded to POs</b>  |  |   |
| Orientation on CBFMA   | 1 Seminar on CBFMA conducted per PO  | Attendance sheet, documentation/report                            |
| Preparation of documents for CBFMA application   | Workshop/meeting conducted; letter of intent submitted to DENR; LGU endorsements | Documentation, compiled CBFMA papers, CBFMA awarded               |
| <b>Milestone 4: CRMF, AWP developed, endorsed by DENR</b>  |  |   |
| Training workshop/formulation on the theoretical and practical aspects of Community Resource Management Framework (CRMF)and Annual Work Plan (AWP) | 6 CRMFs and AWP developed/submitted to DENR                                      | DENR affirmation of the documents                                 |

| <b>Milestone 5: Sustainable livelihood activities are developed/agreed by POs</b> |   |   |
|---|---|---|
| Training on enterprise planning and development                                   | Module on enterprise planning and development     | Attendance sheets, documentation report |
| PO meeting  | At least 1 livelihood/PO implemented              | Pictures, PO records                    |
| <b>Milestone 6: POs/government provided with training in livelihoods</b>          |   |   |
| Skills training of POs and government officials                                   | At least 1 skills training identified/implemented | Attendance sheet, documentation report  |
| Preparation of training modules   | Training module developed/livelihood              | Training design                         |
| <b>Milestone 7: Sustainable livelihood activities conducted</b>                   |   |   |
| Preparation and submission of business plans and implementation                   | Business plans developed                          | Business plans                          |

## APPENDIX 10. EVENTS HIGHLIGHTING ROLE PLAY, EVALUATION, AND REFLECTION

On October 13, 2013, a big shipping vessel, LCT Ongpin, docked inside the Aquino Ondoy Marine Sanctuary, nearly destroying some corals as it entered, the Bantay Dagat assigned in barangay Ondoy was alarmed but did not know what to do. The BD informed the Head of the BD group residing in the Municipality of Ibajay about the incident. The BD Head referred the case to ZSL. At that time the BD team had just completed the FLET training course with BFAR, the learnings were still fresh in their minds. They have been in the service for quite some time, but none of them had any apprehension experience, for whatever reason. The ZSL staff informed by the BD team leader came to Ibajay the following morning to assess the situation, with the objective of demonstrating to the BD team how to face negotiations, apprehend, and eventually fine LCT Ongpin (the operator of the vessel was EEI Corporation) for trespassing inside the sanctuary. On the way to Ibajay, a brief consultation with the BFAR staff who conducted the FLET training took place. The problem was discussed with the ZSL staff and appropriate steps to take were considered.

**Role Play.** Upon arrival in Ibajay, the ZSL CO gathered the key people involved in the incident at the MAOs office, where a quick role playing was re-enacted. In the scenario that took place, the LCT Ongpin was to be fined for violating the municipal ordinance. Someone from the group acted as the coast guard head, the MAO (himself), BD Team Leader, Ibajay Treasurer, ZSL assisting NGO to LGU Ibajay, and Ibajay PNP personnel. The LCE gave her blessings to the team who will be attending the negotiation in Nabas, Aklan. The fine was pegged at Php20,000.00 for the violation, or else the vessel will be impounded. The MAO was tasked to lead the opening of the discussion, the team from Ibajay was prompted of the roles they needed to play during the actual negotiation. Positions during the negotiation was also discussed by the team. The team was faced by the CG, the boat captain, and his crew in Nabas, Aklan at around 10:00 o'clock in the morning of October 14, 2013.

**Evaluation.** The BD team from Ibajay felt that the CG was biased in favor of the boat captain and his crew, the BD team were persistent in pressing on the violation, stating that the ordinance has underwent several publications, including at the provincial level. In the end the LCT Ongpin crew succumbed and agreed to pay the fine of Php20,000.00, for they will incur more losses if their vessel was impounded. The Treasurer issued a receipt to LCT Ongpin as proof that the fine will go straight to the LGU coffers. An evaluation was conducted in the LCEs office after the meeting: the objective of having the vessel fined was reached, the objective of raising the moral and experience of BD team was also achieved because since then the BD team was actively patrolling the seas of Ibajay and conducting apprehensions on their own.

**Reflection.** The incident demonstrated to the BD team to be prepared in a battle for conflict negotiation. Each member of the team must be alert and must be following the discussion. The incident boosted the morale of the BD team in Ibajay as patrolling of their seas continue up to this day. Because of the good service of the BD team incentives were continuously given them by LGU Ibajay.

# APPENDIX 11. CRITERIA IN SELECTING SITES FOR MPAS

## GENERAL CRITERIA

### 1. Ecological Importance

- habitat quality & variety
- presence of sea grass, corals, mangroves
- importance of the area to the community
- presence of ecologically important sp.
- uniqueness of area

### 2. Social Importance

Actual MPAs chosen by communities did reasonably well at protecting critical habitats

- Provided fairly good ecological coverage
- Had strong community support, a key factor in MPA success
- community acceptance and approval
- presence of a community (heritage, historic, cultural aspect)
- presence of population management component
- existing resource use

### 3. Economic Importance

- financial capacity of the community
- potential for tourism
- other income generating activities

### 4. Practicality

- Area size
- conflict management

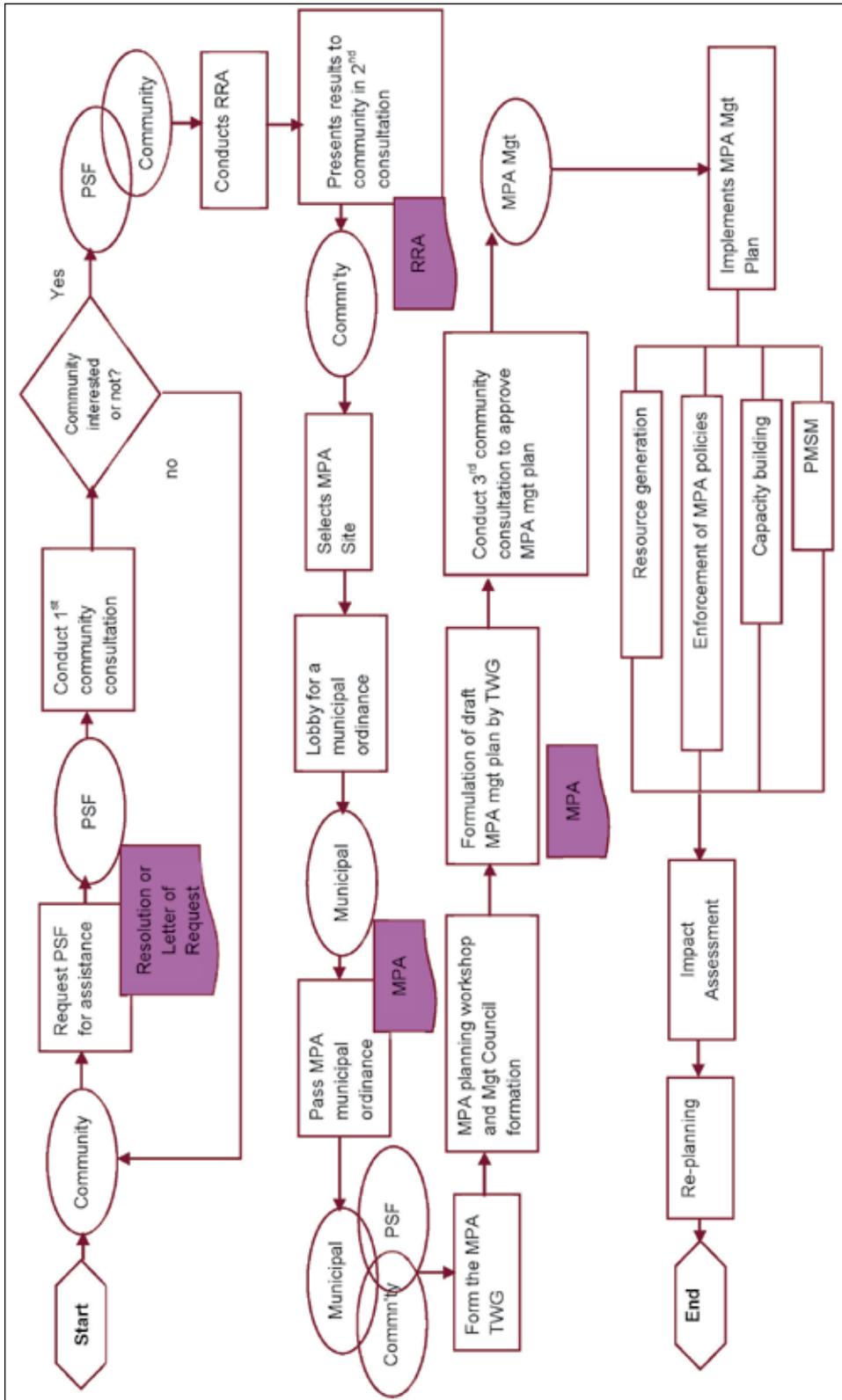
### 5. Political Climate

- presence of strong leaders
- LGU support (counterpart funding etc.)

### 6. Others

- Urgency
- Manageability
- costs

# APPENDIX 12. FLOW OF MPA ESTABLISHMENT



## APPENDIX 13. IYOF PROGRAM OF ACTIVITIES

|                      |                 |  |  |
|----------------------|-----------------|--|--|
| 19 Sept 2011         | AM              | Opening Program  |  |
|                      | 10:00 - 10:30   | Arrival of Guests  |  |
|                      | 10:30 – 10:40   | Cutting of the Ribbon<br>By: Hon. Mayor Jed Patrick E. Mabilog, Dir. Drusila Esther E. Bayate, Dir. Julian D. Amador, and Dr. J.H. Primavera   |  |
|                      | 10:40 – 10:50   | Welcome Remarks<br><i>Dr. J.H. Primavera, ZSL-CMRP</i>   |  |
|                      | 10:50 – 11:10   | Rationale of Year of Forests Celebration<br><i>Dir. Julian D. Amador, DENR</i>   |  |
|                      | 11:10 – 11:30   | Messages from Partners<br>Dir. Drusila Esther E. Bayate, BFAR<br>Hon. Mayor Jed Patrick E. Mabilog, Iloilo City  |  |
|                      | 11:30 – 11:40   | Showing of short documentary film on Year of Forests 2011  |  |
|                      | 11: 40 – 12: 30 | Exhibit Viewing (BFAR/DENR/ZSL booths) and Cocktails<br><i>Venue: Lower Ground Floor, SM City Iloilo</i>   |  |
| 19 Sep 2011          | PM              | Film Showing<br>– Nva. Valencia Natl. High School (NHS)<br>– Guimaras ( <i>ZSL, PENRO/GENRO, PFO</i> )   |  |
| 20, 21 & 29 Sep 2011 | AM              | Simultaneous Bagging Activity ( <i>BFAR/PENRO/LGU/ZSL</i> )<br>• Nabitasan, Leganes – Nabitasan NHS; St. Therese MTC (29 Sept)<br>• Pedada, Ajuy – Luca NHS<br>• Buntod, Panay – Buntod Katibyugan; Pawa NHS (beach forest)<br>• Balaring, Ivisan – Basiao NHS, Filamer Christian Univ (21 Sept)<br>• Dolores, Nueva Valencia – Magamay NHS<br>• Bugtongbato and Naisud, Ibajay – Naisud NHS |  |
| Sep 2011             | PM              | Film Showing   | Ivisan NHS, Ivisan, Capiz ( <i>ZSL/LGU</i> )             |
| 22 Sep 2011          | AM              | Film Showing   | Aklan State University, Ibajay, Aklan                    |
|                      | PM              | Film Showing   | Naisud NHS, Ibajay, Aklan ( <i>ZSL/PFO/PENRO</i> )       |
| 24 Sept 2011         | AM              | Film Showing   | Filamer Christian University                             |
| 26 Sep 2011          | PM              | Film Showing   | Fort San Pedro NHS, Iloilo City ( <i>ZSL/PFO/PENRO</i> ) |
| Sept 2011            | AM              | Film Showing   | St. Therese MTC, Lapaz                                   |
|                      | PM              | Film Showing   | La Paz National HS                                       |

## APPENDIX 14. RESULT OF THE SIMULTANEOUS BAGGING SESSIONS DURING THE IYOF CELEBRATION

| On-site Simultaneous Bagging (20-21 September 2011) |   |  |  |                                    |
|---|---|--|--|------------------------------------|
| Site  | Participants  | No. Pax  | Species  | No. Bagged of wildings/ propagules |
| <b>Iloilo</b>                                       |   |  |  |                                    |
| Nabitanan   | Nabitanan National HighSchool, BFAR, Leganes LGU, ZSL               | 83 (69 NNHS, 9 BFAR, 4 Leganes LGU, 1 ZSL)                           | <i>Avicennia marina</i>  | 500                                |
| Pedada  | Luca National HighSchool, Brgy. Pedada Fisherfolks Association, ZSL | 77 (49 LNHS, 26 BPPA/Pedada BLGU, 1 Ajuy LGU, 1 ZSL)                 | <i>Sonneratia alba</i>   | 622                                |
| <b>Guimaras</b>                                     |   |  |  |                                    |
| Basyaw Cove, Dolores, Nva. Valencia                 | Magamay National HighSchool; KAMAMADO, BFAR, Nva. Valencia LGU, ZSL | 64 (47 MNHS, 10 KAMAMADO, 1 ZSL, 2 BFAR, 4 Nva.Valencia LGU)         | <i>Rhizophora sp.</i>  | 679                                |
| <b>Capiz</b>  |   |  |  |                                    |
| Balaring, Ivisan                                    | Basiao National HighSchool, NewBAMA, ZSL                            | 50 (40 BNHS, 9 NewBAMA, 1 ZSL)                                       | <i>Sonneratia alba</i> (218);<br><i>Avicennia marina</i> (800) | 1,018                              |
|   | Filamer Christian University, NewBAMA, ZSL                          | 47 (30 FCU, 15 NewBAMA, 2 ZSL)                                       | <i>Sonneratia alba</i> (68);<br><i>Avicennia marina</i> (236)  | 304                                |
| Buntod, Panay                                       | Buntod Katibyugan, BFAR, Buntod BLGU, Panay LGU, ZSL                | 21 (14 Buntod Katibyugan, 1 BFAR, 1 ZSL, 4 Buntod BLGU, 1 Panay LGU) | <i>Avicennia marina</i>  | 511                                |
| Pawa, Panay   | Pawa National HighSchool  | 74 (72 PNHS students/teachers, 1 LGU, 1 ZSL)                         | Dangkalan (80); Talisay (220)                                  | 300                                |
| <b>Aklan</b>  |   |  |  |                                    |

|                      |   |  |  |              |
|----------------------|---|--|--|--------------|
| Bugtong-Bato, Naisud | Naisud National HighSchool, BFAR, Ibaday LGU, NAMAQ, BFA, DENR, ZSL | 93 (73 NNHS, 2 BFAR, 4 Ibaday LGU, 12 NAMAQ/ BFA, 1 DENR, 1 ZSL) | <i>Avicennia marina</i> (397); <i>Xylocarpus granatum</i> (104); <i>Ceriops decandra</i> (57); <i>Ceriops tagal</i> (60) | 618          |
|                      | <b>TOTAL # PARTICIPANTS</b>   | <b>435</b>   | <b>TOTAL BAGGED</b>  | <b>4,552</b> |

## APPENDIX 15. INTERNATIONAL COASTAL CLEAN-UP

Kodia, Madridejos, Cebu

September 25, 2016

| Type of Trash                             | Quantity |
|---|----------|
| Most likely to find items                 | (Pcs.)   |
| Cigarette butts                           | 35       |
| Food wrappers (candy, chips, etc.)        | 42       |
| Take out/away containers (plastic)        | 0        |
| Bottle caps (plastic)                     | 6        |
| Bottle caps (metal)                       | 0        |
| Lids (plastic)                            | 0        |
| Straws/stirrers                           | 2        |
| Forks, Knives, spoons                     | 2        |
| Beverage bottles (plastic)                | 1        |
| Beverage bottles (metal)                  | 8        |
| Beverage cans                             | 1        |
| Grocery bags (plastic)                    | 1        |
| Other plastic bags                        | 0        |
| Paper bags                                | 0        |
| Cups & plates (papers)                    | 0        |
| Cups & plates (plastic)                   | 6        |
| Cups & plates (foams)                     | 0        |
| Fishing gear                              |          |
| fishing buoys, pots & traps               | 0        |
| fishing net & pieces                      | 12       |
| Rope (1 yard/meter = 1 piece)             | 0        |
| Fishing line (1 yard/meter = 1 piece)     | 10       |
| Packaging materials                       |          |
| 6 - pack holders                          | 0        |
| Other plastic/foam packaging              | 0        |
| Other plastic bottles (oil, bleach, etc.) | 2        |
| Strapping bands                           | 0        |
| Tobacco packaging/wrap                    | 6        |
| Other trash                               |          |
| Appliances (refrigerators, washers, etc.) | 0        |
| balloons                                  | 0        |

|                             |    |
|-----------------------------|----|
| Cigar tips                  | 0  |
| Cigarette lighters          | 1  |
| Construction materials      | 0  |
| fireworks                   | 0  |
| tires                       | 0  |
| Personal hygiene            |    |
| condoms                     | 0  |
| diapers                     | 2  |
| syringes                    | 0  |
| Tampons/tampon applicators  | 0  |
| Tiny trash less than 2.5 cm |    |
| Foam pieces                 | 44 |
| Glass pieces                | 38 |
| Plastic pieces              | 68 |
| Total                       |    |

| Kind of animal | Quantity | Status |         | Entangled |    | Type of entanglement item if entangled |
|----------------|----------|--------|---------|-----------|----|--|
|                |          | Dead   | Injured | Yes       | No |  |
| Dog            | 2        |        | X       |           | X  |  |

| Items of local concern                         |
|--|
| 1. Plastics and diapers                        |
| 2. Used clothings                              |
| 3. Broken glass                                |
| 4. Drifted decomposed leaves and/or seagrasses |

**Cleanup Summary**

Number of trash bags filled : 18 sacks  
 Weight of trash collected : ≈540 kgs  
 Distance Cleaned : ≈100-150 meters from the shore line

# APPENDIX 16. GUIDE TO CBL FORMULATION

A. Craft the Vision, Mission and Goal of the Organization

B. Formulate the Constitution and By-Laws of the Organization using the following outline

Preamble

Article I. Name and address of the organization

- What is the name of the organization?
- What is the official address of the organization?

Article II. Organizational structure

- What are the positions in your organization?
- Draw the organizational structure from the highest decision making body to the committee level (if there is any)

Article III. Membership

- What are your criteria for membership i.e. who can become members of the organization?
- Describe the process of becoming a member
- Is there a limit as to number of members?
- What is the form of membership? HH or individual?
- What are the characteristics of a member in good standing/a good member?

Article IV. Rights and responsibilities of members

- What are the rights of a member?
- What are the responsibilities of a member?

Article V. Officers and their responsibilities

- Who are the officers of the organization? (from highest to lowest)
- List down the responsibilities of each officer

Article VI. Committees and their responsibilities

- What are the committees in your organization?
- List down the responsibilities of each committee

Article VII. Meetings

- When is your regular meeting?
- Where is the meeting held?
- What time is the meeting?
- When can you declare a quorum?
- How often is your general assembly?
- When is it held?

Article VIII. Election and terms of office

- What is the term of office of the officers? BOD? Committee?
- When is election held?
- Describe the process of conducting the election

Article IX. Membership expulsion and suspension

- When do you expel/suspend a member from the organization? What are the grounds for expulsion/suspension?

Article X. Effectivity

- When does this CBL take effect?

## APPENDIX 17. BPFA CBL

### Barangay Pedada Fisherfolk Association (BPFA) Barangay Pedada, Ajuy, Iloilo

#### Constitution and By-Laws

##### Article I - Name and address of the association

Name of the Association: Barangay Pedada Fisherfolks Association  
Acronym: BPFA  
Address: Barangay Pedada, Ajuy, Iloilo 5012

##### Article II - Organizational Structure (see next page)

##### Article III - General Assembly

The General Assembly is the overall membership of BPFA. The GA is the highest structure of the association. The GA decides to remove from the members list any member upon the recommendation of the Membership Committee.

