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**GEF Evaluation Office**

**Evaluation of GEF  
Capacity Development Activities**

**Philippines Country Case Study**

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The findings, interpretations, and conclusions expressed herein are those of the authors and do not necessarily represent the views of the GEF Evaluation Office, the GEF Council, or the Governments they represent. The authors of this document would welcome any comments or suggestions on its contents.

The papers in the Capacity Development Information Documents series, as of October 2007, are:

- No.1 Approach Paper (original version - November 2006) - *Todd and Risby*
- No.2 Literature Review of Guidance on Capacity Development - *Angulo*
- No.4 Philippines Country Case Study - *Viggh and Todd*
- No.3 Vietnam Country Case Study - *Stockholm Environment Institute*

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## Abbreviations

ADB	Asian Development Bank
ALGAS	Asian Least-Cost Greenhouse Gas Abatement Strategy
CBO	community-based organization
CBRED	Capacity Building to Remove Barriers to Renewable Energy Development
CPPAP	Conservation of Priority Protected Areas Project
CSP	Country Support Program for Focal Points
DENR	Department of Environment and Natural Resources
EA	enabling activity
FASPO	Foreign Assisted Projects Office
FSP	full-size project
GEF	Global Environment Facility
GHG	greenhouse gas
IA	Implementing Agency
ICM	integrated coastal management
IEC	information, education, and communication
LGU	Local Government Unit
M&E	monitoring and evaluation
MPA	marine protected area
MSP	medium-size project
MTDP	Medium Term Development Plan
NBSAP	National Biodiversity Strategy and Action Plan
NCSA	national capacity self-assessment
NGO	nongovernmental organization
NIPAS	National Integrated Protected Areas System
NSC	National Steering Committee
OFP	Operational Focal Point
PA	protected area
PDF	project development facility
PEMSEA	Partnership in Environmental Management for the Seas of East Asia
PO	People's Organization
POPs	persistent organic pollutants
PV	photovoltaics
SGP	Small Grants Programme
UNCBD	United Nations Convention of Biological Diversity
UNCCD	United Nations Convention to Combat Desertification
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
WB	World Bank
WWF	World Wildlife Fund

## Key Findings

The GEF portfolio in the Philippines consists of nine biodiversity projects (six full-size projects and three medium-size projects), nine climate change projects (eight full-size projects and one medium-size project), and participation in four international waters projects. The Small Grants Programme (SGP) has a total of 208 projects, receiving \$6.5 million of GEF funding.<sup>1</sup>

Overall, GEF capacity development support has been in line with the priorities outlined in the Philippines Medium Term Development Plans. Activities have been highly **relevant** to a set of National Action Plans, notably with regard to biodiversity, climate changes and the Stockholm Convention. There has been a high level of country ownership and most proposals have originated from national stakeholders, often being based on existing initiatives.

It is often difficult to assess whether capacity development activities have been **effective** in achieving their objectives, since these are often not very explicit and there is weak documentation, and monitoring and evaluation (M&E). It is clear that there are substantial achievements in terms of improved skills and awareness. There are many instances of positive institutional changes, particularly in the area of protected area (PA) management and international waters. Overall, GEF support has helped the country develop new policies and strengthen its environmental management. The SGP has performed well and has used distinctive approaches to capacity development, notably in its extensive collaboration with people's organizations (POs), its effective networking between environmental and rural development organizations and in its use of local language documentation.

With regard to **efficiency**, GEF capacity development activities have usually met their immediate output and outcome targets, although a few projects have suffered unusual delays in implementation. It is difficult to assess the cost efficiency of the activities, since they rarely comprise a defined budget heading during project preparation, implementation or monitoring. There is no system of tracking the cumulative results of capacity development or of sharing lessons between projects, which, together with the high turnover in GEF focal points, allows some duplication, overlap and inefficiency in the portfolio.