##### Article IV - Officers and Responsibilities

###### President

1. Presiding Officer
2. Facilitates project related work of the association
3. Manages the association
4. Approves budget of the association
5. Represents the association in meetings
6. Calls for the meeting
7. Submits reports and other documents to the DOLE
8. One of the signatories of the funds of the association
9. Settles disputes and problems of the members of the association

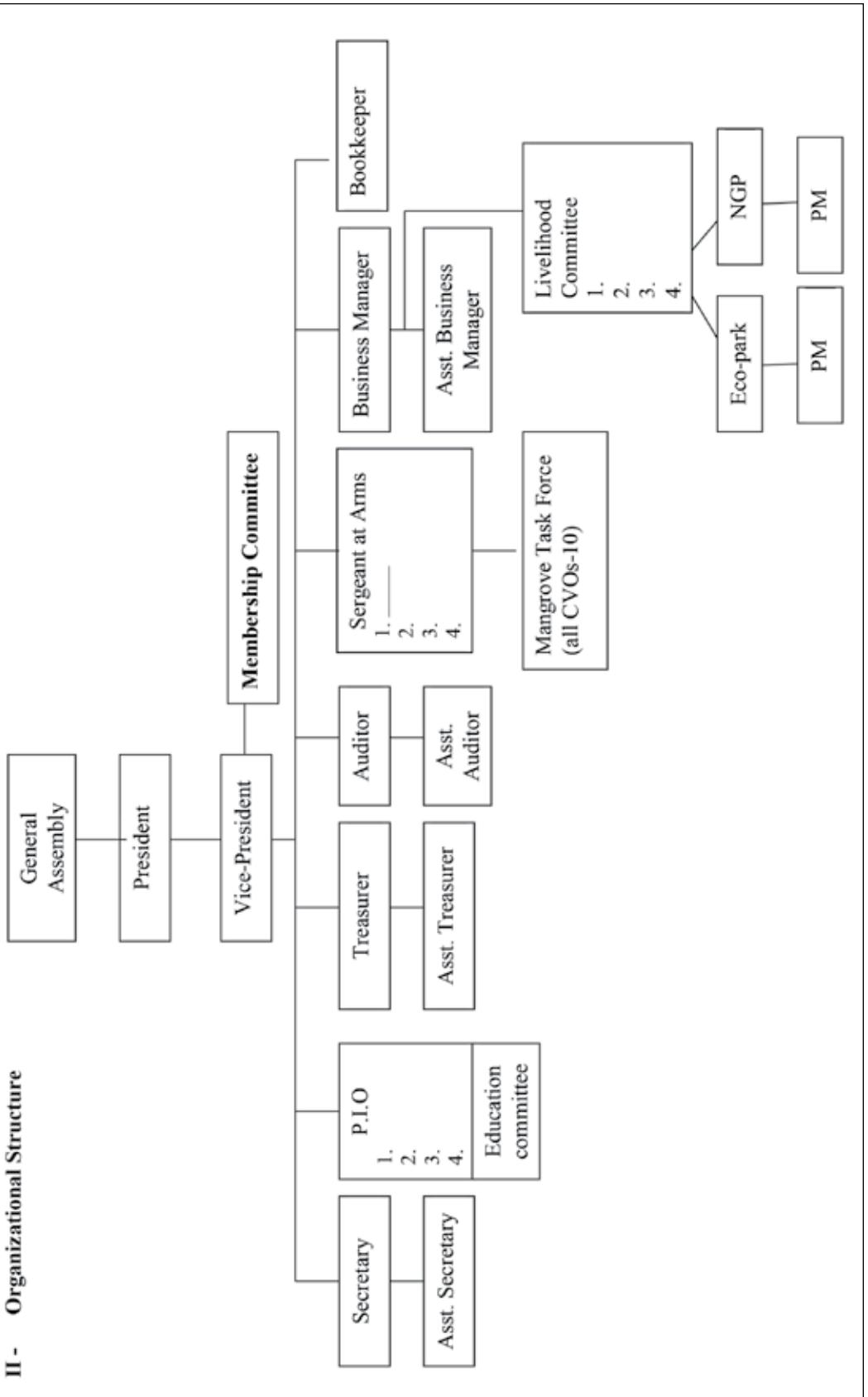
###### Vice-President

1. Assists the President in all undertakings
2. Takes the role of the President in case of the latter's incapacity
3. Heads the Membership Committee

###### Secretary

1. Writes the agenda and minutes of meetings
2. Keeps the records of the association
3. Sends notices/letters to membership re things to do of the association

**II - Organizational Structure**



**Assistant Secretary**

1. Assists the Secretary
2. Keeps membership list/record of the association

**Treasurer**

1. Keeps the funds of the association
2. Keeps the list of names of all members
3. Collects' dues from members of the association
4. Makes the statement of accounts of the association
5. Makes monthly financial report of the association

**Assistant treasurer**

1. Assists the Treasurer

**Auditor**

1. Audits record of expenses and safeguards the funds of the association
2. Checks whether the money declared matches the money in the bank book of the association
3. Checks the record of expenses of the treasurer

**Assistant Auditor**

1. Assists the Auditor

**Business Manager**

1. Manages the projects/businesses of the association
2. Plans for appropriate projects/business the association will undertake
3. Writes project proposal for the association
4. Heads the Livelihood Committee

**Assistant Business Manager**

1. Assists the Business Manager

**P.I.O.**

1. Announces to all members if there are work to be done/meeting of the association
2. Heads the Education Committee

**Sergeant at Arms**

1. Keeps the association's peace and order
2. Reports problems/disagreements among membership of the association
3. Heads the Mangrove Task Force

**Bookkeeper**

1. Makes the monthly financial report
2. Keeps the books of expenses of the association

## **Article V - Committees and Responsibilities**

### **Membership Committee**

1. Screens applicants for membership
2. Decides on appropriate suspension/expulsion and penalties to members who violate the CBL of the association
3. Facilitates the conduct of election

### **Education Committee**

1. Provides the membership with appropriate trainings
2. Links with agencies for seminar, training or information
3. Facilitates distribution of IEC materials to members
4. Plans the appropriate trainings the members and officers would need

### **Mangrove Task Force**

1. Heads in protecting the mangroves
2. Links with agencies for law enforcement (DENR, BFAR, LGU, PNP, Coast Guard, Maritime Police, etc)
3. Reports illegal activities observed/caught that violates the law to the proper authorities
4. Lists/blotters illegal activities that violates the law

### **Livelihood Committee**

1. Facilitates for the appropriate livelihood projects of the members of the association
2. Establish linkage with agencies for livelihood/income generating projects
3. Plans for the appropriate skills training for members

## **Article VI - Membership**

1. A resident of Barangay Pedada married or not whose age is 18 years old and above
2. Has registered with the fisherfolks association, has filled up membership form and was given pre-membership orientation
3. Membership is individual and must not exceed 3 members per household
4. Membership fee is PhP 50.00/member
5. Membership is open to all residents of Barangay Pedada
6. Members must fulfil all the obligations of being a member

## **Article VII - Rights and Responsibilities of Members**

### **Rights**

1. A member has the right to voice his/her opinion on the manner the association is being managed.

### **Responsibilities**

1. Must be active in attending meetings
2. Follows the CBL of the association

3. Must be a good team player
4. Pays the monthly dues of PhP5.00

### **Article VIII - Conducting Meetings**

#### **Regular meetings**

1. The regular meeting is conducted on the last Sunday of the month at 1:00 in the afternoon at the Barangay Hall of Pedada. Only the officers of the association shall attend the monthly meeting.
2. Quorum is declared when attendance reaches 50% + 1.

#### **General Assembly meeting**

1. The general assembly is held four (4) times a year every last Sunday of the third month (March, June, September and December). The GA is hld at 1:00 PM at the Barangay Plaza of Pedada.

#### **Special meeting**

1. The Officers may call for a special meeting (regular or General Assembly) when needed.

### **Article IX - Election and Terms of Service**

1. An officer can occupy his position for 3 terms.
2. The election of new set of officers is held every 2 years and before March 15.
3. Anewly elected officer must occupy his/her position 15 days after election.

#### **Process of conducting election:**

1. Basing from the list of attendees list the names of the nominees on manila paper
2. Introduce to the members/voters the nominees
3. Allow the members to choose whom he/she likes by writing on a piece of paper
4. Mark the fingers of members who have already cast their votes
5. Tally the votes
6. Announce the winners

### **Article X - Membership expulsion and suspension**

#### **Suspension:**

1. Shall be imposed on members that cannot attend the General Assembly Meeting twice (2).
2. Unable to pay the monthly dues in 3 consecutive months

#### **Expulsion:**

1. Shall be imposed on members who was unable to attend the GA in 3 consecutive meetings
2. Unable to pay monthly dues in 6 consecutive months

**Penalty:**

1. The member who cannot attend activities of the association without valid reason must pay the penalty of PHP 100.00.
2. Members who will get out of the association cannot come back anymore, only 30% of his funds can be taken by him while the 70% will be left behind as organizational fund.

The suspension or expulsion of members must be decided upon by the membership committee in a meeting.

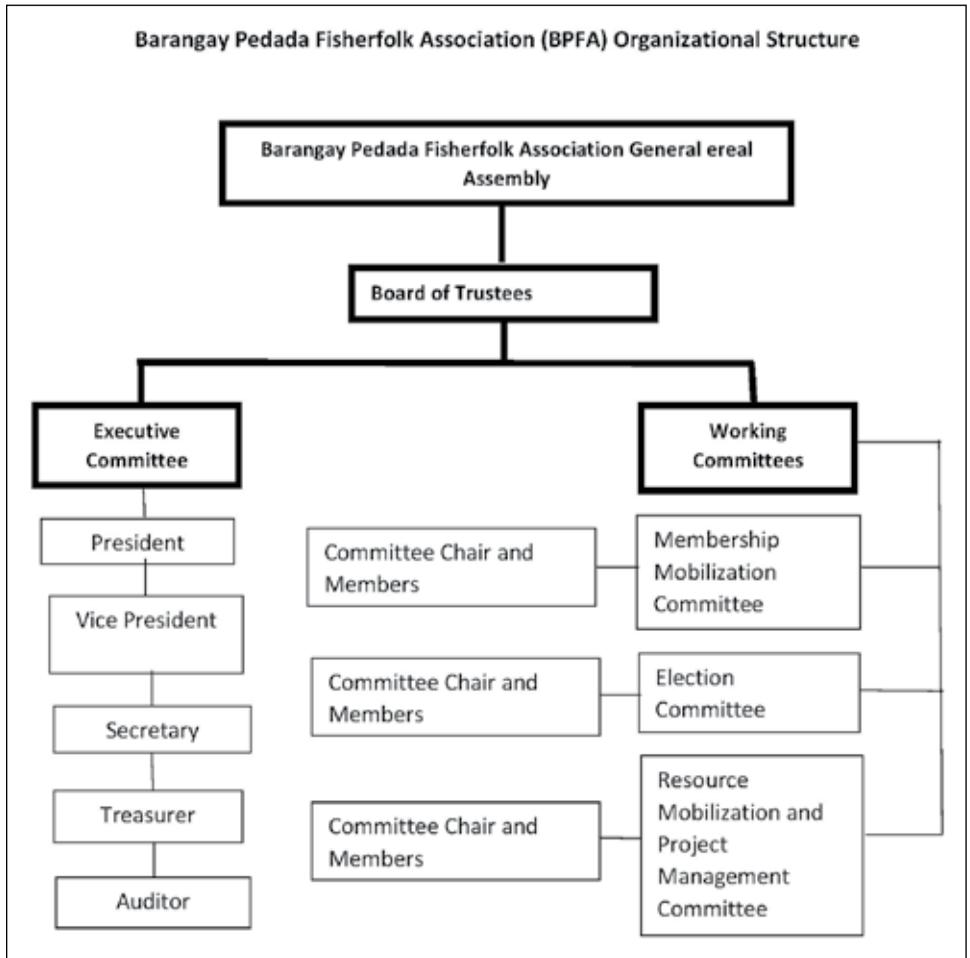
**Article XI - Effectivity**

1. The CBL of the association will take effect after approval of the General Assembly.

## APPENDIX 18. QUALITIES OF A GOOD LEADER

| Qualities                          | Demonstration   |
|------------------------------------|---|
| Knowledge                          | <ul style="list-style-type: none"> <li>• Takes action immediately and can accomplish a lot of work</li> <li>• Intelligent</li> <li>• Has skill in leading the group, in drawing out ideas, planning, and coming up with solutions</li> </ul>  |
| Morality                           | <ul style="list-style-type: none"> <li>• Has high morality standard, integrity, and credibility</li> <li>• Has knowledge and strong feeling for equity and justice</li> <li>• Works for the good of others</li> <li>• Has word of honor</li> </ul>  |
| Determination                      | <ul style="list-style-type: none"> <li>• Works for the attainment of the group's goals and objectives</li> <li>• Patient, does not immediately give up</li> <li>• Thinks that as a leader he/she has a special responsibility</li> <li>• Principled and hard working</li> </ul>   |
| Democratic                         | <ul style="list-style-type: none"> <li>• Weighs out explanations and opposing ideas/opinions</li> <li>• Designates responsibilities to members and trusts them to do assigned work</li> <li>• Encourages others to participate in planning and decision-making</li> <li>• Does not force others to join or participate</li> </ul> |
| Influence                          | <ul style="list-style-type: none"> <li>• Disciplinarian/Has authority and ability of control</li> <li>• Guides others /Works well with them</li> <li>• Explains his/her procedure/system</li> <li>• Stands on his principles, but abides by the group decision</li> </ul>   |
| Good vision and welfare for others | <ul style="list-style-type: none"> <li>• Expresses sympathy for the majority</li> <li>• Volunteers /sacrifices to serve others</li> <li>• Does not refuse requests of others</li> <li>• Trains other leaders</li> </ul>   |
| Strength in emotion                | <ul style="list-style-type: none"> <li>• Humble</li> <li>• Finds happiness in serving others</li> <li>• Has strength in facing problems</li> </ul>  |
| Flexible                           | <ul style="list-style-type: none"> <li>• Very particular in making change happen</li> <li>• Practical</li> <li>• Can immediately identify needs</li> <li>• Accepts criticisms and challenges</li> <li>• Learns from mistakes</li> </ul>   |
| Commitment to help others          | <ul style="list-style-type: none"> <li>• Sympathetic</li> <li>• Sacrifices own happiness for others</li> <li>• Helps without counting the cost</li> </ul>   |
| Camaraderie/ belongingness         | <ul style="list-style-type: none"> <li>• Good person, does not hurt others</li> <li>• Approachable/Blends well with others</li> <li>• Understanding</li> <li>• Leads others to achieve goals</li> </ul>   |

## APPENDIX 19. BPFA NEW ORGANIZATIONAL STRUCTURE



Note: PO structure evolves to accommodate roles and responsibilities with expanding PO activities/projects.

## APPENDIX 20. FILLED UP OD FORM FOR SALVARUM

### PO ASSESSMENT

**Name of PO:** Salvacion Responsible kag Uswagon nga Mangingisda (SALVARUM)

| Item                     | Status at Present  | Gaps  | Recommendations  |
|--------------------------|--|---|--|
| Organizational formation | The Barangay Council initiated the formation way back in June 2005 which was then assisted by the Municipal Agriculture Office (MAO). Its 1 <sup>st</sup> President was Danilo Castro. SALVARUM was originally composed of male members. It was only this 2 <sup>nd</sup> Quarter of 2018 that they had their most recent election of officers   |   |  |
| Organizational structure | New set of officers were elected in July 2018. The composition of the officers<br>President - Sammy Guillen<br>Vice President - Gerald Artibel<br>Secretary - Ma Fe Claro<br>Assistant - Nida Molina<br>Treasurer - James Dejulian<br>Assistant - Lloyd Ramos<br>Auditor - Ivo Freech Guillen<br>Assistant - Luisito Amarga<br>Business Manager - Arcelie Francisco<br>Assistant - Edward Biason<br>BOD:<br>Jerald Flores<br>Robenson Guillen Jr.<br>Jeme Tomongtong | Based on the CBL, the organizational structure has other committees like Education Committee, Audit Committee and Finance Committee It was stipulated in the CBL that the needed officers included the BOD Chair, Vice, Secretary, Treasurer and Auditor. | it was advised to elect officers of the other committees. It was advised that other officers may be elected to fill up the three committees. |
| CBL                      | CBL is reviewed every meeting  |   | It was recommended that the CBL be photocopied and provided among members.   |

|                                      |   |   |   |
|--------------------------------------|---|---|---|
| Registration                         | Registered with DOLE last March 7, 2006   |   | The group was advised to have their BIR registration; inquire if possible for late registration   |
| Accreditation at the local level     | Accredited with the Local Development Council.  | The officers claimed that the previous President had their organization accredited at the SB Secretary.                                     | Group was advised to follow-up status of their accreditation.   |
| Membership to local groups/ councils | Member of MFARMC  | Previous President was member of the MFARMC but is now employed by the LGU. The present President has taken on the membership at the MFARMC |   |
| VMG                                  | <p>Vision:<br/>Ang pangabuhian sang mga tawo mangin mauswagong</p> <p>Mission:<br/>Tungod sang pagbinuligay kag paghatag ang mga tawo makaangat sang ila pangabuhian kag may ideya kung paano makadugang sang ila pangabuhian kag sa pagbulig sa kabataan</p> <p>Goal:<br/>Para maangat ang pagpangabuhi sang mga pumuluyo kag sa buas damlag sang mga kabataan</p> |   | Conduct a session to enhance the VMG of the organization.   |
| Conduct of meetings                  | Meetings are regularly conducted every last Saturday of the month. Majority of the members participate in the meeting   |   |   |
| Organizational policies              | Membership policy:<br>SALVARUM collect a membership fee of PhP25 per member. A monthly membership due of PhP5 is also exacted from members. Payments of dues determine a member in good standing.   |   | An "operations manual" may be adopted by SALVARUM. Operations Manual Formulation Workshop may be facilitated to formulate organizational and project policies |

|   |   |  |  |
|---|---|--|--|
| Conflict management                               | BOD meets for conflict resolution.  |  |  |
| Trainings attended/ participated                  | DOLE and NGOs previously and presently operating in the barangay have provided trainings to SALVARUM. These trainings include: Entrepreneurship Training- ICode Leadership Training- Save the Children and ADRA Organizational Development Plan Training- Save the Children Proposal Preparation Training- DOLE |  |  |
| Projects/pro-grams managed                        | SALVARUM is engaged in consumer store.<br>It has also engaged in fishing gear provision among 28 member beneficiaries which was cost shared. Alternative livelihood program accessed was backyard poultry production.   |  |  |
| Membership  |   |  |  |
| Linkage established                               | Established linkage with NGOs and MLGU  |  |  |
| Negotiations done/ conducted                      | N/A   |  |  |
| Organizational funds                              | Organizational funds are derived from monthly dues.<br>SALAVARUM was able to access PhP135,000.00 from ADRA for its livelihood activities.  |  |  |
| CBFMA   | N/A   |  |  |
| other relevant information about the organization | In decision making, the General Assembly has the “final say”, suggestions and or motions are done at the BOD level and presented to the GA for approval.  |  |  |
| Level of organizational formation                 | Level 1- area of operation is barangay; kind/ form of membership is individual  |  |  |

## APPENDIX 21. LIST OF ZSL POS AND THEIR OD STAGES

| Name of PO  | Site                              | Years of existence (year established) | No. of members | OD stage |
|---|-----------------------------------|---------------------------------------|----------------|----------|
| Barangay Pedada Fisherfolk Association (BPFA)                       | Pedada, Ajuy, Iloilo              | 2006                                  | ~230           | Maturity |
| Buntod Katibyugan (BK)  | Buntod, Panay, Capiz              | 2009                                  | ~60            | Maturity |
| New Balaring Mangrove Association (NewBama)                         | Balaring, Ivisan, Capiz           | 2009                                  | ~30            | Maturity |
| Katilingba sang Gagmay nga Mangingisda sa Dolores (KAMAMADO)        | Dolores, Nueva Valencia, Guimaras | 1997                                  | ~50            | Maturity |
| Bugtongbato Fisherfolk Association(BFA)                             | Bugtongbato, Ibaday, Aklan        | 2008                                  | ~80            | Maturity |
| Nagkahiusang Mananagat sa Naisud (NAMAOS)                           | Naisud, Ibaday, Aklan             | 2008                                  | ~30            | Decline  |
| One Basiao Oyster Farmers Association. (1BOFA)                      | Basiao, Ivisan, Capiz             | 2016                                  | ~50            | Maturity |
| Barangay Ondoy Fisherfolk Association. (BOFA)                       | Ondoy, Ibaday, Aklan              | 2012                                  | ~40            | Maturity |
| Samahang Mangingisda ng Barangay Aquino. (SMBA)                     | Aquino, Ibaday, Aklan             | 2012                                  | ~30            | Maturity |
| Tambaliza Small Fisherfolk Association. (TASFA)                     | Tambaliza, Concepcion             | 2013                                  | ~140           | Maturity |
| Association of Igbon Savers for Sustainable Fisheries. (ASSISUF)    | Igbon, Concepcion                 | 2018                                  | ~60            | Survival |
| Salvacion Responsible nga Organisasyon sang Mangingisda. (SALVARUM) | Salvacion, Concepcion, Iloilo     | 2006                                  | ~50            | Maturity |
| Luca Fisherfolk Association (LUFA)                                  | Luca, Ajuy, Iloilo                | 2017                                  | ~80            | Survival |
| Silagon Fisherfolk Association (SFA)                                | Silagon, Ajuy, Iloilo             | 2016                                  | ~80            | Survival |
| Punta Buri Marine Protected Area Association. (PBMPAA)              | Punta Buri, Ajuy, Iloilo          | 2018                                  | ~50            | Survival |

|  |  |      |    |          |
|--|--|------|----|----------|
| Oboob Mangrove Garden integrated Eco-tourism And Conservation Association (OMAGIECA) | Oboob, Sta. Fe, Bantayan Island, Cebu    | 2014 | 32 | Maturity |
| Kodia Fisherfolk Association(KODFA)  | Kodia, Madridejos, Bantayan Island, Cebu | 2015 | 68 | Maturity |
| Batasan Fishers Association(BAFA)  | Batasan Island, Tubigon, Bohol           | 2014 | 50 | Maturity |
| Matabao Fisherfolk Association (MAFA)  | Matabao, Tubigon                         | 2011 | 37 | Maturity |
| Kapunungan sa Nagkahiusan Katawhan sa Lipata (KANAKALI)                              | Lipata,CPG, Bohol                        | 2014 |    | Decline  |
| Kapunungan sa Gagmayng Mananagat ug Mag Uuma sa Sinandigan (KAGAMMASI)               | Sinandigan, Ubay, Bohol                  | 2014 |    | Decline  |

## APPENDIX 22. BASIC LEADERSHIP TRAINING DESIGN

(Primavera et al., 2012)

| Activity/topic   | Time allotment  |
|--|---|
| Arrival and registration of participants <ul style="list-style-type: none"> <li>• Morning Praise</li> <li>• Singing of the National Anthem</li> <li>• Introduction of participants</li> <li>• Expectations check/levelling off</li> <li>• Training objectives</li> <li>• Training schedule orientation</li> </ul>  | 1 hour and 30 minutes   |
| Lectures<br>What are values? Kinds of values. Factors that affect values;<br>Maslow’s hierarchy of needs;<br>Man and Dignity;<br>Definition of a leader, leadership, important things to consider in a leader, qualities of a good leader;<br>Roles of a leader, characteristics of an effective leader, authentic leadership in the Philippines;<br>Motivation (principles, process of motivating people);<br>Jack Welch 7 Rules for Leaders;<br>Leadership styles;<br>Leadership skills. | 8 hours   |
| Role play and group dynamics;<br>Demonstrating values;<br>Johari window;<br>Differentiating a “Boss” from a “Leader”;<br>Building a Tower.   | 3 hours and 30 minutes  |
| Break time (snacks and lunch)  | 2 hours and 45 minutes<br>(@ 1 hour during lunch x 2 lunch and 15 minutes/snack x 3 snacks) |
| Evaluation/closing   | 30 minutes  |

## APPENDIX 23. TRAINING DESIGN ON LEADERSHIP SKILLS

|   |   |
|---|---|
| Registration of participants and Opening activities<br>Morning Praise<br>Singing of the National Anthem<br>Introduction of participants<br>Expectations check/levelling off<br>Training objectives<br>Training schedule   | 1 hour and 30 minutes   |
| Lectures<br>Facilitating meetings<br>Agenda setting<br>Taking minutes of meetings<br>The 2-way communication process<br>Barriers to communication<br>Dos and Donts of effective communication<br>Conditions which hinder effective communication<br>Skills to increase clarity of communication<br>Effective listening skills<br>Stages of problem solving<br>Decision-making procedure<br>Teamwork and cooperation | 6 hours and 30 minutes  |
| Group dynamics/role play<br>Facilitating meetings<br>Rumor-mongering<br>Laying off<br>Broken squares  | 4 hours and 30 minutes  |
| Break time  | 2.45 hours (@ 1 hour during lunch x 2 lunch and 15 minutes for snacks x 3 snacks) |
| Evaluation and Closing  | 30 minutes  |

# APPENDIX 24. TRAINING DESIGN ON EMPOWERING DISPUTE RESOLUTION AND MANAGEMENT

(Primavera, et al., 2012)

| Activity  | Time Allotment   |
|---|--|
| Registration of Participants and Opening Activities<br>Morning Praise<br>Singing of the National Anthem<br>Introduction of participants<br>Expectation check/levelling off<br>Training objectives<br>Training schedule  | One hour   |
| Lectures<br>Nature and Dynamics of Conflict<br>Session 1: Group Sharing on Common types of Conflict and Approaches to their Resolution<br>Session 2: Conflicts defined, Circle of Conflict (CC) and Sources of Power<br>Session 3: CC-Conflict Resolution(CR) Continuum Framework<br>Effective Communication and Conflict Management<br>Session 4: Key Effective Communication Skills (Active Listening, Probing and Paraphrasing)<br>Session 5: Positional Bargaining vs Principled Negotiation<br>Consensual Approaches to Conflict Resolution<br>Session 6: Arbitration vs Mediation<br>Session 7: Mediation | 10 hours and 30 minutes  |
| Laboratories<br>Session 8: Laboratory on Principled Negotiation<br>Session 9: Laboratory on Mediation   | 8 hours  |
| Break time  | 4 hours and 15minutes (@ 1 hour during lunch x 3 lunch and 15 minutes/ snack x 5 snacks) |
| Evaluation/closing  | 30 minutes   |

## APPENDIX 25. TRAINING DESIGN ON SIMPLE BOOKKEEPING

| Activity  | Time Allotment                    |
|---|-----------------------------------|
| Registration of Participants and Opening Activities<br>Morning Praise<br>Singing of the National Anthem<br>Introduction of participants<br>Expectation check/levelling off<br>Training objectives<br>Training schedule  | 1 hour                            |
| Review and assessment of existing financial policies  | 1 hour                            |
| Formulation of Financial Policies <ul style="list-style-type: none"> <li>• Who are the signatories during withdrawal?</li> <li>• Who approves cash advances?</li> <li>• What are allowable items for cash advances?</li> <li>• Are there forms available for cash advances?</li> <li>• What is liquidation of cash advance? How many days after the cash advance is granted should liquidation be filed?</li> <li>• Who approves liquidation?</li> <li>• What are penalties for not submitting liquidations at the specified time?</li> <li>• How much petty cash should be maintained?</li> <li>• Who holds and maintains petty cash?</li> <li>• How much of an expense can be paid by petty cash?</li> <li>• During travel, how much are the allowable rates for meals and transportation?</li> <li>• Who submits financial reports?</li> </ul> | 3 hours                           |
| Actual financial installation   | 2 hours and 15 minutes            |
| Break time (snacks and lunch)   | 15 min for snacks; 1 hr for lunch |
| Evaluation/closing  | 30 Minutes                        |

## APPENDIX 26. COMSCA ORIENTATION GUIDE

### Who is involved?

#### Objectives:

#### By the end of the meeting:

- The participants will have a detailed understanding of the methodology
- The participants will decide if they want to form a CoMSCA

The preliminary meeting with potential participants is likely to involve several groups. At this time people will have formed themselves into groups that think they may want to do CoMSCA, but this meeting is not yet part of the formal training process. This meeting can involve two or three groups, but probably not more, because it becomes unmanageable and does not provide the opportunity for everyone's questions to be answered.

### What is covered in this meeting?

#### Step 1: Describing the basic features of a CoMSCA:

- A Community Managed Savings and Credit Association (CoMSCA) is created so that people can **save, borrow small amounts** and **receive benefits from a small insurance fund**.
- Members are self-selected
- An Association is managed by its members and makes all its own decisions.
- Every Association has a written constitution and clear rules
- Every Association has a Management Committee, which is changed once a year through elections
- An Association allows all members to save small amounts each week
- An Association decides the minimum and maximum value of weekly savings, which allows each member to buy shares in the Association.
- Members do not need to save the same amount each week, or the same amount as each other
- The savings are used to provide small loans to members
- All loans are repaid over a period of not more than 3 months
- All borrowers have to pay a service charge on their loans, at a rate that is the same for everyone and decided by the members themselves.
- There is a difference between interest paid on a loan and a service charge. Interest leaves the community and is paid to an outside lender: Service charges remain in the CoMSCA and are the property of the people who paid them.
- There is a social fund from which members can receive grants for emergencies
- All of the Association's cash is kept in a box with three locks that can only be opened in meetings when all of the Key-holders are present
- All transactions take place in meetings, in front of all of the members

- Record-keeping is based on passbooks and memorisation so that everyone understands the system and the financial status of the Association
- At the end of each year, all loans are repaid, and all savings and profits are distributed to members according to the amount that they have saved
- After this annual money distribution is complete, members who do not want to stay can leave, and new members can join – the activities then begin for another year
- The profits from loans stay within the association and are not paid to an MFI or bank

**Step 2:** The FO then explains the responsibilities of the Association's members:

- All members must attend all meetings and be on time
- Late and missing members must pay a fine
- All members must pay attention in meetings
- All members must contribute the minimum share-purchase/savings at each meeting
- Any borrowers must repay their loans on time
- All members will cooperate to approve loan requests and requests for help from the social fund
- All members will cooperate to resolve disagreements
- All members will help and encourage each other to be successful and active members of the Association

**Step 3:** The FO then explains that not everyone may want to be a member of a CoMSCA, just because they are already members of another type of group. Members must be aware of the qualities that are needed in a member, because these can be different to the qualities needed in a member of another group. They are that members have:

- Confidence in each other
- A reputation for honesty
- A cooperative personality
- The ability to save regularly, even in small amounts
- The ability to repay loans reliably

The FO shall other potential members meet these criteria, so that difficulties can be later avoided.

### **Key questions that may be asked by potential participants**

#### **1. Why should we join a savings Association?**

The purpose of a CoMSCA is to provide a safe and reliable place for individuals **to save**; and **to receive a profit on those savings**. This enables members to meet household and small business expenses without the trouble of approaching a moneylender or MFI. While the amount of money is small, it is easy to obtain and can solve immediate problems.

2. We can save on our own, or we can form our own savings group; why should we join a CoMSCA?
  - The CoMSCA system uses a cash-box and is a safer place to save than keeping cash in a cupboard or under a mattress
  - The CoMSCA system insures everyone an attractive and fair profit on savings
  - The passbook-based record-keeping of CoMSCA prevents quarrelling and unfair treatment from literate members
  - CoMSCA may have a social fund to offer members mutual support and a form of self-insurance
  - CoMSCA have regular democratic elections

**Summary and conclusion:**

The FO should ask if the participants have any questions.

The participants decide if they are interested in becoming a VSLA. If they wish to do so, the FO agrees on the date of the first training module: Groups, leadership and elections

The participants are thanked for their participation and the meeting is closed.

## APPENDIX 27. COMSCA TRAINING DESIGN

### Training Objectives

The two-day training aims to provide the participants with adequate background information for them to internalize its basic concepts and methodology, and to observe an actual CoMSCA meeting, to facilitate quick learning through interaction with the members of a CoMSCA group.

Specifically, at the end of this training, it is expected that the participants can demonstrate the following insights and skills:

- Share understanding of what CoMSCA is, its principles, methodologies and its processes,
- from formation stage to adoption/implementation, mentoring, and monitoring.
- Simulation exercises on recording of CoMSCA transactions in the passbook
- Mock CoMSCA meeting – the first meeting, first loan taking, and first loan repayment

### Expected Outputs

- Action plan to illustrate actual formation of a CoMSCA group/s
- Results on training evaluation through evaluation tool/s.

### Participants

- 25 Community/PO members

### Materials needed

- Manila paper, pentel pens, construction paper, masking tape, play money, LCD projector

The CoMSCA kit is provided by ZSL, but expense for the box will be recovered through a cost-recovery scheme that will be explained in the course of actual formation of CoMSCA.

- ✓ Lockable cash box – customized/standardized (made to order)
- ✓ Three good quality padlocks, each with two keys
- ✓ 25 Passbooks
- ✓ 2 Rubber stamps: one for shares and a different one for daily slot savings
- ✓ Rubber stamp ink pad
- ✓ Ruler – 6 inches
- ✓ Two ball point pens: one black or blue, the other red.
- ✓ Calculator
- ✓ 2 plastic bowls, at least 15 cm in diameter and at least 8 cm deep)
- ✓ 3 fabric money-bags, with draw strings
- ✓ 60 colored metal washers (slot-savings tokens) at least 3 cm in diameter
- ✓ Small notebook

**Program of activities**

| <b>Day</b>             | <b>Activity</b>  | <b>Time Allocation</b> |
|------------------------|--|------------------------|
| 1-Morning session      | Preliminaries <ul style="list-style-type: none"> <li>• Registration</li> <li>• Opening prayer</li> <li>• Introduction (Pax and ZSL)</li> <li>• Welcome</li> <li>• Expectations check</li> <li>• House rules</li> </ul>   | 1 hour                 |
|                        | Training Proper<br>Overview/Objective of the training  | 1 hour                 |
|                        | Context setting<br>Situational analysis: Why Savings?  |                        |
|                        | Discussions <ul style="list-style-type: none"> <li>• CoMSCA Operations                             <ul style="list-style-type: none"> <li>◦ Concept and Objectives</li> <li>◦ History</li> <li>◦ Methods and Practices</li> <li>◦ Schedule of Operation</li> </ul> </li> </ul> | 1 hour                 |
| Lunch break- 1 hour    |  |                        |
| 1-Afternoon session    | Travel to Practicum site   | 1 hour                 |
|                        | Interaction with CoMSCA on site, processing of experience  | 1 hour                 |
|                        | Module 1 Group formation, Leadership and Election  | 1 hour                 |
| Closing/homeward bound | End of day 1   | 1 hour                 |
| 2-Morning session      | Preliminaries <ul style="list-style-type: none"> <li>• Registration</li> <li>• Opening Prayer</li> <li>• Recap</li> </ul>  | 30 minutes             |
|                        | <ul style="list-style-type: none"> <li>• Continue Modular discusion</li> <li>Module 2 Development of Constitution, Policies, and Rules</li> <li>Module 3 Records keeping</li> <li>Module 4 Share out Procedures</li> <li>Module 5 CoMSCA meetings</li> </ul>                   | 3 hours                |
| Lunch break - 1 hour   |  |                        |

|                        |  |                       |
|------------------------|--|-----------------------|
| 2-afternoon session    | Simulation exercises:<br><ul style="list-style-type: none"> <li>• Recording transactions in CoMSCA passbook</li> <li>• CoMSCA meeting</li> </ul> First share purchase; First Loan disbursement; First Loan repayment | 1 hour and 30 minutes |
|                        | CoMSCA Standards   | 1 hour                |
|                        | Discussion on CoMSCA Monitoring<br><ul style="list-style-type: none"> <li>• Organizational</li> <li>• Individual/Member</li> <li>• Weekly recording</li> <li>• Group quality assessment</li> </ul>                   | 1 hour                |
|                        | Next steps/action planning   |                       |
|                        | Training evaluation  |                       |
| Closing/Homeward Bound |  |                       |

## APPENDIX 28. MBFTC TRAINING DESIGN

| <b>Day 1</b>           |   |  |
|------------------------|---|--|
| 0700-0800              | Registration  |  |
| 0800-0845              | Opening Ceremonies<br>National Anthem<br>Prayer<br>Welcome Remarks<br>Inspirational Message<br>Introduction of participants<br>Expectation check and Objectives of the Training<br>Schedule and house rules |  |
| 0845-0900              | Pre-Test  |  |
| 0900-0915              | Introduction: What is ZSL?  |  |
| 0915-1000              | Why mangrove and beach forest rehabilitation?   |  |
| 1000-1200              | Mangrove biology and taxonomy<br>Mangrove conservation and protection   |  |
| 1200-1300              | Lunch break   |  |
| 1300-1330              | Beach forest biology  |  |
| 1330-1400              | Beach forest nursery  |  |
| 1400-1445              | Mangrove nursery  |  |
| 1445-1615              | Mangrove outplanting, Monitoring and Maintenance  |  |
| 1615-1645              | Preparing for the field work, grouping  |  |
| <b>Day 2</b>           |   |  |
| 0715-0730              | Travel to practicum site  |  |
| 0730-0930              | Identification of beach forest and mangrove species   |  |
| 0930-1130              | Site selection, establishing a backyard nursery<br>outplanting and maintenance  |  |
| 1130-1145              | Travel from practicum site to lecture venue   |  |
| 1145-1300              | Wash up and lunch   |  |
| 1300-1430              | Communities role in mangrove rehabilitation   |  |
| 1430-1500              | Mangrove Rehabilitation Plan  |  |
| 1500-1730              | Mangrove Rehab Planning; Workshop and Presentation  |  |
| <b>Day 3</b>           |   |  |
| 0800-0830              | Recapitulation & group dynamics   |  |
| 0830-0930              | Cont.: Presentation of the mangrove rehab plan  |  |
| 0930-0945              | Post test   |  |
| 0945-1030              | Team learning and evaluation  |  |
| 1030-1100              | Closing ceremony  |  |
| 1100-1200              | Lunch   |  |
| <b>HOME SWEET HOME</b> |   |  |

## APPENDIX 29. LMT FORMATION AND TRAINING

The LMTs were established in each CMRP site to regularly check the planted mangroves for growth, survival, and for significant changes. The monitoring team is composed of at least four members.

Steps in the establishment of the LMTs:

1. Identify PO members who will compose the LMT (PO leaders or ZSL staff identify/pinpoint members)
2. Orient LMT members with the data to be gathered: height of plant, number of leaves, total count inside the quadrats, and remarks/notes.
3. Explain to LMT members the importance of each parameter to be recorded. The height and number of leaves are used for growth monitoring while total count represents survival. Remarks and notes are useful as supplementary information
  - a. Height – Height of planted seedlings is taken from ground level up to the highest node of the plant. For seedlings that are branched, look for the tallest branch for height measurement.; For seedlings that have dead upper portion or branches, measure only the living portion of the plant; for cluster/tagged planting, measure only the tagged seedling.
  - b. Number of leaves – Count the total number of green leaves only.
  - c. Remarks/notes. Write observations, such as broken stems, accumulation of barnacles, and/or presence of algae, plastic, debris on plants, which can affect the growth and survival of planted seedlings. Observations gathered during monitoring sessions will serve as basis of activities to be conducted later, like clean-ups or replacement plantings.
4. Familiarize the LMT members with the data sheets (monitoring templates) to be used and all information to be recorded.
5. Conduct on-site trial session. Show the location of plants to be monitored or the quadrats established. Remind LMT members of the details mentioned above before they monitor.
6. Gather all data sheets. Show LMT members how the data are processed and presented.

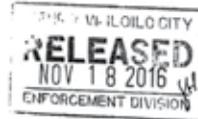
## APPENDIX 30. TRAINING DESIGN FOR MANGROVE COMMUNITY FOREST GUARDS

| Activity   | Time Allotment                    |
|--|-----------------------------------|
| Opening Program<br>Expectation setting<br>House rules<br>Pre-test  | 1 hour                            |
| Module1: DENR Mission, Vision, Thrusts, and Mandates;<br>Philippine Situation on ENER and Environmental Challenges   | 1 hour                            |
| Climate change   | 2 hours                           |
| Module 2: Department Administrative Order (DAO) No. 2008-22: Revised Guidelines on the Deputation of Environment and Natural Resources Officers (ENROs)<br>• Performance evaluation of DENROs/SDENROs<br>• Revocation/Termination of the Deputation Order<br>• Renewal of Deputation Orders for DENROs/SDENROs | 3 hours                           |
| Module3: Environment and Natural Resources (ENR) Law Enforcement Constitutional Mandate<br>• Philippine Environmental Laws and Jurisprudence<br>• Forestry Sector<br>• Environmental sector<br>• Protected areas, wildlife ad coastal zone management<br>• Lands sector<br>• Mines sector                      | 8 hours                           |
| Module 4: Paralegal Procedures<br>• Conducting Surveillance<br>• Preparation of the Investigation<br>• Workshop: Writing an Investigation Report<br>• Preparation and Filing of Cases in Court<br>• Simulation exercises   | 4 hours                           |
| Post test  | 30 minutes                        |
| Break time   | 3 hours (1 hour/day during lunch) |
| Synthesis<br>Post Course<br>Closing Program  | 1 hour and 30 minutes             |

# APPENDIX 31. WEO DEPUTATION LETTER



Republic of the Philippines  
 Department of Environment and Natural Resources  
**OFFICE OF THE REGIONAL DIRECTOR**  
 Region VI, Iloilo City  
 Pepita Aquino Street, Port Area, 5000 Iloilo City  
 Telefax No. (033) 503-3910\* email [ad-r6@denr.gov.ph](mailto:ad-r6@denr.gov.ph)



NOV 15 2016

Special Order  
 No. 2016 - ~~401~~

**SUBJECT : DEPUTATION OF SELECTED LEADERS AND MEMBERS OF PEOPLES ORGANIZATION AS WILDLIFE ENFORCEMENT OFFICERS (WEOs)**

1. In the interest of the service and pursuant to Sec. 30 of RA 9147 and Joint DENR-DA-PCSD Administrative Order No. 1 Series of 2004, the following persons are hereby deputized as Wildlife Enforcement Officers, to wit;

| Name                       | Sex | Address                                 | WEO ID No. |
|----------------------------|-----|---|------------|
| 1. Mercie G. Sapio         | F   | Brgy. Dolores, Nueva Valencia, Guimaras | 0001       |
| 2. Edna C. Magbanua        | F   | Brgy. Dolores, Nueva Valencia, Guimaras | 0002       |
| 3. Susan P. Jolampong      | F   | Brgy. Balaring, Ivisan, Capiz           | 0003       |
| 4. Mario C. Ombid          | M   | Brgy. Balaring, Ivisan, Capiz           | 0004       |
| 5. Erdelinda O. Señadoza   | F   | Brgy. Balaring, Ivisan, Capiz           | 0005       |
| 6. Helen V. Urda           | F   | Brgy. Balaring, Ivisan, Capiz           | 0006       |
| 7. Gemma D. Berico         | F   | Brgy. Buntod, Panay, Capiz              | 0007       |
| 8. Rosy A. Extenado        | F   | Brgy. Buntod, Panay, Capiz              | 0008       |
| 9. Rex B. Balatayo         | M   | Brgy. Buntod, Panay, Capiz              | 0009       |
| 10. Joel A. Enoslay        | M   | Brgy. Buntod, Panay, Capiz              | 0010       |
| 11. Rosalie D. Albay       | F   | Brgy. Buntod, Panay, Capiz              | 0011       |
| 12. Joseph J. Espinosa     | M   | Brgy. Nabitanan, Leganes, Iloilo        | 0012       |
| 13. Ramon F. Barbato       | M   | Brgy. Pedada, Ajuy, Iloilo              | 0013       |
| 14. Ben C. Palmejar        | M   | Brgy. Pedada, Ajuy, Iloilo              | 0014       |
| 15. Jimmy C. Baqueriza     | M   | Brgy. Pedada, Ajuy, Iloilo              | 0015       |
| 16. Rodelin B. Calera      | M   | Brgy. Pedada, Ajuy, Iloilo              | 0016       |
| 17. Reynante G. Panaligan  | M   | Brgy. Naisud, Ibajay, Aklan             | 0017       |
| 18. Denie V. Tiagan        | M   | Brgy. Naisud, Ibajay, Aklan             | 0018       |
| 19. Johnlie V. Sacapaño    | M   | Brgy. Bugtong Bato, Ibajay, Aklan       | 0019       |
| 20. Randy A. Palomar       | M   | Brgy. Naisud, Ibajay, Aklan             | 0020       |
| 21. Rustico S. Inguillo II | M   | Brgy. Bugtong Bato, Ibajay, Aklan       | 0021       |