The portfolio has a very substantial amount of **individual** capacity development activities. These have generally been relevant, appropriate and of satisfactory quality, although there have been some exceptions. The main areas of concern are with the lack of clarity in project design concerning how the improved capacity will be used and with the relatively low range of possibilities within the government system to retain and reward motivated and trained people, particularly those from project management offices, who cannot be absorbed into government ministries or departments because of strict caps on spending and creation of new positions. A further common deficiency is in the sustainability of training programs. There is a tendency to plan and execute training as a one-shot solution, whereas it needs to be both progressive, in terms

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<sup>1</sup>All dollar amounts are U.S. dollars, unless otherwise indicated.

of raising the level of successful trainees through additional training opportunities and sustainable, and in terms of planning for and realizing a sustainable institutional structure, which can repeat the training at periodic intervals to take account of attrition of trained personnel.

At the **institutional level**, capacity development activities have been relevant to GEF objectives and national development goals and often in accordance with the move to decentralize many government responsibilities. Many projects have implemented appropriate institutional reforms and developed new management systems that have enhanced organizational capacities. Results and effectiveness at the institutional level have varied, with a tendency to be less effective at the local level. In many cases, institutions have been unable to provide appropriate incentives for trained staff and opportunities to use new skills have proved limited. Project designs are often vague concerning what improved institutional performance they are intended to generate, and this leads to M&E systems that focus on immediate outputs, rather than on impacts on such performance.

At the **systemic level** (the enabling environment) capacity development activities have been highly relevant to national action plans. Most projects have included a focus on the appropriate systems and there have often been changes in policy and regulations, which have usually been sustained. However, there is no system that effectively integrates the objectives of capacity development across projects, so that aggregation of impacts can be achieved.

A number of changes have been made to policies and strategies, building on GEF support and these have been supported by substantial government commitment. The lack of a knowledge management system on institutional performance reduces the possibility of effectively accumulating results and developing sustainable improvements to performance. Skills and capacities developed at the individual level have been substantial, but need continuing support, which is not systematically available. There is therefore substantial loss of trained staff, notably in government, through staff movement and losses.

Overall findings are therefore that the portfolio includes considerable capacity development activities. The results are generally positive and in some areas significant. However, there is no overall and coherent approach to secure long-term capacity development programs, which can build on and replicate successful training activities, to ensure a continuing supply of appropriately trained personnel. The lack of a coherent approach has meant the GEF support to capacity development has not been strategic or programmatic and connections have not been made between different levels of capacity development. Similarly, there has been no systematic monitoring or evaluation of overall capacity development performance, which could promote improvements to the coverage or approaches. In this respect, a strengthened focal point mechanism is needed in the Philippines to improve the effectiveness of future GEF capacity development activities.

## Evaluation Scope and Methodology

### Background

The issue of capacity development is a major priority within the global conventions, GEF activities and the international community. As approved by the GEF Council in November 2004 the GEF Evaluation Office is conducting an evaluation of GEF capacity development activities.

In international development circles there has been a gradual shift of terminology away from the term “capacity building” towards “capacity development.” Capacity building has come to be seen as connoting starting from zero and erecting new structures or transferring new knowledge; processes which are now perceived to be largely externally driven and to lack national ownership. Capacity development is seen to include national ownership, the identification of capacity needs, building on what is already available and the development of policies, which allow for synergies between local and external efforts and knowledge. This evaluation will use the term “capacity development” consistently, except when quoting directly from project titles or other documents, in which “capacity building” was used.

There are three analytical **levels** at which capacity development may be pursued and evaluated:

- **Individual**—enabling individuals to embark on a continuous process of learning; building on existing knowledge and skills and extending these in new directions as opportunities appear
- **Organizational or institutional**—building on existing capacities, but can involve constructing new institutions depending on the country context
- **Enabling environment, systemic or societal**—improving existing or developing new policies and legal systems to influence institutions and individuals through the incentives it creates

### Areas of Activity for Investigation

The GEF supports capacity development in the Philippines through five types of activities, listed below. The evaluation looked at what has happened in the Philippines in relation to each of these areas of activity. The method used to accomplish this is briefly described with each of the activity areas. The five areas of activity are:

#### *National Focal Point Capacity Enhancement*

In the Philippines national focal point capacity enhancement relates to the work of the overall focal point in Department of Environment and Natural Resources (DENR). There has been some small funding for this through UNDP since mid-1999. The objective of this support is to:

- Increase the awareness of GEF strategic priorities, policies and programs

- Create enhanced institutional memory of GEF activities within national government ministries
- Support the creation of GEF coordination and resource units within national government ministries to increase coordination among national agencies and improve country ownership and a cohesive approach to global environmental issues
- Promote mainstreaming of global environment issues into national sustainable development agendas
- Strengthen stakeholder involvement in global environmental programs

The evaluation of this activity was mainly accomplished through a series of interviews with the GEF operational focal point and GEF convention focal points, as well as other stakeholders. The evaluation team also reviewed all relevant documents.

### ***Enabling Activities for Conventions***

Enabling activity (EA) projects provide financing for the preparation of a plan, strategy, or program to fulfill commitments under a global environmental convention and preparation of a national communication or report to a relevant convention (biodiversity, climate change and persistent organic pollutants). EAs strengthen individual, institutional, and national capacity that will contribute towards the achievement of convention objectives.

Five enabling activities have been completed in the Philippines: (1) Enabling the Philippines to Prepare National Communication Program in Response to its Commitments to UNFCCC; (2) Enabling Activity to Prepare the Philippines First National Report to the UNCBD and establishment of a Clearing House Mechanism; (3) Climate Change Enabling Activity (Additional Financing for Capacity Building in Priority Areas); (4) Assessment of Capacity Building Needs for Biodiversity Conservation and Management in the Philippines (add on); and (5) Initial Assistance to the Philippines to Meet its Obligations Under the Stockholm Convention on POPs. The Philippines participated in one regional EA: Asian Least-Cost Greenhouse Gas Abatement Strategy (ALGAS). The evaluation team investigated their content and impact through the review of documents and discussions with UNDP, the operational and convention focal points and other participants in the different activities.

### ***National Capacity Self-Assessment***

The objective of National Capacity Self-Assessments (NCSAs) is to assist countries in preparing self-assessment of their capacity development needs and priorities to manage global environmental issues. Once countries identify capacity gaps, they are encouraged to develop a plan of action for overcoming them. NCSAs are intended to be entirely country-driven exercises.



The NCSA process assessed the capacity needs to meet the Philippine's obligations to UNCBD, UNFCCC, and UNCCD in 2004. The evaluation reviewed all relevant documents and interviewed key participants in the exercise.

### **Capacity Development Components of Full-Size and Medium-Size Projects**

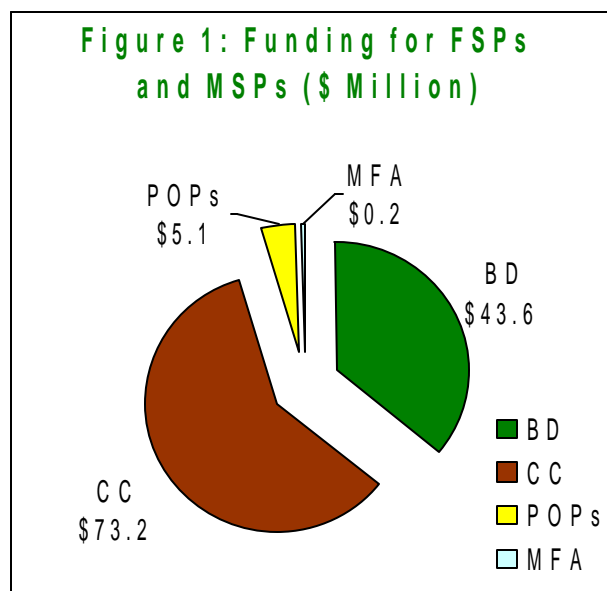
The main activities supported by the GEF are full-size projects (FSPs) and medium-size projects (MSPs). These include national projects, covering only the Philippines, and regional projects, which include more than one country. Most GEF projects contain substantial capacity development objectives aimed at augmenting individual (training, skills and knowledge transfer, and awareness-raising), institutional (organization development of existing governmental and non-governmental institutions) and enabling environmental capacities (policy and legislative development and harmonization) critical to the achievement of global environmental goals. However, in most of these projects, capacity development is not the principle objective, but a means to a broader global environmental goal. This has been the principle pathway for addressing country capacity development needs and GEF strategic priorities.