2. The Wildlife Enforcement Officers shall perform the following duties and responsibilities:

- a. Seize illegally collected, possessed and/or traded wildlife, or parts, by-products and/or derivatives thereof;
- b. Arrest even without warrant any person who has committed, is committing, or is about to commit in his/her presence any of the offenses provided under the R.A. 9147 and other relevant laws, rules and regulations;
- c. Assist in the conduct of surveillance and monitoring of wildlife-related activities;

## APPENDIX 32. FLET TRAINING DESIGN

(Modified from BFAR 6 training design)

| Activity  | Time Allotment         |
|---|------------------------|
| Lecture<br>Module 1: Importance of Fishery Conservation, Protection, and Management                                     | 1 hour                 |
| Lecture<br>Module 2: Importance of Fishery Conservation, Protection, and Management                                     | 1 hour                 |
| Lecture<br>Module 3: Pre-Requirement for Deputy Fish Warden (DFW) and Legal Framework for Coastal Law Enforcement (CLE) | 1 hour                 |
| Lecture<br>Module 4: Common Violations of Coastal Laws  | 2 hours                |
| Lecture and Practicum<br>Module 5: Global Positioning System (GPS)  | 2 hours and 30 minutes |
| Lecture and Practicum<br>Module 6: Identification of Municipal Waters and Plotting of Vessels' Position at Sea          | 2 hours and 30 minutes |
| Lecture and Practicum<br>Module 7: Scientific Examination of Fish Caught by Means of Explosives                         | 1 hour and 30 minutes  |
| Lecture and Group Dynamics<br>Module 8: Procedural Aspect on Surveillance, Patrolling, and Boarding Procedure           | 2 hours                |
| Lecture<br>Module 9: Rules of Criminal Procedure for Environmental Cases  | 1 hour and 30 minutes  |
| Lecture<br>Module 10: Procedural Aspect of Filing of Cases in Court   | 1 hour and 30 minutes  |
| Lecture<br>Module 11: Pointers on Evidence of Fishery Law Violations  | 1 hour and 30 minutes  |
| Lecture<br>Module 12: Ideal Deputy Fish Warden Officers   | 1 hour                 |
| Lecture and Practicum<br>Legal Forms: Complaint Affidavit, Affidavit  | 1 hour and 30 minutes  |

## APPENDIX 33. TRAINING DESIGN ON ENHANCED OYSTER PRODUCTION

| Day       | Time        | Activity/ Input   | Person/s tasked   |
|-----------|-------------|---|---|
| 1/ 29 Jan | 8:00-8:30AM | Arrival and registration of participants  | Pelsy Barber  |
|           | 8:30-9:00   | Preliminaries <ul style="list-style-type: none"> <li>• Prayer</li> <li>• Singing of the National Anthem</li> <li>• Welcome message</li> <li>• Expectations check and levelling off</li> <li>• Objectives of the training</li> <li>• Schedule</li> </ul> | Dax Dwquito<br><br>Mayor Felipe Neri Yap                |
|           | 9:00-9:45   | Project overview <ul style="list-style-type: none"> <li>• BRIDGE</li> <li>• Darwin Initiative</li> </ul>  | Jo Savaris  |
|           | 9:45-10:45  | Lecture <ul style="list-style-type: none"> <li>• Biology of Oysters</li> <li>• Seed Production of Oyster Spat</li> </ul>  | Jo Ladia  |
|           | 10:45-11:45 | Lecture <ul style="list-style-type: none"> <li>• Spat fall</li> <li>• Grow-out Culture Systems</li> </ul>   | Jo Ladia  |
|           | 11:45-12:45 | Lunch break   |   |
|           | 12:45-1:45  | Lecture <ul style="list-style-type: none"> <li>• Comparative Economic Analysis of Different Culture Systems: Stake method, Raft method</li> </ul>   | Jo Ladia  |
|           | 1:45-2:00   | Preparation for the practicum   | Dax Dequito/ Jo Ladia                                   |
|           | 2:00-5:00   | Practicum <ul style="list-style-type: none"> <li>• Raft Construction</li> </ul>   | Jo Ladia/ Fishers from Culajao                          |
| 2/ 30 Jan | 8:00-12:00  | Continuation of practicum <ul style="list-style-type: none"> <li>• Raft Construction</li> </ul>   | Jo Ladia/ Fishers from Culajao                          |
|           | 12:00-1:00  | Lunch break   |   |
|           | 1:00-2:30   | Installation of Oyster Catches  | Jo Ladia/ Fishers from Culajao                          |
|           | 2:30-4:00   | Building back better <ul style="list-style-type: none"> <li>• Zoning of Oyster Production Area</li> <li>• Permitting and Licensing</li> <li>• Setting up of Demo Oyster Farm- Raft Method</li> <li>• Study on geological changes in Basiao</li> </ul>   | MAO Eduard Navarra<br>MPDC Lorna Bernales<br>Jo Savaris |
|           | 4:00-4:15   | Closing Message   | Punong Barangay Roland Unasin                           |

## APPENDIX 34. BPFA BUSINESS PLAN

### Barangay Pedada Fisherfolk Association (BPFA) Business Plan For Beach Forest and Mangrove Seedling Production and Distribution

#### BUSINESS PLAN

##### i. Executive Summary

BPFA was organized in 2003 and was registered with the Department of Labor and Employment (DOLE) on 15 September 2003 with Registration Number VI-1307. In 2009, the organization was reorganized by the Zoological Society of London to implement mangrove rehabilitation and conservation projects in Barangay Pedada. The organization aims to rehabilitate and protect its century old mangroves found along the coastline of Pedada Bay. It has also abundance of almost 19 beach forest species.

The Corps of Officers of the BPFA manages its day to day transactions and activities. Since ZSL assisted the group, trainings, exposure visits, and constant guidance has made the organization independent. The BPFA has been ZSL's partner in many activities being done in Ajuy as well as with other NGOs in providing capacity in the community members would fully benefit. Rehabilitation of many coastal communities has been extensive after typhoon Haiyan. In recent transactions with the San Dionisio LGU, Caritas and ADRA, the organization was able to sell PHP 130,000.00 worth of mangrove seedlings. Recently the Adventist Development and Relief Agency- Philippines (ADRA Philippines) provided the BPFA financial assistance to improve their mangrove and beach forest trees seedling nursery. The group took off from this initiative to engage in full scale distribution of reforestation seedlings for coastal towns in the fifth district of Iloilo.

The seedling production livelihood is seen by the group as a crucial component in social marketing given that most of the fifth district has been hit hard by the strongest typhoon to hit Panay Island. The concept of conservation through the rehabilitation of damaged coastal greenbelts by providing a steady supply of seedlings is an encouraging marketing strategy. The project can be promoted to local government units, state colleges and schools in Northern Iloilo and even companies with Corporate Social Responsibility arms.

The specific product will be the that of the *Sonneratia spp*, *Avicennia spp*, and *Rhizophora spp* of mangroves found in the community. The group will also include multiple beach forest species which they started to bag. The selling will be based on sound scientific protocols the BPFA have learned from ZSL. The group will provide supply of mangroves to be out planted based on what species are

endemic in the buyer's area. BPFA members are also skilled in site selection, species identification and proper outplanting so this would be a bonus to their buyers since the group can give technical advice on top of providing supplies of saplings.

Marketing the business would include signages and EIC materials that would be posted in offices of Agriculture and Environment offices of LGUS. A close relationship with partner NGO's operating in Northern Iloilo will also be established. Total project costs is computed PhP959,507.00. A net income of PhP521,319.00 will be realized for the first year of operation and a 30% and 36% increase for the 2<sup>nd</sup> and 3<sup>rd</sup> year, respectively.

## **1.0. Marketing Plan**

### **1.1. Description of the product/s**

BPFA will produce mangrove seedlings under its brand name "PEDADA SEEDLINGS". The product line for mangrove seedlings will include bagged seedlings of pagatpat (*Sonneratia spp*), bungalow (*Avicennia spp*) and bakhaw (*Rhizophora spp*) from the 14 mangrove species found in the area. Recently the organization started bagging beach forest tree seedling out of the 19 beach forest species available in Pedada.

### **1.1 Comparison of the products with its competitors**

The Barangay Local Government unit of Luca has been bagging and selling mangrove seedlings for various rehabilitation activities in the Fifth District. The group has been bagging mostly bakhaw and bungalow propagules. Recent projects from NGOs like PTFCF and ADRA has added Silagon among the list of seedling providers in the fifth district. On the other hand, BPFA has abundance of pagatpat which are suited for seafront planting. Having a more diverse ecosystem is an advantage to Pedada since they can bag beach forest tree seedling which are also essential in the rehabilitation of coastal areas.

BPFA has also established a good relationship with NGOs, government agencies and private partners because of its track record as a people's organization with a heart for conservation. As a trusted partner of the Zoological Society of London in implementing various conservation projects in the area, the BPFA has a good track record as compared to newly established organizations engaged in the same business in Ajuy.

### **1.2 Location of the business**

**Outlets/s located/ is/are your market? Briefly describe the location of your market outlet/s.**

"PEDADA SEEDLINGS" are bagged and grown near the Pedada Eco-Park, home of Ajuy's century old mangroves. It can be accessed from the national highway via Crossing Bay-ang. The site for the seedling nursery is 1.5 kilometers away

from the main road and can be accessed by big trucks to haul big volume of seedlings. Another nursery is located at the Pedada break water where neighboring towns and barangays planning to haul the purchased seedling using boats can dock . Mangroves are ideally established near or below mother trees, on areas that are inundated 30 % of the time to minimize labor in terms of watering.

**1.3 Main Customers**

The following groups mentioned are engaged in mangrove and coastal ecosystem rehabilitation. Aside from conducting coastal clean up activities, planting of mangroves is a common activity these groups facilitate. Organizations like BPPFA can provide substantial supply of seedlings for these activity. The market for seedlings are segmented into four major groups:

- Government offices and its affiliates: DENR,BFAR,MLGU,BLGU
- NGOs:ZSL,ADRA,Caritas Internationale, International Order of the Red Cross and other NGOs
- Academe:NIPSC,UPV,Luca National High School,and other schools with NSTP Programs
- Institutions with Corporate Social Responsibility arms

**1.3 Demand and Supply**

Below is the volume of products supplied by BPPFA and its competitors:

| Products           | Demand                  | Supply                | Gap                     |
|--------------------|-------------------------|-----------------------|-------------------------|
| Mangrove Seedlings | 158,000 bags            | 30,000 bags           | 128,000 bags            |
| Price              | PhP 15.00               | PhP 15.00             | PhP 15.00               |
| <b>Total</b>       | <b>PhP 2,370,000.00</b> | <b>PhP 450,000.00</b> | <b>PhP 1,920,000.00</b> |

The demand for mangroves are assorted and based on the characteristics of the areas on the fifth district, 80 % of the demand would be from the Avicennia and Sonneratia species while the rest will be Rhizophora.

The beach forest seedlings currently bagged consist of dangkalan,malabago and balok-balok.

**1.4 Selling price and sales Forecast**

Below is the sales forecast for the next three years for the mangrove and beach forest tree seedlings. The groups assumes a 20 % increase in the volume for the demand on mangrove seedlings.

|           |              | YEAR 1     |               |              | YEAR 2     |               |              | YEAR 3     |               |  |
|-----------|--------------|------------|---------------|--------------|------------|---------------|--------------|------------|---------------|--|
| Product   | Quantity     | Unit price | Total Sales   | Quantity     | Unit Price | Total Sales   | Quantity     | Unit price | Total Sales   |  |
| Seedlings | 158,000 bags | 15.00      | PhP 2,370,000 | 189,600 Bags | 15.00      | PhP 2,844,000 | 227,520 bags | 15.00      | PhP 3,412,800 |  |

## 1.5 Marketing Budget

The marketing cost will include tarpaulin signages as part of promotion of the seedling nursery which will be situated in strategic areas like the entrance to Crossing Bay-ang which is in the main highway. It will also include contact details of the BPFA Business Manager. Other signages will also be posted near LGU offices. The group will also print posters and flyers as well as brochures that will be provided to offices of government line agencies like the PENRO, MENRO and Department of Agriculture offices. The same strategy will also be done on NGO offices operating in Northern Iloilo and nearby towns in Capiz.

Transportation expenses will cover for the gasoline and fare of the Business Manager and other officers of BPFA tasked to visit offices of possible buyers.

| Cost item               | Year 1       | Year 2       | Year 3        |
|-------------------------|--------------|--------------|---------------|
| Transportation expenses | PhP 5,000.00 | PhP 5,000.00 | PhP 5,000.00  |
| Promotional Expenses    | PhP 3,000.00 | PhP 3,500.00 | PhP 5,000.00  |
|                         |              |              |               |
| Total                   | PhP 8,000.00 | PhP 8,500.00 | PhP 10,000.00 |

## 2.0 Production Plan

### 2.1 Product Description

BPFA is engaged in mangrove and beach forest seedling production. The major species of mangroves that are present and available in the nursery are *Sonneratia Alba* (Pagatpat) *Avicennia Marina* (Bungalon), and *Rhizophora spp* (bakhaw). Among the beach forest species that they bag include balukbaluk malabago and dangkalan.

Mangroves and beach forest trees are best suited for coastal area rehabilitation and greening. Mangroves are home to many species of marine organisms and has an essential role in the ecosystem.

All three common species of mangrove are fruiting year round and with the presence of all three major species in Pedada collection will be easier. In practice, BPFA would collect wilding or saplings of *Avicennia* and *Sonneratia* with 6-8 leaves and is hardy to be transplanted into 4x4x10 cm polybags.

**2.2 Production Process**

- Start
- Care and Monitoring
- Seedling
- Transfer to Nursery
- Collection
- Soil/Plot preparation
- Potting/Bagging
- Germination

**2.2 Machineries and equipment**

The BPFA has 289 members who will be mobilized in the operation of the mangrove and beach forest nursery.

Below are the tools needed for the production and its corresponding depreciation cost. Straight-line depreciation was used to compute for the respective devaluation costs.

| Name of Equipment | Quantity                 | Unit Cost (PhP) | Total Cost (PhP) | Estimated Life | Annual Depreciation (PhP) |
|-------------------|--------------------------|-----------------|------------------|----------------|---------------------------|
| Shovel            | 289 pcs.                 | 35.00           | 10,115.00        | 1 year         | 7,225.00                  |
| Crates            | 289 pcs.                 | 185.00          | 53,465.00        | 2 years        | 12,283.00                 |
| Plastic matting   | 5 rolls/<br>double width | 6,000.00        | 30,000.00        | 3 years        | 5,000.00                  |
| Polybag           | 158,000                  | 2.00            | 316,000.00       | 1 year         |                           |
| Spades            | 289 pcs.                 | 220.00          | 63,800.00        | 3 years        | 11,560.00                 |
| Tagad             | 289 pcs.                 | 200.00          | 57,800.00        | 3 years        | 19,266.66                 |
| Binders           | 100 rolls                | 60.00           | 6,000.00         | 1 year         | 3,000.00                  |
| Nets              | 58 rolls                 | 4,000.00        | 232,000.00       | 5 years        | 34,800.00                 |
| Bamboo            | 600 pcs.                 | 100.00          | 60,000.00        | 2 year         | 22,5000.00                |
| Total             |                          | 10,802.00       | 829,180.00       |                | 115,634.00                |

**2.3 Location**

Barangay Pedada is one of the coastal barangays in the municipality of Ajuy. It is 20 kilometers away from the poblacion and is 2 kilometers away from the main highway. It can be accessed through Crossing Bay-ang. Important landmarks going to Pedada include Luca National High School. The nursery site can be accessed by trucks and large vehicles. The mangrove and beach forest nurseries are located along the shoreline of Pedada bay. Another positive development for the business is the construction of a roll-on roll-off port at adjacent Barangay Bay-ang. Potential buyers from other provinces in Negros can purchase seedlings with ease of transport once the port is functional.

## 2.4 Production Capacity

The BPFA has a production capacity of 158,000 bags in a year. It is projected to grow by 63 % at a figure of 250,000 within 3 years. The production of bagged seedlings will consider the fruiting season of the different mangrove species particularly *Sonneratia* and *Avicennia*. For beach forest species, bagging has commenced but the disposal of seedlings is expected after 2 years to ensure hardy branches. This will make sure that the damage during transport and outplanting is lessened considering that the measure of success for mangrove rehabilitation is the mortality or survival rate.

To ensure that the production capacity is reached, a production schedule will be followed. The production schedule. Things to consider would be the proper protocols in nursery production. Since mangroves are sensitive, inefficient means of seedling selection, bagging and maintenance can cause damage to production. Strict quality control is essential to ensure that labor and resources are maximized. Quality control would also consider the time element since fruiting seasons are considered as well as growth and maturity of seedlings before it can be considered ready for out-planting.

| Equipment  | Present Capacity      | Future Capacity       |
|--|-----------------------|-----------------------|
| Shovel, tagad, polybags, nets, Binders, spade, bamboo, crates, plastic matting | 158,000 bags per year | 250,000 bags per year |
|  |                       |                       |
|  |                       |                       |

| Month    | Fruiting Season<br><i>A.marina</i> (AR)<br><i>S. alba</i> (SA)<br><i>Rhizophora spp</i> (RH) |    |    | Activity        |    |                  |                              |             |                         |                            |
|----------|--|----|----|-----------------|----|------------------|------------------------------|-------------|-------------------------|----------------------------|
|          |  |    |    | Seed collection |    | Plot preparation | Potting/ Bagging of wildings | Germination | Transferring to Nursery | Maintenance and Monitoring |
| January  |  | SA | RH | RH              |    |                  | All species                  |             |                         | All species                |
| February |  | SA | RH | RH              |    |                  | All species                  |             |                         | All species                |
| March    |  | SA | RH | RH              |    |                  | All species                  |             | All species             | All species                |
| April    | AM   | SA | RH | AM              | RH |                  | All species                  | AM          | All species             | All species                |
| May      | AM   | SA | RH | AM              | RH |                  | All species                  | AM          | All species             | All species                |
| June     | AM   | SA | RH | AM              |    |                  | All species                  | AM          | All species             | All species                |
| July     | AM   | SA | RH | AM              | SA |                  | All species                  | AM          | SA                      | All species                |
| August   | AM   | SA | RH | AM              | SA |                  | All species                  | AM          | SA                      | All species                |

|           |    |    |    |    |    |  |             |    |    |             |             |
|-----------|----|----|----|----|----|--|-------------|----|----|-------------|-------------|
| September | AM | SA | RH | AM | SA |  | All species | AM | SA | All species | All species |
| October   |    | SA | RH | SA |    |  | All species |    |    | All species | All species |
| November  |    | SA | RH | SA |    |  | All species |    |    | All species | All species |
| December  |    | SA | RH | SA |    |  | All species |    |    | All species | All species |

Following the production schedule above, the BPFA will divide the production into 547 seedlings to be bagged per member. Maintenance and monitoring will be done on rotation among the members in subgroups which will be formed. There are 3 nursery areas where they can place the bagged mangrove seedlings with 96 members working per nursery area. Each sub-group will have their assigned plot where they can place their bagged mangroves.

Maintenance would include daily checking on seedling growth and health, cleaning of the nursery area (from barnacles, debris, predators), and replacement of mortalities.

**2.5 Raw Materials**

The table below shows the following the raw materials needed for the production of mangrove and beach forest seedlings

| Raw Materials | Quantity Required | Cost | Available Supply | Source           |
|---------------|-------------------|------|------------------|------------------|
| Seeds         | 158,000 seeds     | None | 600,000 seeds    | Pedada Mangrove  |
| Soil          |                   | None |                  | Pedada shoreline |
| Water         |                   | None |                  | Pedada Bay       |

The seeds would come from wildings of *Sonneratia*, *Avicennia* and *Rhizophora spp* of mangroves found in Pedada. Other source of raw materials would include fruits from the same species mentioned above which can be germinated and placed in individual seed boxes before being transferred to polybags. The soil requirement would be from the same soil sourced from the area where wildings are gathered. Mangroves would grow better using the same soil from where the wildings are gathered. The case is the same for germinated seedlings.

Watering the mangroves would use the technique established by ZSL where seedling nurseries are housed below mother trees. These nurseries can be reached during high tide, this serves as hydration for the plants. These nursery sites are secured not to have water logs and should not be soaked in sea water the whole time.

## 2.6 Labour

The following functions will be performed by tasked members of the BPFA in the production of seedlings. Seedling collectors will also perform the task of bagging, germination and bagging. Plot preparation will be done collectively by 6 groups composed of 47 members.

The function of the Nursery Manager is to ensure that production schedules are followed as planned. They are also in charge of rotating the members in charge of the monitoring and maintenance of the nurseries.

There will be smaller teams with assigned Team Leads and Secretaries to facilitate daily activities and record attendance. They will report to their respective Nursery Managers.

| Function/Job Description | No. of Workers | Rate per day/piece | Total Cost   |
|--------------------------|----------------|--------------------|--------------|
| Seedling Collectors      | 283 members    | 8.00/per bag       | 1,264,000.00 |
| Nursery Managers         | 6              | 1,000.00/per month | 72,000.00    |
| <b>Total</b>             |                |                    |              |

## 2.7 Production Cost

The table sums up the total production cost with an assumption of a 10% annual increase in the next 3 years.

Raw materials will not have any cost since it is abundant in the area. The process of collecting the seedlings and placing it in nurseries will be covered in the labor. The repair and maintenance was taken from 10 percent of the equipment needed for production.

| Cost Item             | Year 1 (PhP)        | Year 2 (PhP)        | Year 3 (PhP)        |
|-----------------------|---------------------|---------------------|---------------------|
| Raw Materials         | 0                   | 0                   | 0                   |
| Labor                 | 1,336,000.00        | 1,469,600.00        | 1,616,560.00        |
| Transportation        | 5,000.00            | 5,500.00            | 6,050.00            |
| Repairs & Maintenance | 82,918.00           | 91,200.00           | 100,321.00          |
| Utilities/            | 5,000.00            | 5,500.00            | 6,050.00            |
| Depreciation          | 115,634.00          | 127,197.00          | 139,917.00          |
| <b>Total</b>          | <b>1,544,552.00</b> | <b>1,698,997.00</b> | <b>1,868,898.00</b> |

## 3.0 Organization and Management Plan

### 3.1 Type of Business Organization

The BFPA Mangrove Seedlings Nursery is a community based business managed by the people's organization engaged in producing mangrove and beach

forest seedlings. The association has been a long time partner of the DENR in implementing the national Greening program and has maintained closed ties with LGUs and NGOs in supplying mangrove seedlings for rehabilitation of coastal areas in Northern Iloilo.

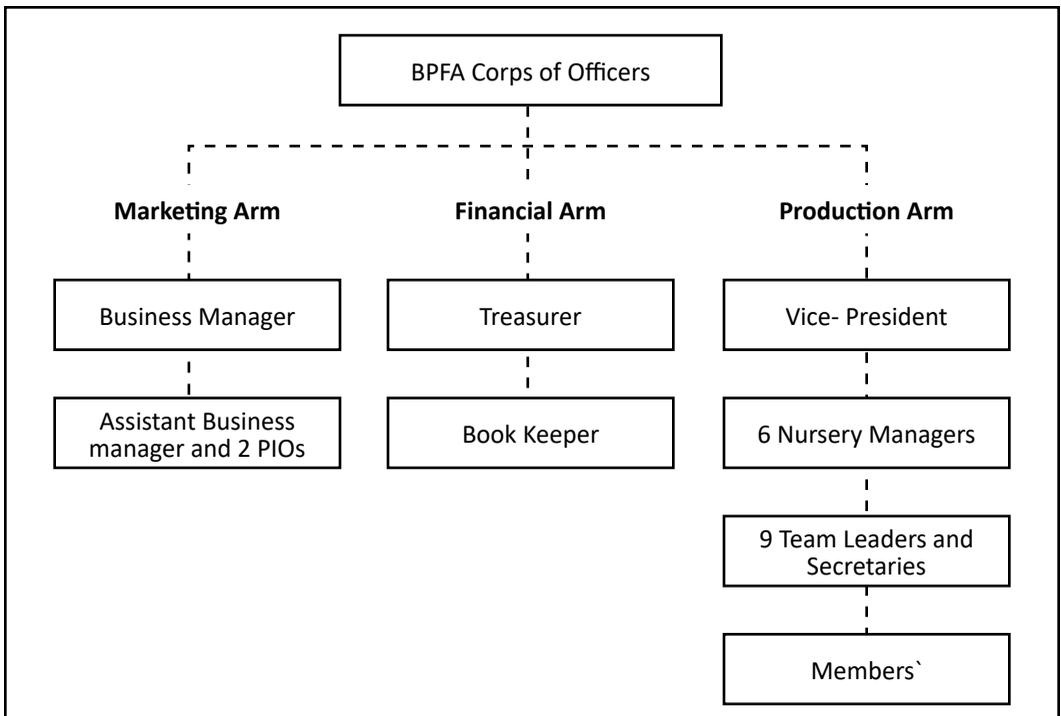
The seedling production will serve as a livelihood arm of the organization with the purpose of providing alternative income to members who are mostly engaged in fishing as the main source of income.

### 3.2 Organizational Structure

The organogram below describes the structure of the business in relation to the officers of the organization.

The overall management and decision making will still be democratically presided by the Corps of Officers of the BPFA in accordance with the organization’s constitution and by-laws. The Corps of Officers is composed of the president and the whole staff elected during the said 3 year period since BPFA conducts elections every 3 years.

Specific posts like that of the Business Manager and the Vice-President as well as the Treasurer will be directly involved in the seedling production business.



### **3.3. Business Experience and Qualification of Leaders and Management Staff**

Below are the positions and functions of the leaders and management staff.

President –takes charge of the overall operation of the business

Vice President- responsible of the overall production and management of the nurseries, he also oversees the Nursery Managers

Business Manager – in-charge of marketing and sales drive, he also supervises the two PIOs and Assistant Business Manager who serves as his staff in the Marketing Arm. This group is also in-charge of procurement of the needs in the nursery.

Treasurer – takes care of financial transactions such as disbursements, cash advances and bank transactions involving the nursery operation. The treasurer works hand-in-hand with the Book Keeper in managing the financial aspect of the business.

Auditor -Check and Audit Financial Records of the business.

Nursery Managers – Manages the Team Leaders in the 3 Nursery Sites, There are 2 managers per site and they report directly to the Vice-President

Team Leaders – manages small groups in terms of production by ensuring that seed collection, germination, bagging and monitoring and maintenance is regularly done by BPFAs members. Team Leaders assist the Nursery Managers in the whole production cycle.

Team Secretaries – Team Secretaries record the daily attendance of each members tasked for the activities, she also keeps record of the seedlings bagged by individuals, mortality rate and replacement. Their records are reported to the Nursery Managers and are collated by the Vice-President as basis for the production report to the Corps of officers or the General Assembly.

### **3.4 General and Administrative Expenses**

Below are the general and administrative expenses projected to be incurred in the next 3 years. Salaries and wages would cover for the monthly honorarium of the Nursery Managers. The transportation cost will be solely for those incurred in performing administrative functions for the group. The supplies will cover office logistics needed for record keeping, monitoring and reporting.

| Cost Item          | Year 1 (PhP)     | Year 2 (PhP)     | Year 3 (PhP)     |
|--------------------|------------------|------------------|------------------|
| Salaries and wages | 72,000.00        | 79,200.00        | 87,120.00        |
| Transportation     | 5,000.00         | 5,500.00         | 6,050.00         |
| Supplies           | 5,000.00         | 5,500.00         | 6,050.00         |
| <b>Total</b>       | <b>82,000.00</b> | <b>90,200.00</b> | <b>99,220.00</b> |

### 3.5. Pre-Operating expenses

A training in pagatpat germination will be run for Team Leads and Nursery Managers which will cost P6,000.00. The training is intended to strengthen the knowledge of these keys persons in germinating *Sonneratia* spp which is a sought after species for sea front planting. This species is also hard to collect thru its wildings.

| Cost Item            | Amount (PhP)    |
|----------------------|-----------------|
| Training             | 5,000.00        |
| Permits and Licences | 750.00          |
| Trial Production     | 1000.00         |
| <b>Total</b>         | <b>6,750.00</b> |

## 4.0. Financial Plan

### 4.1 Financial Assumptions

The following financial assumptions were basis for the projected values of the Financial Plan:

1. Projected sales is taken from the gap of 158,000 bagged seedlings during the first year of production.
2. The price per bagged seedling of mangrove is pegged at P15.00 for the next three years but the volume is projected to increase by 10% yearly.
3. Sales returns and allowances is computed at 5% of the total sales.
4. Prices is based on market oriented pricing where the current buying rate on which BPFA disposes their mangrove seedlings taking into consideration the prevailing price from competitors.
5. Depreciation cost was solved using straight-line method.
6. Production costs including raw materials are estimated to increase by 10 % every year.
7. Marketing and administrative costs are likewise assumed to increase by 10% annually.
8. Finished goods inventory is estimated at 10% of the total purchases made.

**4.2 Total Project Cost**

|  | Equity (PhP)      | Loan (PhP) | Total (PhP)       |
|--|-------------------|------------|-------------------|
| <b>1. FIXED ASSETS</b>                     |                   |            |                   |
| 1.1. Land                                  |                   |            |                   |
| 1.2. Building                              |                   |            |                   |
| 1.3. Machinery and Equipment               | 829,180.00        |            | 829,180.00        |
| 1.4. Office Furniture and Fixtures         |                   |            |                   |
| 1.5. Vehicle                               |                   |            |                   |
| 1.6. Intangibles                           |                   |            |                   |
| 1.7. Allowance for unforeseen costs        |                   |            |                   |
| Sub-Total-Fixed assets                     | 829,180.00        |            | 829,180.00        |
| <b>2. WORKING CAPITAL</b>                  |                   |            |                   |
| 2.1. Direct Costs                          |                   |            |                   |
| 2.1.1. Direct materials                    |                   |            |                   |
| 2.1.2. Direct Labor                        | 108,750.00        |            | 108,750.00        |
| 2.1.3. Manufacturing Overhead              | 7,327.00          |            | 7,327.00          |
| 2.2. Operating Expenses                    |                   |            |                   |
| 2.2.1 Marketing Expenses                   | 667.00            |            | 667.00            |
| 2.2.2. General & Admin. Expenses           | 6,833.00          |            | 6,833.00          |
| Sub-total Working capital                  | 123,577.00        |            |                   |
| <b>3. PRE-OPERATING/EXPANSION EXPENSES</b> |                   |            | 123,577.00        |
| 3.1. Training/Trial prod.                  | 6,000.00          |            | 6,000.00          |
| 3.2. Permits, Licences,                    | 750.00            |            | 750.00            |
| Sub-total Pre-Operating/Expansion Expenses | 6,750.00          |            | 6,750.00          |
| <b>TOTAL PROJECT COSTS</b>                 | <b>959,507.00</b> |            | <b>959,507.00</b> |
|  |                   |            |                   |
| <b>RATIO TO TOTAL PROJECT COSTS</b>        | <b>100%</b>       |            | <b>100%</b>       |

### 4.3 Projected Income Statement

|  | Year 1 (PhP) | Year 2 (PhP) | Year 3 (PhP) |
|--|--------------|--------------|--------------|
| 1.0 GROSS SALES                        | 2,370,000.00 | 2,844,000.00 | 3,412,800.00 |
| a. Sales Discounts                     |              |              |              |
| b. Sales returns and allowances        | 118,500.00   | 142,200.00   | 170,640.00   |
| Total                                  |              |              |              |
| 3.0. NET SCALES                        | 2,251,500.00 | 2,701,800.00 | 3,242,160.00 |
| 4.0 Less: Cost of Goods Sold           |              |              |              |
| 4.1 Direct Materials Used              | 0            | 0            | 0            |
| a. Raw materials Inventory             | 0            | 0            | 0            |
| b. Add. Purchases                      | 0            | 0            | 0            |
| c. Total RM available for Use          | 0            | 0            | 0            |
| d. Less: RM Inventory, End             | 0            | 0            | 0            |
| e. Raw materials Used                  | 0            | 0            | 0            |
| 4.2 Direct labor                       | 1,336,000.00 | 1,469,000.00 | 1,616,560.00 |
| 4.3 Manufacturing Overhead             | 87,918.00    | 96,700.00    | 106,371.00   |
| 4.4 Total Manufacturing Cost           | 1,423,918.00 | 1,565,700.00 | 1,722,931.00 |
| 4.5 Add. Finished good, Inventory, beg | 0            | 71,196.00    | 78,285.00    |
| 4.6 Total Goods Available              | 1,423,918.00 | 1,636,896.00 | 1,801,216.00 |
| 4.7 Less FG Inventory, End             | 71,196.00    | 78,285.00    | 86,147.00    |
| COST OF GOODS SOLD                     | 1,352,722.00 | 1,558,611.00 | 1,715,069.00 |
| 5.0 GROSS PROFIT                       | 898,778.00   | 1,143,189.00 | 1,527,091.00 |
| 6.0 Less: OPERATING EXPENSES           |              |              |              |
| 6.1 Marketing Expenses                 | 8,000.00     | 8,500.00     | 10,000.00    |
| 6.2 Gen and Admin Expenses             | 82,000.00    | 90,200.00    | 99,220.00    |
| Total Operating Expenses               | 90,000.00    | 98,700.00    | 109,220.00   |
| 7.0 NET OPERATING PROFIT               | 808,778.00   | 1,044,489.00 | 1,417,871.00 |
| 8. Add: other income                   |              |              |              |
| 9.0 Less: other expenses               | 0            | 0            | 0            |
| 9.1 Pre-operating expenses             | 6,750.00     | 0            | 0            |
| 9.2 Interest                           |              |              |              |
| 10.0 NET PROFIT BEFORE TAX             | 802,028.00   | 1,044,489.00 | 1,417,871.00 |
| 11.0 Less: Taxes (35%)                 | 280,709.00   | 365,571.00   | 496,255.00   |
| 12.0 NET PROFIT AFTER TAX              | 521,319.00   | 678,918.00   | 921,616.00   |

#### 4.4. Financial Analysis

**Return on Investment [ROI]** – With projected net profit after tax of PhP 521,319.00 on the first year of operation and Total Project Cost of PhP 959,507.00, the business is estimated to generate ROI of 54% [ROI =  $521,319.00 / 959,507.00$ ]. This means that for every P1 invested in the business, P0.54 will be generated as return/profit.

**Payback Period [PP]** – The number of years that the business will be able to recover the Total Project Cost is estimated at 1.84 year or a little more than 1 year [PP =  $\text{PhP}959,507.00 / \text{PhP}521,319.00$ ].

# APPENDIX 35. MATABAO MPA MANAGEMENT PLAN

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## **Chapter 1: INTRODUCTION**

The local government of Tubigon through the Municipal Agriculture's Office (MAO), has been actively promoting the establishment of Marine Protected Areas (MPA's) in their municipality. It was through this information that PSF informed and as recommended by the Municipal Agriculture's Office, that barangay Matabao, among others, has strong interest to establish and manage an MPA in their barangay.

Project Seahorse Foundation for Marine Conservation Inc (PSFMCI), is a non-government organization working towards marine conservation within the Danajon double barrier reef otherwise known as the Danajon Bank. For over 10 years, the organization has worked its way assisting more than 30 MPAs within the Danajon Bank; building constituencies and capacities of coastal and island communities to manage their Marine Protected areas or MPAs.

Working in close collaboration with LGUs in the municipalities of Danajon Bank, Project Seahorse Currently, the organization is seeking creative means to increase social capital and support for such conservation efforts.

in partnership with tThe Matabao MPA is managed jointly by the Barangay Council and the people's organization (PO) MAFA and with the strong support from the municipal government of Tubigon.

At the start of the management planning process, the TWG for MPA planning, was formally created to lead in the formulation of the MPA management plan. The TWG is composed of representatives from the Barangay Council, from MAFA and a representative from the local government of Tubigon, particularly from the Fisheries Section in the office of the Agriculture. Later, after the MPA planning-workshop, MPA management Council (MMC) was created with the same composition of the TWG.

The MPA plan will guide the management council in their continuous efforts in managing the marine environment of Matabao and neighbouring islands. Current issues and opportunities were considered in the process of formulating the MPA management plan. Five major management components were adopted and appropriate and realistic interventions were identified under each component. These will be the bases of their day to day implementation of the management plan.

## Chapter 2: PROFILE OF THE MPA

### A. General information of the barangay

#### *A.1. Location*

Barangay Matabao is one of the 11 coastal/island barangays of the 34 barangays of Tubigon. Its distance from Tubigon proper is 7 kilometers to Matabao proper. It can be reached by sea or by land trip. From Tubigon terminal, tricycles are available that will send you in Matabao.

The total land area of Matabao is 246 has. With total households of 257 and total population is 1,238.

#### *A.2. Facilities*

- Power supply is 24 hours available in the community through BOHECO. About 90% of the households connected with electricity.
- The source of water is from private owned water system (Maberes) for domestic use and for drinking. Deep wells are also another source of water for domestic use though lots of families already preferred bottled water for drinking.
- School buildings both for pre elementary and elementary levels are present in the barangay. It has a chapel (Roman Catholic), a basketball court/barangay plaza, barangay market, health center, barangay hall and a day care center. It has also existing barangay roads and tricycles have become the dominant means of land transportation in the community.

#### *A.3. Current uses of the marine resources*

Fishing is a common practice as main livelihood in the barangay. Livestock raising and farming of crops also prevail. Some families gleaned for seashells during low tide.

## B. Biophysical Conditions

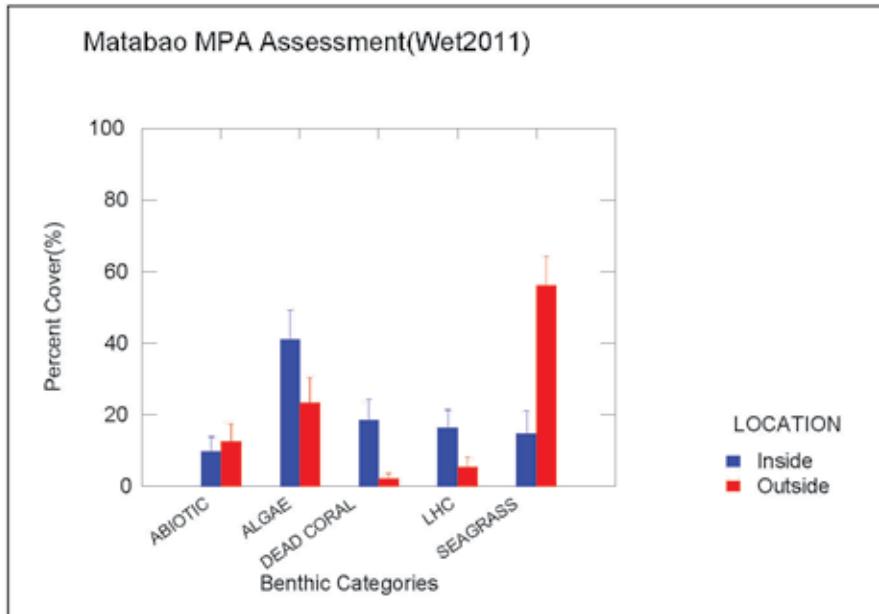
One of the objectives of establishing an MPA or a sanctuary is conserving or preserving the habitat and the organisms with it. In the establishment of an MPA, it is essential to assess the biophysical components of the area. These biophysical components include the conditions of the habitat such as coral cover or mangrove cover and the population of various species within the area. Knowing the condition of these components over time, generates information that can be used in the management of these protected areas.

### B.1. Benthic Composition

The benthic composition of the area was taken by using the Photoquadrat method. Ten 25-meter transect line is laid parallel to the coral reef areas. A monopod was used to take a photo every meter until 23 photos are collected. All photos were then analyzed using the CPCe software and coral cover per benthic categories mean % was calculated. Standard errors were also derived. Rugosity readings were also taken to get an idea of the complexity of the bottom part of the area.

#### B.1. 1. Photoquadrat results

The graph below (Fig. 1) shows that algae have the highest cover inside ( $41\% \pm 8$ ) the MPA, while seagrasses are most abundant ( $56\% \pm 8$ ) outside. Live hard coral cover for both inside ( $16\% \pm 5$ ) and outside is low ( $5\% \pm 3$ ). Dead coral ( $18\% \pm 6$ ) cover is higher compared to outside ( $2 \pm 1$ ). This is also true for live hard coral cover. The photoquadrat method only covered areas at depths of 2-3 meters following reef crest for both inside and outside MPA.



**Figure 1.**

The rugosity data showed that benthic structure (Fig. 1) inside the MPA is more complex than outside the MPA. Seagrass are abundant outside the MPA at the same depth.

The high rugosity reading is most likely attributed to the high % cover of dead corals in the area. Protection is greatly needed for the recovery and improvement of the conditions of the area.

**B.2. Fish Censuses**

Fish counts were done using the Fish Visual Census method. A pair of biologists survey a 50 x5 -meter transect within 15 minutes. Fish counts are estimated within a 2.5x2.5m range/view. Counts per fish family and corresponding sizes are recorded during the surveys.

## B. 2.1 Fish Abundance

Results showed that fish abundance in the area is low. Total fish count inside the MPA is not significantly different from outside. Low-trophic fish families have the highest counts for both inside and outside followed by mid-trophic fishes. There are a very few numbers of fish belonging to the top-trophic level, and some Coral Health indicators (CHI).