The FSPs and MSPs provided the main focus for this evaluation. The Philippine portfolio contains 15 national FSPs (six biodiversity, eight climate change and one POPs) and four national MSPs (three biodiversity and one climate change). National FSPs and MSPs received a total of \$ 73.2 million in GEF funding. Figure 1 shows the breakdown of funding by focal area.

The Philippines has participated in six regional (involving more than one country) GEF projects (one biodiversity, one climate change, and four international waters) projects. All regional projects are FSPs except for one of the international waters projects, which is an MSP.

The regional climate change project is an enabling activity (see annex D for more details). The evaluation reviewed all available project documents for each project, looking for all information on capacity development activities. This information was systematically collated and the information gathered was integrated into summary project pro formas (see annex B). Where possible, interviews with the executing agency and other key stakeholders were also undertaken.

In addition, selected projects were analyzed in more detailed through site visits and interviews with key stakeholders. The selected projects reflected a balance between focal areas and implementing agencies and include national as well as regional projects.



**National Projects:**

- Asian Conservation Company (biodiversity, FSP, World Bank/IFC)
- Biodiversity Conservation and Management of the Bohol Islands Marine Triangle (biodiversity, MSP, UNDP)
- Electric Cooperative System Loss Reduction Project (climate change, FSP, World Bank)
- Rural Power Project (climate change, FSP, World Bank/UNDP)

**Regional Project:**

- PEMSEA - Building Partnerships for the Environmental Protection and Management of the East Asian Seas (international waters, FSP, UNDP).

Two national projects had already been the subject of extensive study by the Evaluation Office:

- Conservation of the Tubbataha Reefs National Marine Park (biodiversity, MSP, UNDP)
- Palawan New and Renewable Energy and Livelihood Support Project (climate change, MSP, UNDP)

This evaluation was also informed by the country portfolio evaluation of the Philippines which took place from December 2006 to April 2007. The portfolio evaluation was conducted by staff of the GEF Evaluation Office and a team of NORDECO consultants (Nordic Agency for Development and Ecology). It included a desk review of existing documentation, extensive interviews with GEF stakeholders, a consultation workshop to present the evaluation's preliminary findings, and selected field visits to a limited number of project sites representative of GEF focal areas and of the variety of executing agencies (government, private sector, and NGOs).

***Small Grants Programme***

The Small Grants Programme (SGP) is primarily active at local individual and institutional capacity development scales in its activities to develop and implement technologies, building partnerships and share knowledge to address environmental problems. A strong emphasis is placed on replication of local activities over time through capacity development activities. The SGP is managed at the national level by UNDP and projects are selected on a flexible basis for funding up to a maximum of \$50,000. There are at present 208 SGP projects approved in the Philippines.

The evaluation of the SGP in the Philippines was part of a global evaluation of the SGP by the GEF Evaluation Office. NORDECO conducted the SGP evaluation from April to June 2007. Twelve projects (see annex E) were randomly selected for field investigation and were analyzed

according to standard questionnaires. Several field visits and interviews with local stakeholders took place in two of the four focus areas of the SGP. Further information was obtained at a stakeholder workshop in Manila plus a round of interviews with key stakeholders.

## Results Achieved in Capacity Development

This section presents the main findings of the evaluation of GEF projects and activities in the Philippines. It is organized into sections that reflect the type of GEF activity, rather than in relation to the three analytical levels at which capacity development may be pursued (individual, institutional, and systemic). This structure has been used after some thought, as the findings indicate that there are structural differences between the types of activities. The structure will also make the findings easier to follow for readers, especially at the national level, who are not familiar with GEF evaluation terminology and categorizations. Conclusions by levels of capacity development activity are reflected in the sections that follow.