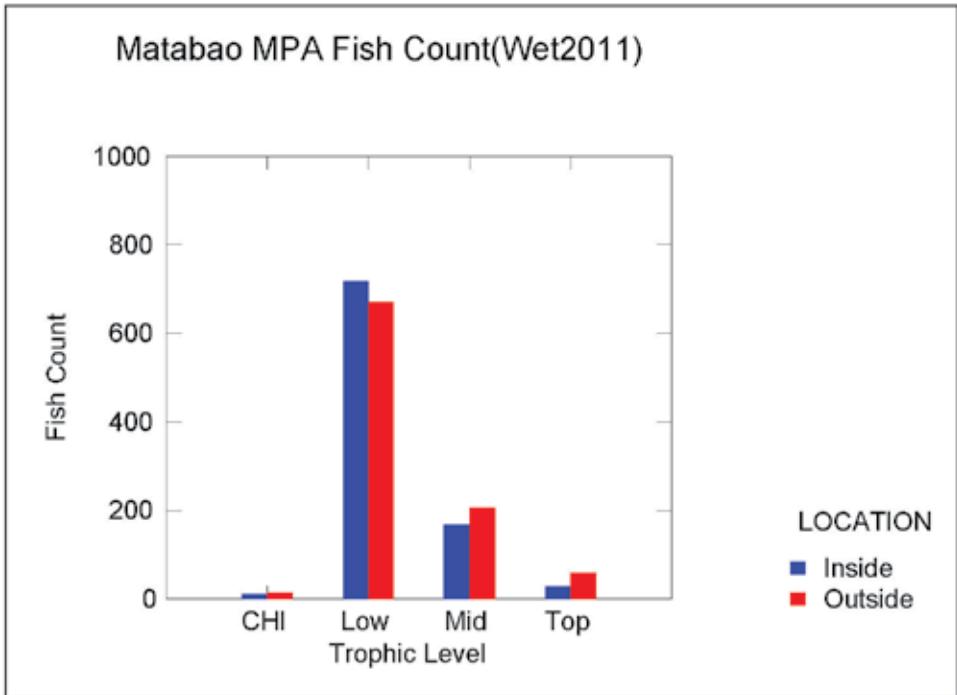
Low-trophic fish count range from 67-71 fish per 100 m<sup>2</sup> inside. Low-trophic fishes are comprised of the small-sized fishes which are commercially unimportant as food fishery, except in the aquarium trade. Low-trophic level fish families seen in Matabao MPA include "bilason" or under family of fusiliers Caesionidae, sandperches under family Pinguipedidae, and "pata" under the family of damselfishes (Pomacentridae), which happens to very common in the area.

Mid-trophic fish are comprised of the medium sized-fish which are moderately important commercially as food fish. The most common mid-trophic fishes in the area are wrasses (Labridae).

Top-trophic fishes are comprised of large sized-fishes which are important commercially as food fish or as target species. The most common top-trophic fishes in the area were breams (Nemipteridae).

Coral health indicators (CHI) are valuable in aquarium fishery (Samoilys et.al.2007). Coral health indicators are estimated at 1-2/100m<sup>2</sup> within Matabao. Few butterfly fish, locally known as "alibangbang" belonging to family Chaetodontidae were observed in the area.

The area was also surveyed for seahorses, but there were none found. Though the area possesses habitats suitable for seahorse, these were absent. This may be attributed to the exploited state of the area. Additional monitoring is needed since, suitable holdfasts for seahorses are observed in Matabao MPA.

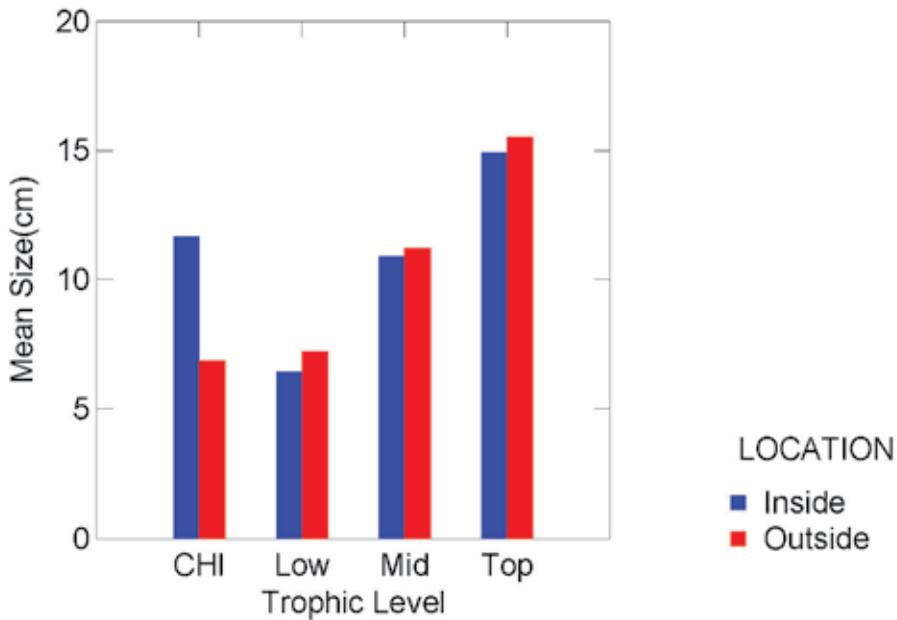


**B. 2.2 Mean Fish Size**

Results showed that average fish sizes recorded ranges from 10-11cm (Fig.9). The highest mean size recorded was from top-trophic family, Lutjanidae (19cm) while lowest mean sizes recorded were from low-trophic families; Caesionidae (7cm) and Pomacentridae (7cm).

Fish sizes are often associated with their fecundity. Most large species of coral reef fishes produce large number of young which are dispersed by a pelagic larval stage (Ashton et.al.1987). Continued MPA protection, would be beneficial to the communities since it would allow for the protection of large reef fish that provide a good number of juveniles or offspring that would disperse to the nearby fishing grounds, and not just within the MPA.

### Matabao MPA Fish Mean Size(Wet 2011)



#### B.3 Other Habitats

Other habitats adjacent to the MPA were also initially investigated. Seagrass beds and mangrove stands within the adjacent parts of the MPA were assessed to give an overview of the conditions of each nearby habitats.

##### B.3.1 Seagrass assessment

Seagrass species in Matabao is diverse. Species common in the area are *Thalassia hemprichii* ( 20 ± 2) and *Enhalus acoroides*( 17 ± 3)

Seagrass cover is high in both locations of the MPA .

Mean percent cover in both locations of the MPA is similar, ( 69%  $\pm$  2 inside the MPA, and 62%  $\pm$  2 outside the MPA.

The Philippines has 19 species of seagrass, second to Australia in terms of seagrass diversity (<http://www.chm.ph>). Eight species of seagrass were identified both inside and outside of the Matabao MPA.

### **B.3.2 Mangrove assessment**

Mangrove cover within the islet is good. Mangrove cover in both location of the MPA is more than 60%. Mangrove average height of the mangrove species is 6 meters. Regeneration per m<sup>2</sup> is 3 saplings/seedlings for both inside and outside of the MPA. Mangroves were identified up to species level.

Five mangrove species were identified adjacent to the MPA. Majority of mangrove species found are *Rhizophora stylosa* both inside (74%) and outside (94%). *Sonneratia alba* is also found in both inside(15%) and outside(6%) of the MPA. The other three species found inside the MPA are *Avicennia marina* (3%), *Rhizophora mucronata*(6%) and *Ceriops tagal*(1%).

## **C. Socio-Economic Conditions**

### **C.1.) Immediate community/ resident fishers**

The primary sources of income of the Matabao community are fishing and farming. There are nearby fishing grounds in Matabao that are also important to small scale fishers in the barangay and neighboring island communities.

Bunsod, new look, pangal lambay (cran pot) and hook and line fishing are common fishing activities in Matabao.

Other livelihood activities include, sari-sari (variety) store, vending, skilled services like carpentry, engine mechanic to name a few. There professionals as well like teachers, engineers, employed in government offices. Most OFWs (about 30 HH) are Seaman.

**C.2.) Problems and Issues**

1. **COASTAL LAW ENFORCEMENT (CLE)**  
The lack of funds to install regular patrol and the need to strengthen the collaboration with municipal enforcement team is necessary to implement the enforcement measures of the community. There is a need to come up an operational plan for these enforcement activities.
  
2. **RESOURCE GENERATION and FINANCIAL MANAGEMENT**  
The newly established MPA requires fund to finance implementation and management. Budget allocation from BLGU IRA for MPA and tapping the support from the MLGUs through the Municipal Agriculture Office are the few sources of resources that can be tapped for MPA management.
  
3. **HABITAT MANAGEMENT**  
The MPA lacks a local monitoring team, need to organize and train to conduct biological surveys of the resources of the MPA. Information generated by this team would aid the local managers in making immediate actions or management decisions with regards to the conditions of their resource base. There is also a need to come up with an operational plan to guide and sustain this type of monitoring activities.
  
4. **Information, Education and Communication (IEC)**  
There is a need in continuing the education and information drive in the area. The lack of sustained information, education, communication (IEC) campaigns contributes to violations of the MPA policies because not all community members are aware or informed about the significance of MPAs. Billboards, which were installed as IEC tool, were difficult to maintain due to lack of budget.

### **Chapter 3: VISION, MISSION AND GOAL**

The Vision, Mission and Goals of this management plan are expressions of the aspirations and general directions for the marine protected area. The MPA management council convene and put together these statements, discussing among themselves the current state of the Danajon Bank, the community and their MPA. Based on these discussions, the following vision, mission and goal statements were formulated.

#### **Vision (Panglantaw)**

Himsog nga kadagatan  
Dinuyogan sa nagkahiusang katawhan  
Nga makapa enganyo sa mga dumodoong  
Alang sa kalamboan nga kahimtang sa panginabuhian.

#### **Mission (Tahas)**

Maayong pag amping og pagdumala sa MPA pinaagi sa hingpit nga pagpatuman sa balaodnong pandagat, padayon nga pagpasabot sa katawhan, ug lig on nga kapunungan.

#### **Goal (Tumong)**

Musaka ang gidak on og gidaghanon sa mga isda sulod sa MPA pinaagi sa

- Pagminus sa mga illegal nga panagat
- Pagsaka sa kaalam sa komunidad
- Makanunayon nga pag susi sa kalamboan sulod sa MPA
- Paglikom og pundo alang sa pagdumala sa MPA
- Lig on nga MPA management council

## Chapter 4: MANAGEMENT INTERVENTIONS

To address both the biophysical and social issues, the following management strategies and activities have been identified. These strategies and activities resulted from a series of discussions among members of the MPA Management Council and representatives from Tubigon-LGU during MPA planning workshop. Project Seahorse Foundation provided the needed technical advice. These were also presented, discussed and adopted by the barangay council.

### A. Information, Education and Communication (IEC)

**Objective:** Continuing education to increase knowledge and awareness on MPA

#### *Activities*

1. Conduct IEC in the Barangay General assembly
2. Paghimo og mga billboard
3. Pulong2 per purok
4. Attend seminars and trainings

### B. Habitat Management

**Objective:** Regular monitoring and feedback of the biological progress of the MPA.

#### *Activities*

1. Train local monitoring team
2. Bi annual MPA monitoring
3. Regular feedback of results to BLGU, MMC, PO and MLGU
4. Attend or exposure to other trainings related to habitat or resource management

### C. Resource Generation and Financial Management

**Objective:** Generate fund for the operation and management of MPA

#### *Activities*

1. Lobby fund allocation from IRA
2. Lobby support from LGU of Tubigon
  - a) Mayor's Office
  - b) Kag. Rene Villaber
  - c) MAO office

**D. Organizational strengthening****Objective :** Strengthened MPA management council (MMC)**Activities :**

1. Selection of management council officers and creation of committees
2. Attend trainings, seminars,
3. Conduct regular meeting
4. Linkages and coordination to government agencies, NGOs, POs and alliances

**E. Coastal Law Enforcement (CLE)****Objective :** Strict enforcement and compliance of coastal laws**Activities :**

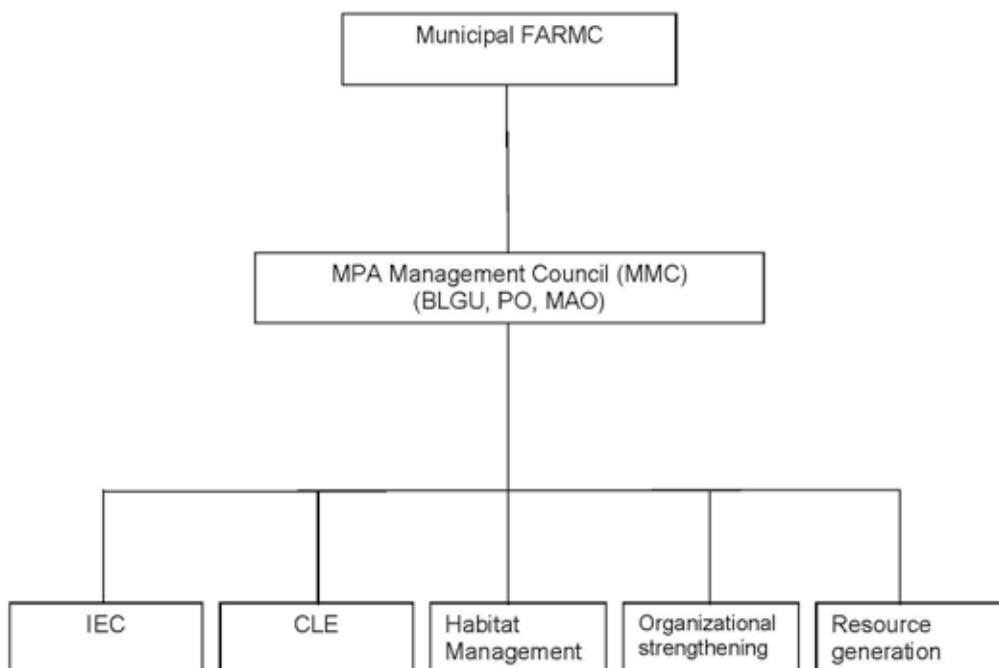
1. Construction of MPA guardhouse
2. Acquisition of 1 patrol boat
3. Installation of MPA buoys
4. Acquisition of searchlight/flashlight and telescope
5. Regular report to MAO/ seaborne.  
Request seaborne to patrol around Matabao MPA
6. Weekly patrol-to be conducted three times a week  
(Mga miembro nga adunay newlook mobantay usa samtang wala pay pumpboat)
7. Hire one (1) permanent guard

**Chapter 5:  
Matabao MPA Management Plan  
(January 2012 to December 2014)**

| MPA Mgt Components                              | Objective/ Strategy  | Activities   | Year             |                  |                  | Indicators  | Agency/ Organization responsible | Budget requirement  |
|---|--|--|------------------|------------------|------------------|---|----------------------------------|---|
|   |  |  | Y1 2012          | Y2 2013          | Y3 2014          |   |                                  |   |
| 1. IEC Information Education Communication      | Continuing education to increase knowledge and awareness on MPA        | 1.1 Gen. assembly<br>1.2 Paghimo og mga billboard<br>1.3 Pulong2 per purok<br>1.4 Attend seminars and trainings  | X<br>X<br>X      | X<br>X<br>X      | X<br>X<br>X      | >At least 6 gen assembly attended<br>> 3 MPA billboard<br>> 3 small billboards<br>> posters<br>> tarpaulin) | MMC, BLGU, PO<br>PSF             | Php 30,000.00<br>PSF to support<br>MPA billboards   |
| 2. Habitat management                           | Regular monitoring and feedback of the biological progress of the MPA. | 2.1 Train local monitoring team<br>2.2 Bi annual MPA monitoring<br>2.3 Regular feedback of results to BLGU, MMC, PO and MLGU   | X<br>X<br>X      | X<br>X<br>X      | X<br>X<br>X      | Local monitoring team<br>At least 6 surveys conducted   | MAO, PSF<br>MMC                  | PSF to support training of monitoring team<br>Technical assistant to monitoring team<br>MAO support |
| 3. Resource Generation and Financial Management | Generate fund for the operation and management of MPA                  | 3.1 Lobby fund allocation from IRA<br>3.2. Lobby support from LGU of Tubigon<br>a) Mayor's Office<br>b) Kag. Rene Villaber<br>c) MAO office  | X<br>X<br>X      | X<br>X<br>X      | X<br>X<br>X      | IRA fund allocation<br>Support from MLGU  | MMC, BLGU,                       | PSF fund support until 2012<br>PSF technical support request in writing                             |
| 4. Organizational strengthening                 | Strengthened MPA management council (MMC)                              | 4.1 Selection of management council officers and creation of committees<br>4.2 Attend trainings, seminars,<br>4.3 Conduct regular meeting<br>4.4 Linkages and coordination to government agencies, NGOs, POs and alliances | X<br>X<br>X<br>X | X<br>X<br>X<br>X | X<br>X<br>X<br>X | Set of officers and committee organize<br>At least 3 trainings attended<br>Meetings hold                    | MMC, PSF                         | PSF assistance to build linkages and contacts<br>Invitation from other group/agency                 |

| MDA Unit                       | Objective   | Activities  | Year |   | Indicator<br>every quarter        | Agency/<br>Organization | Budget  |
|--------------------------------|---|---|------|---|-----------------------------------|-------------------------|---|
|                                |   |   |      |   |                                   |                         |   |
| 5. Coastal law enforcement CLE | Strict enforcement and compliance of coastal laws | 5.1 Construction of MPA guardhouse<br>5.2 Acquisition of 1 patrol boat<br>5.3 Installation of MPA buoys<br>5.4 Acquisition of searchlight/flashlight and telescope<br>5.5 Regular report to MAO/ seaborne. Request seaborne to patrol around Matabao MPA<br>5.6 3x weekly patrol (Mga miembro nga adunay new/look mobantay usa samtang wala pay pumpboat)<br>5.7 Hire 1 permanent guard | X    |   | 1 GH                              | MMC, MAO<br>PSF         | PSF financial support in acquisition of guardhouse, bilboards, searchlight, telescope, megaphone<br><br>MAO: lobby for patrol boat<br><br>MLGU: lobby for MPA guard |
|                                |   |   | X    |   | MPA markers installed             |                         |   |
|                                |   |   | X    | X | 1 pumpboa                         |                         |   |
|                                |   |   | X    | X | MPA billboard installed           |                         |   |
|                                |   |   | X    | X | Searchlight, telescope, megaphone |                         |   |
|                                |   |   | X    | X | Logbook                           |                         |   |
|                                |   |   | X    | X | 1 MPA guard                       |                         |   |

## Chapter 6: MPA MANAGEMENT COUNCIL STRUCTURE



### Members of Matabao MPA Management Council

|           |                     |
|-----------|---------------------|
| Chairman  | Joel Serohijos      |
| V Chair   | Nilo Estillore      |
| Sec       | Flordeliza Pampilon |
| Treasurer | Rizalina Lofranco   |
| Auditor   | Epifanio Embradura  |
| PRO       | Argie Dumayaca      |
| PRO       | Concepcion Remojo   |

1. Education (IEC) - Kag Sally Lofranco  
Noli, Aying, Kag Boni, Melody, Freddie Altamira,  
Esmeralda Ceballos
2. CLE - Kag. Chris Mante  
Edwin S., Freddie Altamira, Edgar Pampilon, Gerome Baliar  
u gang mga Tanod
3. Habitat Management - Pepito Flores  
Edgar, Aniceto R, Virgilio R., Elmer R., Cresenciano  
Baquial Jr, Rolando Ceballos
4. Organizational strengthening- Kag Martino Polinga  
Mark Baquial, EnEn, Argie, Pepito Flores,
5. Resource generation - Kap Joel S  
Evelyn Manigo, Mercuria Remojo, Epifanio, Aniceto

## **Chapter 7: MONITORING AND ASSESSMENT**

The MPA monitoring and evaluation mechanism will have three major components. One is the regular monitoring and assessment of the plan which will be conducted by the MPA Management Council (MMC) during their regular meetings. Second is the mid-term and long-term evaluation of the plan. Lastly, is the biophysical and social monitoring of the MPA.

### **A. Regular Monitoring and Assessment**

A regular meeting of the MMC of Matabao will be conducted regularly for the purpose of tracking the implementation of this MPA plan. The council will identify issues and difficulties of the implementation and formulate appropriate measures to address this.

### **B. Year-end and Long-Term Evaluation**

At the end of every year of the 3-year plan implementation period, the MMC of Matabao will conduct an evaluation and planning session. This session will identify significant activities and results of the one-year implementation of the plan. In addition to this, they will also review the targets of the new year based on the MPA plan and make specific plan on how to implement the targets.

In addition to the year-end evaluation, an end-term MPA assessment and evaluation will be conducted at the end of the 3-year period of the plan. The purpose of this assessment is to describe the current status of the MPA both the gains and the gaps. The MMC will also identify the weaknesses and strengths of the MMC during the 3-year implementation of the plan. The MMC and other key stakeholders in making a new MPA Management Plan will use the results of this end-term assessment.

### **C. MPA Bio-Physical Monitoring**

Other monitoring and evaluating the programmatic goals of the MPA plan; the biophysical performance of the MPA will be monitored and evaluated. The Participatory Marine Sanctuary Monitoring (PMSM) team will conduct this. The team will monitor the benthic conditions and fish populations within the MPA regularly. The findings of each monitoring activity will be presented to the MMC and the community for appropriate action.

**ACRONYMS**

|      |   |
|------|---|
| BC   | Barangay Council                                |
| CLE  | Coastal Law Enforcement                         |
| CRM  | Coastal Resource Management                     |
| DENR | Department of Environment and Natural Resources |
| FVC  | Fish Visual Census                              |
| IEC  | Information Education and Communication         |
| IRA  | Internal Revenue Allocation                     |
| MMC  | MPA Management Council                          |
| MPA  | Marine Protected Area                           |
| PAMB | Protected Areas Management Board                |
| PMSM | Participatory Marine Sanctuary Monitoring       |
| PNP  | Philippine National Police                      |
| PO   | People's Organization                           |
| PSF  | Project Seahorse Foundation                     |

**GLOSSARY**

1. Marine Protected Area Any area of intertidal or subtidal terrain, together with its overlying waters and associated flora, fauna, historical and cultural features, which has been reserved by law or other effective means to protect part or all of the enclosed environment (IUCN).
2. Danajon bank Double Barrier Reef, located off Northern Bohol Island, the only double barrier reef in the Philippines and one of only 3 such sites in the Indo-Pacific (Pichon 1977)
3. Biomass The quantity of living matter (living organisms) expressed as unit of weight per unit area or volume (Pomeroy et al. 2004).
4. Coral The animal that uses calcium from seawater to construct its skeleton and in aggregate forms a coral reef (White 2001).
5. Coral reef Natural aggregation of coral skeleton, with or without polyps, occurring in the intertidal and subtidal marine waters (RA 8550).
6. Coral cover The percentage of corals covering a given area.
7. Standard error Indicates how variable sampled means would be if numerous samples were taken from the population (Underwood 1997)
8. Fish abundance The number of fish of a particular species occurring within a defined area (Pomeroy et.al 2004)
9. Fish density Total or visually obvious and disaggregated into target and indicator per

|                           |   |
|---------------------------|---|
|                           | 500m <sup>2</sup> (FISH 2005)   |
| 10. Substrate             | Sand, silt, rubble, dead coral, rock  |
| 11. Abiotic               | Factors that are non-biological but play an important role in an organism's environment e.g. substrate, temperature, currents, pH (Pomeroy et al. 2004).            |
| 12. Sponges or Poriferans | Most primitive multicellular organisms, lack nervous tissue, sessile, growth is influenced by wave action and current velocity (White 2001).                        |
| 13. Transect              | A line or narrow belt/tape used to survey the distribution or organisms across the given area(English et al1997)  |
| 14. Indicator species     | Fishes that indirectly measure the health of coral reefs (Crosby and Reese, 1996)<br>e.g. Butterflyfishes   |
| 15. Macro invertebrates   | Herbivores ex. sea urchin(Odum et al 1972);nutrient recyclers (Wood et al 1967) and food source of predators,   |
| 16. Core zone             | Strictly protected no-take area, established for a particular reason (social, economical, ecological, usually to prevent all forms of extraction) White et al 2006. |
| 17. Buffer zone           | Transition space between the core area and the inner edge of the outside, unmanaged area (may allow limited uses) White et al 2006.                                 |

## Appendix 1 GPS Coordinates

| Name of MPA | Size (has.)   | GPS Coordinates |              |               |
|-------------|---|-----------------|--------------|---------------|
|             |   | Label           | LATITUDE (N) | LONGITUDE (E) |
| Matabao MPA | 52.6 has (Map 1)<br>Note: buffer zone present at 50 meters from each side (15 ha.)<br>Total ha. MPA (Core zone+ buffer zone)= 67.6 ha | MPA1            | 9.946862     | 123.900214    |
|             |   | MPA2            | 9.9428       | 123.900249    |
|             |   | MPA3            | 9.942965     | 123.90426     |
|             |   | MPA4            | 9.940335     | 123.908663    |
|             |   | MPA5            | 9.942903     | 123.910533    |
|             |   | MPA6            | 9.9439       | 123.91128     |
|             |   | MPA7            | 9.944204     | 123.910997    |
|             |   | MPA8            | 9.944452     | 123.910387    |
|             |   | MPA9            | 9.946268     | 123.907114    |
|             |   | MPA10           | 9.946542     | 123.906995    |
|             |   | MPA11           | 9.946717     | 123.904291    |

## Appendix 2 MPA Map





## Appendix 4 Municipal Resolution Approving Barangay MPA Ordinance of Matabao



Republic of the Philippines  
Province of Bohol  
MUNICIPALITY OF TUBIGON

### OFFICE OF THE SANGGUNIANG BAYAN

EXCERPT FROM THE MINUTES OF THE 22<sup>ND</sup> REGULAR SESSION OF THE 31<sup>ST</sup> SANGGUNIANG BAYAN OF TUBIGON, BOHOL HELD ON JULY 8, 2011 AT SB SESSON HALL AT 1:30 IN THE AFTERNOON.

|          |                             |                                    |
|----------|-----------------------------|------------------------------------|
| PRESENT: | Hon. Virgilio C. Fortich    | - Municipal Vice-Mayor             |
|          | Hon. Paciente D. Fuentes    | - Senior Member                    |
|          | Hon. Marlon R. Amila        | - Member                           |
|          | Hon. Teodorico P. Muga      | - Member                           |
|          | Hon. Renato C. Villaber     | - Member                           |
|          | Hon. Susan Espera L. Concha | - Member                           |
|          | Hon. Ernesto M. Mascariñas  | - Member                           |
|          | Hon. Lucia L. Bergado       | - Member                           |
|          | Hon. Anecita B. Middlemist  | - Ex-Officio Member/ABC President  |
|          | Hon. Mia Carmel F. Claros   | - Ex-Officio Member/PPSK President |
| ABSENT:  | Hon. Antonio A. Omas        | - Member                           |

Resolution No. 2011-173  
Series of 2011

DECLARING AS VALID BARANGAY ORDINANCE NO. 01, S. of 2011 OF BARANGAY MATABAO, TUBIGON, BOHOL ENTITLED, "AN ORDINANCE DECLARING A PORTION OF MUNICIPAL WATERS OF TUBIGON, BOHOL IN WESTSIDE OF BUDLAAN AS MARINE SANCTUARY.

(Sponsored by: Honorable Renato C. Villaber)

WHEREAS, the barangay council of Matabao, Tubigon, Bohol submitted for review and approval Barangay Ordinance No. 01, S. of 2011;

WHEREAS, pursuant to Sec. 447(1)(i) of R. A. 7160, this august Body reviewed the said Ordinance and found the same to be in conformity with the pertinent provisions of the Local Government Code of 1991, and to be within the power of the barangay council to enact;

WHEREFORE, on motion of Honorable Renato C. Villaber, duly seconded en masse, be it

*[Handwritten signatures]*

VERIFIED TRUE COPY:

Resolution No. 2011-175, S. of 2011

RESOLVED, as it is hereby resolved, to declare as valid Barangay Ordinance No. 01, S. of 2011 of Matabao, Tubigon, and Bohol.

Let copies of this Resolution be furnished the Barangay Council of Matabao, Tubigon, Bohol for their information, guidance and implementation.

I hereby certify to the correctness of the foregoing resolution.

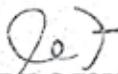
UNANIMOUSLY ADOPTED: July 8, 2011, Tubigon, Bohol.

I hereby certify to the correctness of the foregoing resolution.



**KAREN ITABLE-ROSCO.**  
Secretary to the Sangguniang Bayan

ATTESTED:



**HON. VIRGILIO C. FORTICH**  
Municipal Vice Mayor  
Presiding Officer



VERIFIED TRUE COPY:

**KAREN ITABLE-ROSCO**  
SECRETARY

## Appendix 5 Barangay MPA Ordinance

Republic of the Philippines  
PROVINCE OF BOHOL  
Municipality of Tubigon  
Barangay of Matabao



**OFFICE OF THE SANGGUNIANG BARANGAY**

EXCERPT FROM THE MINUTES OF REGULAR SESSION OF THE  
SANGGUNIANG BARANGAY OF MATABAO, TUBIGON, BOHOL HELD ON  
APRIL 16, 2011 AT THE BARANGGAY SESSION HALL.

**Present:**

- |                             |                                     |
|-----------------------------|-------------------------------------|
| 1. Revelito S. Manio        | Presiding officer, Barangay Captain |
| 2. Joel M. Serohijos        | Kagawad                             |
| 3. Bonifacio R. Manio       | Kagawad                             |
| 4. Mariano C. Polinga       | Kagawad                             |
| 5. Christopher S. Manio     | Kagawad                             |
| 6. Luperano T. Embradura    | Kagawad                             |
| 7. Melody G. Gumadod        | Kagawad                             |
| 8. Rizalina O. Lefranco     | Kagawad                             |
| 9. Mark Tommy M. Baquil     | SK Chair                            |
| 10. Evelyn C. Manigo        | Barangay Treasurer                  |
| 11. Enriquita L. Castanares | Barangay Secretary                  |

**Absent:**

None

Ordinance No 1  
Series of 2011

AN ORDINANCE DECLARING A PORTION OF MUNICIPAL WATERS OF  
TUBIGON, BOHOL IN WESTSIDE OF BUDLAAN AS MARINE SANCTUARY

BE IT ORDAINED by the Sangguniang Barangay of Matabao, Tubigon, Bohol, that:

**SECTION I: Purpose**

There is hereby established a barangay marine sanctuary for the protection and management of coral reefs, seagrass beds and mangrove swamps to serve as breeding area and feeding ground of fish and other marine organisms.

This ordinance shall be known as "Matabao Marine Sanctuary Ordinance of 2011"

**SECTION 2: Area of Coverage**

The marine sanctuary is located in Westside of Budlaan islet, measures 3.3km in total length, and has an approximate area of 526,000 square meters or 52.6 hectares as core zone with 50 meters at each side as buffer zone.

**SECTION 3: Technical description.**

| Budlaan Islet | N        | E          |
|---------------|----------|------------|
| 1             | 9.946862 | 123.900214 |
| 2             | 9.942600 | 123.900249 |
| 3             | 9.942965 | 123.904260 |
| 4             | 9.942903 | 123.910533 |
| 5             | 9.947603 | 123.910999 |
| 6             | 9.946717 | 123.904291 |

**SECTION 4: Prohibitions**

It shall be unlawful to any person/persons, whether natural or judicial, to:

- a) Conduct any fishing activity in the area and/or gather marine life;
- b) Bath, snorkels, dive or any activity that can disturb the area;
- c) Construct fish coral or bunsod within a distance of 100 meters away from each side of the sanctuary;
- d) Anchor within the sanctuary;

**SECTION 5: Exemption**

Any person or group of person duly authorized by the management council are allowed to conduct survey and/or observation within the marine sanctuary for education or research purposes. Provided, that the management council shall be furnished with the data gathered.

**SECTION 6: Marine Protected Area Management Council or MMC**

There is hereby created a management council. It is a co-management council to be composed of 11 representatives from the barangay LGU and 8 representatives from the People's Organization (PO), the Matabao Fisher's Association (MFA). The management council however, could include additional member(s) through a Barangay Resolution. The management council shall by consensus or majority vote, approve or take necessary action to:

- a) Decide matters relating to planning, resource protection, and general administration of the marine sanctuary.
- b) Approve proposal, work plan, action plan and guidelines for management of the sanctuary.
- c) Promulgate rules and regulation to promote development and management of the sanctuary including but shall not limited to user's fee, mangrove reforestation, waste disposal and enforcement.
- d) Impose and collect sanctuary violations and penalties.

- e) Develop a sanctuary management plan and implement the plan.
- f) Act as the day to day overseer and manager of the sanctuary.

SECTION 7: Penal Clause

Any person found violating the provision(s) of this ordinance shall be subjected to the following fines and penalties:

- a) 1<sup>st</sup> offense is P 500.00 per person and confiscation of catch and fishing gear;
- b) 2<sup>nd</sup> offense is P 800.00 per person and confiscation of catch, fishing gear and fishing boat;
- c) 3<sup>rd</sup> and succeeding offense P 1,000.00 per person and confiscation of catch, fishing gear, and fishing boat and imprisonment for not more than six (6) months both at the discretion of the court.

Provided, that all confiscated item(s) shall be forfeited in favour of the management council. Provided, further, that twenty percent (20%) of the fines should go to the apprehending team and the rest to the sanctuary management council. Provided, finally, that proceed of all confiscated items should go to the management council. All proceed and share of the management council shall be used solely for the enforcement, maintenance, and management expenses of the sanctuary.

SECTION 8: Effectivity Clause

This ordinance shall take effect immediately upon approval from the Sangguniang Bayan of Tubigon, Bohol.

ENACTED: April 16, 2011 at Matabao, Tubigon, Bohol.

Certified True and Correct:

ENRIQUITA L. CASTANARES Barangay Secretary

Attested and Approved:

REVELITO S. MANTE  
Barangay Captain

## Appendix 6 Barangay Resolution Adopting MPA Management Plan

Republic of the Philippines  
Province of Bohol  
Municipality of Tubigon  
Barangay of Matabao

### OFFICE OF THE SANGGUNIANG BARANGAY

EXCERPT FROM THE MINUTES OF THE REGULAR SESSION OF THE  
SANGGUNIANG BARANGAY OF MATABAO, TUBIGON, BOHOL HELD ON  
NOVEMBER 19, 2011 AT THE BARANGAY SESSION HALL.

|  |   |
|--|---|
| Present: Joel M. Serohijos<br>Bonifacio R. Mante<br>Martino C. Polinga<br>Epifanio T. Embradura<br>Melody G. Guma-od<br>Rizalina O.Lofranco<br>Mark Tommy M. Baquial | Punong Barangay/Presiding Officer<br>Kagawad<br>Kagawad<br>Kagawad<br>Kagawad<br>Kagawad<br>SK Chairman |
| Absent: Christopher C. Mante   | Kagawad   |

Barangay Resolution No. 35  
Series of 2011

A RESOLUTION APPROVING AND ADOPTING THE JANUARY 2012-  
DECEMBER 2014 MARINE PROTECTED AREA (MPA) MANAGEMENT PLAN OF  
BARANGAY MATABAO OTHERWISE KNOWN AS "MATABAO THREE YEAR  
MPA MANAGEMENT PLAN".

WHEREAS, Matabao Barangay Council recognized and created the MPA  
Management Council or MMC of Matabao as provided by the Municipal Ordinance #  
2009-04-297 otherwise known as the "Modified and Strengthened Coastal Resources  
Management Code of the Municipality of Tubigon, Bohol" in Article V, section 21  
hereby state the management of Marine Sanctuaries;

WHEREAS, Matabao MMC created and tasked the Technical Working Group  
(TWG) for MPA Planning to formulate the said three year MPA Management Plan of  
Matabao;

WHEREAS, MatabaoMMC, requested Project Seahorse Foundation (PSF) to assist  
the TWG for MPA planning as well as facilitating the 2 day MPA planning workshop;

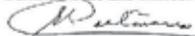
WHEREAS, the output of MPA Planning workshop of the TWG was a three year MPA Management Plan of Matabao marine Sanctuary;

WHEREAS, the Barangay Council of Matabao is the highest planning body of the barangay as mandated by the Local Government Code, therefore it is vested with the authority to approved any development plan intended for the barangay of Matabao, including their MPA Management Plan;

NOW THEREFORE, on motion of Kag. Martino Polinga and seconded by Rizalina Lofranco, be it RESOLVED as it is hereby resolved, that the three-year MPA Management Plan be officially approved and adopted.

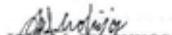
UNANIMOUSLY ADOPTED: November 19, 2011 at Matabao, Tubigon, Bohol.

Certified True and Correct:



ENRIQUETA L. CASTAÑARES  
Barangay Secretary

Attested and Approved:



JOEL M. SERONIDOS  
Punong Barangay

# APPENDIX 36. BDRRM PLAN

| <b>BDRRM PLAN</b>                                |   |            |      |      |   |                             |                                     |   |
|--|---|------------|------|------|---|-----------------------------|-------------------------------------|---|
| <b>BARANGAY BALARING</b>                         |   |            |      |      |   |                             |                                     |   |
| <b>Municipality of Ivisan, Province of Capiz</b> |   |            |      |      |   |                             |                                     |   |
| SECTOR   | Program/<br>Project/<br>Activities/                 | Time Frame |      |      | Expected Output   | Total<br>Budget<br>Required | FUNDING<br>SOURCE                   | Committee/<br>Person in-<br>charge                      |
|  |   | 2015       | 2016 | 2017 |   |                             |                                     |   |
| Prevention<br>and Mitigation                     |   |            |      |      |   |                             |                                     |   |
|  | Provide IEC on mangrove                             |            |      |      | Flyers 450 HH provided mangrove IEC   | 2,000/<br>year              | ZSL, DENR, New BAMA                 | Committee on Environment, NewBAMA Pres.                 |
|  | Secure delineation Mangroves, Coral & sea grass bed |            |      |      | Delineated MPA, installation of Bouys   | 5,000/<br>Year              | ZSL, DENR, NewBAMA                  | Committee on Environment, Newbama Pres.                 |
|  | Bantay Dagat Deputation and Operation               |            |      |      | 10 persons from brgy. Balarig deputation and operational (Coordination Mechanism / Operations protocol established) | 12,000                      | MOOE,ZSL, DENR, NewBAMA             | Committee on Fisheries, NewBAMA Pres. , BC, PNP, MAO    |
|  | Agro-forestry for Coconut and Banana                |            |      |      | Conduct orientation of 20 farmers, Livestock dispersal  | 3,000/<br>year              | ZSL-Bridge Project, Darwin, PTFCF   | Committee on Environment                                |
|  | Coastal clean up (youth and Parents)                |            |      |      | Conduct coastal clean up 50% participants from brgy, all newWBAMA members and 100 FCU students                      | 15,000/<br>year             | ZSL, DENR, Darwin, Youth Task Force | Committee on Environment, BC, Youth task force, NewBAMA |

|              |  |             |             |             |   |                         |                             |  |
|--------------|--|-------------|-------------|-------------|---|-------------------------|-----------------------------|--|
|              | Purchase of additional planting materials, clearing tools, digging tools |             |             |             | Purchase 20,000 plastic bags, 10 pala, 28 scissors  | 26,480                  | ZSL, PTFCF, DENR            | Committee on Environment, Committee on Appro |
|              | Mangrove planting  |             |             |             | Planted 10has with 16,670 seedlings of mangroves  | 58,345                  | ZSL, PTFCF, DENR            | Committee on Environment, BC, NewBAMA        |
| Preparedness |  |             |             |             |   |                         |                             |  |
| TRAINING     | First aid training   | March-april | March-april | March-april | 28 persons trained (BHW and Tanod)  | 5,000                   | 5%BDRRMF                    | BC, BHW, Childfund, Redcross                 |
|              | Rescue and survival  | April-may   |             |             | 50 persons trained (14 BHW, 14 tanod, 10 Council, 12 PO)  | 20,000                  | 5% BDRRMF                   | BC, ZSL-IJRR, redcross                       |
|              | Training on child delivery   | June        |             |             | 14 BHW trained in child delivery  | 5,000                   | 5% BDRRMF                   | BC, Unicef, Redcross,                        |
|              | Basic survival skills training for youth                                 | April-may   |             |             | 30 youth trained in BSS   | 5,000 brgy. Counterpart | 5% BDRRMF UNICEF, Red Cross | BC, UNICEF, Redcross                         |
|              | Drills for PWD   | April-may   |             |             | 80% of PWDs trained   | 5,000                   | 5% BDRRMF                   | BC, unicef, redcross                         |
|              | Coral protection seminar   | Jan-dec     | Jan-dec     | Jan-dec     | Ensure the 1,604 has. Of MPA free from illegal activity, sharing of learning, issues, experiences | 5,000                   | 20%DF                       | BC, Mancom, bantay dagat                     |
|              | Re-orientation for ManCom  | Feb         |             |             | Oriented the mancom in balancing  | 1,000                   | 5% BDRRMF,                  | ZSL, Mancom, MAO                             |
|              | BDRRMC orientation (roles and responsibilities)                          | March       |             |             | Oriented the 10 BDRRMC  | 1,000                   | MLGU,                       | ZSL-IJRR, BC                                 |

|                 |  |                         |       |     |     |  |                 |   |   |  |
|-----------------|--|-------------------------|-------|-----|-----|--|-----------------|---|---|--|
|                 | Responsible parenthood/ Child Protection | June-july               |       |     |     | Conducted 3 trainings (1 for men and 1 for women, and 1 both) Trained 20 parents | 20,000          | GAD, UNICEF                               | DSWD, BC                                |  |
|                 | Renew deputation of bantay gubat         | Jan                     | Jan   | Jan | Jan | 5 bantay Gubat renewed deputation  | 2,000           | ZSL,                                      | NewBAMA, ZSL, BC                        |  |
|                 | Provide delivery facilities              |                         | april |     |     | Purchased delivery bed and delivery kit  | 20,000          | 20%DF                                     | BC, Red cross                           |  |
|                 | Assigned permanent health worker         | march                   |       |     |     | Lobby with the MLGU to assign 1 permanent health worker                          | 2,000           | BLGU                                      | BHW,DWSD,BC, MHO,DOH                    |  |
|                 | Provide wheel chair, spine board         | Jan-dec                 |       |     |     | Purchased 1 wheelchair and spine board   | 15,000          | 20%DF, 5%BDRRMF                           | BC,                                     |  |
|                 | First aid kit/ medicines                 |                         |       |     |     | Purchased 1 set of First-Aid Kit for the Barangay Hall                           | 2,000           | MOOE 20% DF 5% BDRRMF                     | BC, Committee on Health, BHW, Treasurer |  |
|                 | Checklist thing to prepare               | Jan-april               |       |     |     | 418 given checklist for disaster preparation                                     | 1,000           | MOOE                                      | BC, MHO, Bridge project                 |  |
| <b>Response</b> |  |                         |       |     |     |  |                 |   |   |  |
|                 | Area for Evacuation Center               | 1 <sup>st</sup> quarter |       |     |     | Identified area for evacuation in 3 sitios(panublihan, Kabulihan & Proper)       | 1.5M/unit       | NGO, LGU, Redcross, UNICEF, KALAHI CIDSS  | P/B, BC                                 |  |
|                 | Construction of Evacuation Center        | 1 <sup>st</sup> quarter |       |     |     | Constructed evacuation center of 3 sitios(panublihan, kabulihan, Proper)         |                 |   |   |  |
|                 | Provision of free vitamins               |                         |       |     |     | Purchased vitamins for 0-5/lactating women/senior citizen                        | 15,000 per year | DOH,LGU,UNI CEF, 1%SC,GAD,NG Os, Redcross | BC, BHW                                 |  |