The results presented here are based on the findings from the documentary reviews, stakeholder consultations, and field visits outlined earlier. There are limitations to the information gathered, as the documentation available was by no means complete and the resources available for field research meant that it was not possible to undertake an extensive program of interviews. Despite these information limitations, consistent patterns were found in the results of capacity development activities in the GEF portfolio in the Philippines.

### National Focal Point Capacity Enhancement

Several activities have been implemented aimed at enhancing the capacity of GEF focal points. In May 1999 the GEF formally launched the Focal Point and Council Member Support Program. Under this program, focal points could receive up to \$8,000 and council members up to \$2,000 annually in direct financial support. Activities eligible for funding included dissemination of GEF documents, access to relevant information, organization of meetings, translation of documents into local languages, access to internet, and constituency communication. The program was revised following recommendations of a GEF Secretariat evaluation in 2004. Implementation of the new phase, the Country Support Program for Focal Points (CSP), began in 2006. The CSP consists of three components. The first is direct financial support, as in the original support program, now implemented by UNEP. The second component consists of a series of sub-regional workshops for focal points to enable them to learn about new directions in the GEF and to share knowledge among peers. The third component is an online knowledge management system for focal points officially launched in April 2007 (see [www.gefcountrysupport.org](http://www.gefcountrysupport.org)). Components 2 and 3 are implemented by UNDP.

The Philippines focal point serves on the GEF Council for a constituency of 16 countries (Cook Islands, Fiji, Indonesia, Kiribati, Marshall Islands, Micronesia, Nauru, Niue, Palau, Papua New Guinea, Philippines, Samoa, Solomon Islands, Tonga, Tuvalu, and Vanuatu). The focal point has used the Support Program annual allotments for hosting constituency meetings with countries in the region and with national GEF proponents in the country. The CSP organized the sub-regional

workshop for GEF focal points in East and South-East Asia in April 2007 which the Philippines focal point attended. At the workshop the focal point shared knowledge of the Philippine focal point mechanism through a presentation on enhancing GEF national coordination, communications, and outreach. Concerning the online knowledge management system, it is not well known yet in the Philippines.

Other focal point capacity enhancement activities are the Country Dialogue Workshops and the National Dialogue Initiative implemented by UNDP. These are corporate GEF programs supporting national multi-stakeholder consultations in countries on GEF related themes. The Country Dialogue Workshops operated between 1999 and 2003 with an emphasis on raising awareness about the GEF and training national stakeholders on project development. In the National Dialogue Initiative, which is currently operating (2004-2008) the objective is to hold national consultations on global environmental issues related to the GEF to enable setting of priorities and development of national GEF strategies, and improve coordination and integration of GEF matters within the national context. In the Philippines, Country Dialogue Workshops were held in 1997 and 2000; however workshop reports were not prepared. A National Dialogue Initiative has not been held in the Philippines. On the other hand, the GEF operational focal point organized a national dialogue in January 2007 to discuss priorities for the RAF.

### National Capacity Self-Assessment and Other Enabling Activities

GEF support and activities have had an influence on the national context, particularly in terms of specific enabling activities. The first enabling activity to consider is the **National Capacity Self-Assessment** (NCSA), which is intended to provide participating countries (there are 152 committed to producing a NCSA) with the opportunity and support needed to assess their capacity needs and to prepare a plan and initiate a strategy for strengthening national institutional capacities for environmental management. UNDP identified a number of features of an effective NCSA process in the first quarter review of the NCSA Global Support Programme, which are in summary: (1) the NCSA is well planned and understood by national stakeholders; (2) the outcomes are institutionalized; (3) there is a lead agency; (4) information sharing takes place; and (5) the NCSA develops the country's enabling environment.