|                             |   |         |  |  |   |             |                           |   |
|-----------------------------|---|---------|--|--|---|-------------|---------------------------|---|
|                             | Purchase of communication facilities                        | Jan-dec |  |  | Purchased of 1set of Handheld radios & 1 megaphone w/siren  | 15,000      | 5%BDRRMF,ZSL              | BC, PB, NGO, LGU                          |
|                             | Purchase of equipment for internal response                 |         |  |  | Purchased of equipments such as 1 unit of chainsaw, 2wasay, 5bolo, 2 rolls of rope#20   | 35,000      | 5%BDRRMF,20%DF            | PB, BC                                    |
| Rehabilitation and Recovery |   |         |  |  |   |             |                           |   |
|                             | Tree planting of native /terrestrial/ beach front tress     |         |  |  | Re-balance of our environment, species have their own habitat. Planted 3 has.   | 50,000/year | ZSI, BRIDGE proj, DENR    | ZSL, BC, youth League, NewAMA             |
|                             | Construction of seawall                                     |         |  |  | 750m Constructed seawall. Impact of waves will minimized, it will be a barrier against tidal waves.                                   | 1.5million  | LGU, ZSL,NF,20%DF, BDRRMF | City ENG'G, bayanihan of people, BC, MLGU |
|                             | Expansion of membership of NewBAMA                          |         |  |  | 20 members added  |             | NewBAMA, ZSL              | Newbama association committee             |
|                             | Identification and implementation of appropriate Livelihood |         |  |  | Increase income of NewBAMA HH   | 300k        | PTFC, BRIDGE, ZSL         | NewBAMA, BC                               |
|                             | Improved rice production                                    |         |  |  | Conduct trainings and Adaptation of new smart climate technology (LEIRP), set up nursery, provision of rice seeds, integrated farming | 100k        | DA, ZSL-Bridge            | Committee on Agriculture, DA, DENR        |

| <b>Barangay Basiao, Ivisan</b>   |   |                 |                 |                 |   |                             |                                     |  |
|----------------------------------|---|-----------------|-----------------|-----------------|---|-----------------------------|-------------------------------------|--|
| SECTOR                           | Program/<br>Project/<br>Activities/                               | Time Frame      |                 |                 | Expected Output   | Total<br>Budget<br>Required | FUNDING<br>SOURCE                   | Committee/<br>Person in-<br>charge         |
|                                  |   | 2015            | 2016            | 2017            |   |                             |                                     |  |
| <b>PREVENTION AND MITIGATION</b> |   |                 |                 |                 |   |                             |                                     |  |
|                                  | Enforcement of Zoning Ordinance/ MFO                              |                 |                 |                 | Enforced zoning ordinance/ MFO  | N/A                         | MLGU                                | MLGU                                       |
|                                  | Provisions of Markers and buoys for delineation                   |                 |                 |                 | Provided markers and bouys  | 30,000                      | ZSL/IIRR<br>MLGU                    | ZSL and IIRR<br>and MLGU                   |
|                                  | Provision of nylon/binder for oyster farms                        |                 |                 |                 | Provided nylon / binder for oyster farm   | 250,000                     | ZSL/IIRR                            | ZSL and IIRR,<br>Committee on<br>Fisheries |
| <b>PREPAREDNESS</b>              |   |                 |                 |                 |   |                             |                                     |  |
|                                  | Conduct Survival and First Aid Training (CERT Training)           |                 |                 |                 | Conducted Survival and First Aid Training (CERT Training) 50 persons (13 BHW, 19 Tanod, 10 Brgy Council, 8 Youth) | 30,000                      | Red Cross<br>5% BDRRMF              | Barangay<br>Council                        |
|                                  | Orientation on Disaster Preparedness                              |                 |                 |                 | Conducted Orientation on Disaster Preparedness to 20 persons  | 30,000                      | Red Cross<br>5% BDRRMF              | Barangay<br>Council                        |
|                                  | Counseling on responsible motherhood and proper breastfeeding     |                 |                 |                 | Conducted Counseling on responsible motherhood and proper breastfeeding to 20 persons                             | 30,000                      | UNICEF                              | Barangay<br>Council                        |
|                                  | Orientation of taking care of children with Down Syndrome         |                 |                 |                 | Orientation of taking care of children with Down Syndrome to 8 families   | 30,000                      | Handicap                            | Barangay<br>Council                        |
|                                  | Training and workshop on value added food processing              |                 |                 |                 | Conducted Training and workshop on value added food processing to 20 persons                                      | 30,000                      | FAO                                 | Barangay<br>Council                        |
|                                  | Purchase medicines/ food supplement, medicine kit / First Aid Kit | 1 first aid kit | 1 first aid kit | 1 first aid kit | Purchased Medicines, Food Supplements, Maintenance for hypertension, 3 First Aid Kit,                             | 15,000/<br>year             | 5% BDRRMF<br>BRIDGE<br>Project, Red | BC   |

|                 |                                   |   |           |  |   |  |                              |                  |
|-----------------|-----------------------------------|---|-----------|--|---|--|------------------------------|------------------|
|                 |                                   |   |           |  | Medicine Kit, Blankets, Safety box  | 40,000                                     | Cross                        | BC               |
|                 | Facilities for the Health center  | Prenatal bed, 20 chairs, 2 wheel chair, 2 stretcher, 10 emergency light |           |  | Purchased prenatal bed, 20 chairs, 2 wheel chair and 2 stretcher, emergency light | 40,000                                     | Red Cross, UNICEF, 5% BDRRMF | BC               |
|                 | Provision of water tank           |   |           |  | Purchase 1 unit of water tank   | 15,000                                     | UNICEF, 5% BDRRMF            | BC               |
|                 | Construction of Evacuation Center |   |           |  | Constructed 1 Evacuation Center   | 90,000/year                                | 20% DF                       | Barangay Council |
|                 | IEC on disaster preparedness      |   |           |  | Purchase 1 set of reading material on disaster preparedness                       | 20,000                                     | 5% BDRRMF ZSL, Red Cross     | Barangay Council |
| <b>RESPONSE</b> |                                   |   |           |  |   |  |                              |                  |
|                 | Purchase 1 unit chainsaw          |   |           |  | Purchased 1 unit of chainsaw  | 75,000                                     | 20% development fund         | Barangay Council |
|                 | Communication Equipments          | Sound system  | megaphone |  | Purchased sound system and 1 unit megaphone                                       | Sound System = 25,000<br>Megaphone = 3,500 | 5% BDRRM                     | Barangay Council |

|                                    |                                      |                          |            |  |  |  |  |  |  |                    |                                      |
|------------------------------------|--------------------------------------|--------------------------|------------|--|--|--|--|--|--|--------------------|--------------------------------------|
|                                    |                                      |                          |            |  |  |  |  |  | Total= 28,500                              | KALAH              | Barangay Council                     |
|                                    | Warning device                       |                          |            |  |  |  |  |  | 20,000                                     | KALAH              | Barangay Council                     |
|                                    | Transportation                       | Pump boat / motor engine | Patrol Cab |  |  |  |  |  | Patrol cab = 300,000<br>Pump boat = 40,000 | UNICEF<br>20% DF   | Barangay Council                     |
| <b>REHABILITATION AND RECOVERY</b> |                                      |                          |            |  |  |  |  |  |  |                    |                                      |
|                                    | Construction of roads                |                          |            |  |  |  |  |  | ??   | Provincial Gov't   | Provincial Gov't                     |
|                                    | Rehabilitation and repair of schools |                          |            |  |  |  |  |  | ??   | DepEd              | DepEd                                |
|                                    | Installation of water system         |                          |            |  |  |  |  |  | 3,000,000                                  | UNICEF, KALAH, ZSL | Committee on Health / ways and means |

| SECTOR                           | Program/<br>Project/<br>Activities/                           | Time Frame |         |         | Expected Output  | Total<br>Budget<br>Required | FUNDING<br>SOURCE      | Committee/<br>Person in-<br>charge         |
|----------------------------------|---|------------|---------|---------|--|-----------------------------|------------------------|--|
|                                  |   | 2015       | 2016    | 2017    |  |                             |                        |  |
| <b>PREVENTION AND MITIGATION</b> |   |            |         |         |  |                             |                        |  |
|                                  | Enforcement of Zoning Ordinance/ MFO                          |            |         |         | Enforced zoning ordinance/ MFO   | N/A                         | MLGU                   | MLGU                                       |
|                                  | Provisions of Markers and buoys for delineation               |            |         |         | Provided markers and bouys   | 30,000                      | ZSL/IIRR<br>MLGU       | ZSL and IIRR<br>and MLGU                   |
|                                  | Provision of nylon/binder for oyster farms                    |            |         |         | Provided nylon / binder for oyster farm  | 250,000                     | ZSL/IIRR               | ZSL and IIRR,<br>Committee on<br>Fisheries |
| <b>PREPAREDNESS</b>              |   |            |         |         |  |                             |                        |  |
|                                  | Conduct Survival and First Aid Training (CERT Training)       |            |         |         | Conducted Survival and First Aid Training (CERT Training) 50 persons (13 BHW, 19 Tanod, 10 Brigy Council, 8 Youth) | 30,000                      | Red Cross<br>5% BDRRMF | Barangay<br>Council                        |
|                                  | Orientation on Disaster Preparedness                          |            |         |         | Conducted Orientation on Disaster Preparedness to 20 persons   | 30,000                      | Red Cross<br>5% BDRRMF | Barangay<br>Council                        |
|                                  | Counseling on responsible motherhood and proper breastfeeding |            |         |         | Conducted Counseling on responsible motherhood and proper breastfeeding to 20 persons                              | 30,000                      | UNICEF                 | Barangay<br>Council                        |
|                                  | Orientation of taking care of children with Down Syndrome     |            |         |         | Orientation of taking care of children with Down Syndrome to 8 families  | 30,000                      | Handicap               | Barangay<br>Council                        |
|                                  | Training and workshop on value added food processing          |            |         |         | Conducted Training and workshop on value added food processing to 20 persons                                       | 30,000                      | FAO                    | Barangay<br>Council                        |
|                                  | Purchase medicines/ food                                      | 1 first    | 1 first | 1 first | Purchased Medicines, Food  | 15,000/                     | 5% BDRRMF              | BC   |

| supplement, medicine kit / First Aid Kit | aid kit   | aid kit   | aid kit | aid kit | Supplements, Maintenance for hypertension, 3 First Aid Kit, Medicine Kit, Blankets, Safety box | year                          | BRIDGE Project, Red Cross    |                  |
|--|---|-----------|---------|---------|--|-------------------------------|------------------------------|------------------|
| Facilities for the Health center         | Prenatal bed, 20 chairs, 2 wheel chair, 2 stretcher, 10 emergency light |           |         |         | Purchased prenatal bed, 20 chairs, 2 wheel chair and 2 stretcher, emergency light              | 40,000                        | Red Cross, UNICEF, 5% BDRRMF | BC               |
| Provision of water tank                  |   |           |         |         | Purchase 1 unit of water tank  | 15,000                        | UNICEF, 5% BDRRMF            | BC               |
| Construction of Evacuation Center        |   |           |         |         | Constructed 1 Evacuation Center  | 90,000/year                   | 20% DF                       | Barangay Council |
| IEC on disaster preparedness             |   |           |         |         | Purchase 1 set of reading material on disaster preparedness                                    | 20,000                        | 5% BDRRMF ZSL, Red Cross     | Barangay Council |
| <b>RESPONSE</b>                          |   |           |         |         |  |                               |                              |                  |
| Purchase 1 unit chainsaw                 |   |           |         |         | Purchased 1 unit of chainsaw   | 75,000                        | 20% development fund         | Barangay Council |
| Communication Equipments                 | Sound system  | megaphone |         |         | Purchased sound system and 1 unit megaphone  | Sound System = 25,000 Megapho | 5% BDRRM                     | Barangay Council |

|                                    |                                      |                          |            |  |  |  |  |                     |                                      |
|------------------------------------|--------------------------------------|--------------------------|------------|--|--|--|--|---------------------|--------------------------------------|
|                                    |                                      |                          |            |  |  |  | ne = 3,500<br>Total= 28,500                |                     |                                      |
|                                    | Warning device                       |                          |            |  |  |  | 20,000                                     | KALAHI              | Barangay Council                     |
|                                    | Transportation                       | Pump boat / motor engine | Patrol Cab |  |  |  | Patrol cab = 300,000<br>Pump boat = 40,000 | UNICEF<br>20% DF    | Barangay Council                     |
| <b>REHABILITATION AND RECOVERY</b> |                                      |                          |            |  |  |  |  |                     |                                      |
|                                    | Construction of roads                |                          |            |  |  |  | ??   | Provincial Gov't    | Provincial Gov't                     |
|                                    | Rehabilitation and repair of schools |                          |            |  |  |  | ??   | DepEd               | DepEd                                |
|                                    | Installation of water system         |                          |            |  |  |  | 3,000,000                                  | UNICEF, KALAHI, ZSL | Committee on Health / ways and means |

# APPENDIX 37. PO STRATEGIC PLANNING GUIDE

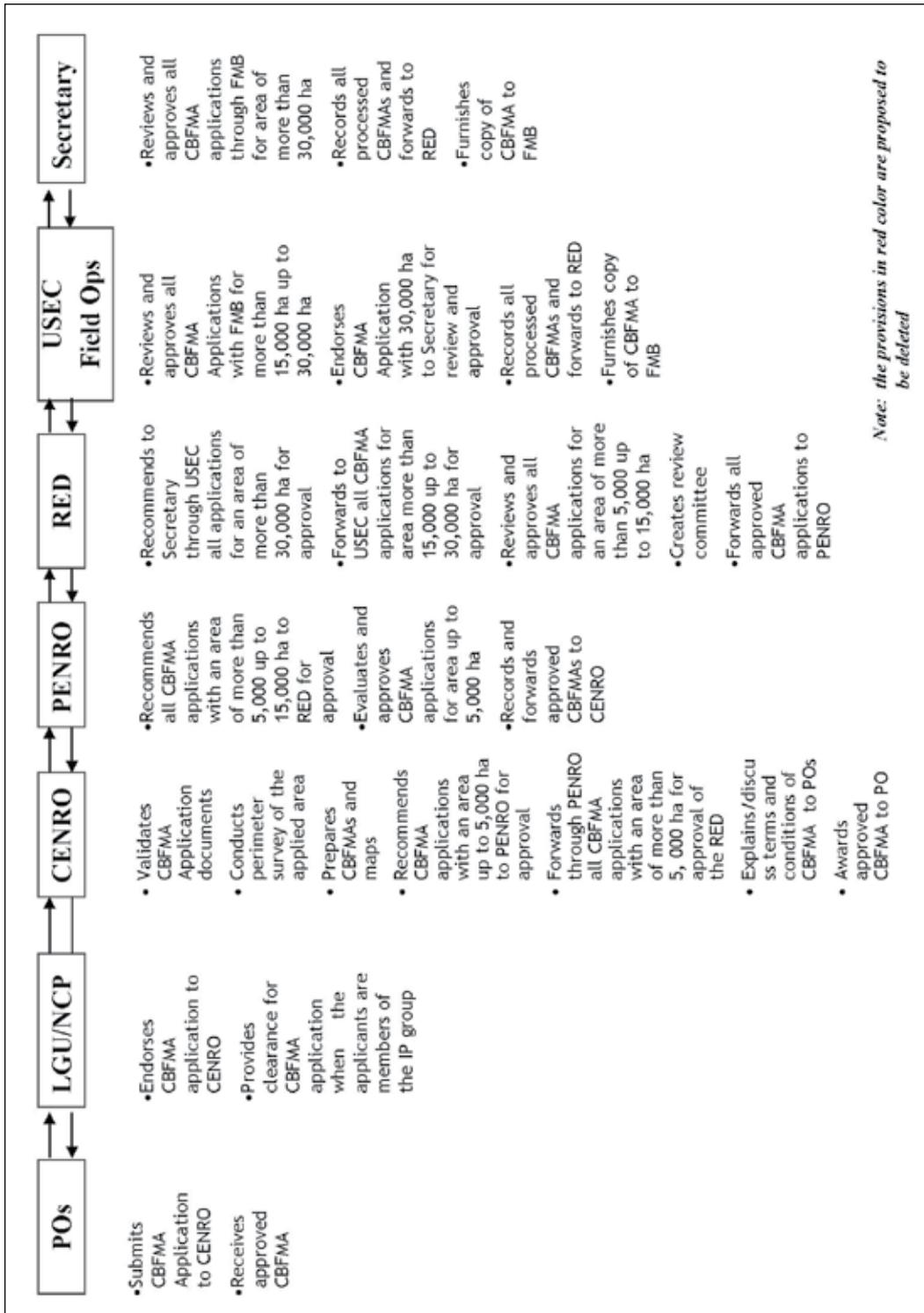
| Day | Activity   | Time Allocation       |
|-----|--|-----------------------|
| 1   | Opening Activities <ul style="list-style-type: none"> <li>• Prayer</li> <li>• National Anthem</li> <li>• Introduction of Participants</li> <li>• Expectation checking</li> <li>• Rationale/Objectives of the activity</li> </ul> | 1 hour and 30 minutes |
|     | Inputs <ul style="list-style-type: none"> <li>• What is Strategic Planning?</li> <li>• Components of a Strategic Plan</li> </ul>   | 1 hour and 30 minutes |
|     | Workshop 1 <ul style="list-style-type: none"> <li>• Define Scope, Target and Threats</li> <li>• Map Behavior Change Pathways</li> </ul>  | 4 hours               |
| 2   | Workshop 2 <ul style="list-style-type: none"> <li>• Benefits and Barriers</li> <li>• Formulation of Strategic Actions</li> </ul>   | 8 hours               |
| 3   | Workshop 3 <ul style="list-style-type: none"> <li>• Review of Vision, Mission and Goals</li> <li>• Enhancement of Organizational Governance</li> </ul>   | 4 hours               |
|     | Membership Protocol  | 2 hours               |
|     | Closing  | 1 hour and 30 minutes |

## APPENDIX 38. ACTIVITY DESIGN FOR PDRA AND CMDRR PLANNING

| Day | Activity  | Time allotment         |
|-----|---|------------------------|
| 1   | Registration of participants<br>Opening activities <ul style="list-style-type: none"> <li>• Prayer</li> <li>• Singing of the National Anthem</li> <li>• Welcome Remarks</li> <li>• Introduction of Participants</li> <li>• Expectation Check</li> <li>• Objective Setting &amp; Presentation of Schedule</li> </ul> | 30 minutes<br>1 hour   |
|     | Overview  | 30 minutes             |
|     | Learning and Reflecting from Experiences :<br>Before, During, After the Disaster  | 1 hour                 |
|     | Inputs: Mandates on DRR and DRR Framework <ul style="list-style-type: none"> <li>• Introduction to Disaster Risk Reduction</li> <li>• Understanding DRR Formula; Risk, Hazard, Vulnerability, Capacity, Disaster</li> <li>• Discussion on Joint Memorandum Circular 2013-1 and RA 10121</li> </ul>                  | 1 hour                 |
|     | Lunch break   | 1 hour                 |
|     | Input: Participatory Disaster Risk Assessment<br>Step 1: Community Mapping<br>Step 2: Household Profiling<br>Step 3: Identification of Elements at Risk<br>Step 4: Hazard Mapping (TD, PD, ND)<br>Step 5: Vulnerability Assessment (Low, Medium, High)<br>Step 6: Capacity Assessment (Existing, Required, Gaps)    | 1 hour and 30 minutes  |
|     | Workshop: PDRA  | 2 hours and 30 minutes |

|   |  |                        |
|---|--|------------------------|
| 2 | Recap & Morning Praise   | 30 minutes             |
|   | Workshop Continuation: PDRA  | 3 hours and 30 minutes |
|   | Lunch break  | 1 hour                 |
|   | Presentation of Workshop Outputs   | 2 hours                |
|   | Input: BDRRM Planning<br>Step 1: Review of Capacity Assessment Results<br>Step 2: Identify DRR programs/ activities<br>Step 3: Consolidate Programs/ activities that are similar<br>• Present DRR Mandatory Allocation<br>Step 4: Present BDRRM Template based on the 4 Components<br>Step 5: Program and Component matching<br>Step 6: Detailed Planning using AIP format<br>Step 7: Prioritization of Plans and Programs that would fit the 2015 AIP | 1 hour and 30 minutes  |
|   | Review of BDRRMC Structure and Organization  | 30 minutes             |
| 3 | Recap and morning Praise   | 30 minutes             |
|   | Workshop on BDRRM Planning   | 3 hours and 30 minutes |
|   | Lunch break  | 1 hour                 |
|   | Presentation of BDRRM Plans  | 1 hour                 |
|   | Input: Writing the CMDRR Plans   | 1 hour                 |
|   | Next steps   | 30 minutes             |

# APPENDIX 39. EXISTING FLOWCHART FOR THE PROCESSING AND APPROVAL OF CBFMA





“Go to the people. Live with them. Learn from them. Love them. Start with what they know. Build with what they have. But with the best leaders, when the work is done, the task accomplished, the people will say, ‘We have done this ourselves!’”

– Lao Tzu