The NCSA project in the Philippines was implemented by the DENR in collaboration with the Department of Agriculture (DA). GEF provided \$0.2 million and it attracted \$0.1 million in cofinancing. Key to the NCSA process is the GEF operation focal point (OFP) located in DENR, in the Foreign Assisted Projects Office (FASPO). Since 1996 the OFP has been supported by focal points for the three international conventions located in relevant government bureaus of DENR (UNFCCC in the Environmental Management Bureau, UNCBD in the Protected Areas and Wildlife Bureau, and UNCCD in the Bureau for Soils and Water Management).

The primary objective of the Philippines' NCSA project was to identify (1) the priority capacity needs of the Philippines; and (2) the barriers to developing the priority capacity needs of the country. The secondary objectives were to:

- Incorporate environmental issues into the national development process
- Raise public awareness of existing capacities in the country, define what capacities need to be developed, and determine which of these would be a priority for different sectors and organizations
- Identify the particular capacities that need to be developed for local government units (LGUs), to allow them to widen and intensify their participation in meeting the country's obligations to the three UN Conventions, contribute to achieving the MDGs, and to promote sustainable development in the Philippines
- Strengthen the enforcement of environmental laws and regulations in the country
- Encourage wider dialogue and information sharing among actors and stakeholders to the three UN conventions (cross-thematic collaboration)

The Philippine **NCSA process** started in May 2004 and was carried out in two phases. The first was stocktaking of current capacities and capacity needs in the Philippines relevant to each convention and those that are common and cut across them. The second phase was the production of an action agenda that included the identification of priority capacity needs, activities to be undertaken to meet those needs, a resource mobilization agenda, and an M&E framework. The process included desktop assessments and regional stakeholder's consultations and workshops, and culminated in a five-volume document (2005). The final stage of the process was the publication of the abridged version of the full NCSA document entitled *Capacity Enhancement for the Global Environment: The Change Report* in November 2006.

The evaluation found that the NCSA process was a unique and useful process. UNDP organized the phases of the NCSA process well. The process was participatory involving field officials of DENR and DA and representatives of LGUs, civil society organizations, academia, business, and industry in different regions of the country. It was the first time the convention focal points and their constituencies have worked together. The process led to the realization that there are many common objectives, activities and concerns across the three UN conventions and to new possibilities for synergies and coordination. However, the process could have been strengthened with the participation of all GEF agencies, especially the World Bank and ADB, as well as other donors active in the Philippines.

The Philippines' **NCSA document** provides a sound appraisal of the country's strengths and weaknesses with regard to its obligations to UNFCCC, UNCDB, and UNCCD. The self-assessment concluded that the Philippines has capacities in place to address many of its obligations to the conventions, but that these are often not sufficient to effectively fulfill required tasks. The NCSA identified thematic capacity constraints including funding limitations, sufficiency and misplacement of skilled human assets, political complications that erode the organizational effectiveness of mandated agencies, and the poor levels of engagement of critical stakeholders.

According to the NCSA, The Philippines needs to do much to upgrade its capacities to address the UN convention obligations. The **NCSA Action Agenda** includes a comprehensive prioritization of capacities to be developed in the short, medium and long-term, a resource mobilization strategy, and an M&E framework. The NCSA summary volume outlines 10 recommended projects in line with priorities. A proposal has been submitted for GEF funding with the objective to strengthen cross-convention institutional and coordination structures and mechanisms at local and national levels. It aims to reduce overlap and maximize efficiencies in several crosscutting themes. The evaluation found other strategies for further funding, such as bonds, securities, excises taxes, utility users' taxes, cross-subsidies, and social capital among others experimental and somewhat unrealistic. A further challenge is to integrate the NCSA findings and recommendations to GEF funded activities such as other enabling activities, FSPs and MSPs. Some such linkages can be seen in the Capacity Building to Remove Barriers to Renewable Energy Development (CBRED) project.

The NCSA process also included an assessment of earlier **enabling activities** (EA) in relation to the UN conventions. Most were small in scale, ranging from \$0.04 million to \$0.50 million for a total of \$0.95 million, and it is difficult to separate their impact from wider capacity development activities and changes in policy and the regulatory environment. EAs have helped with the preparation of national reports to the UNCBD, the National Biodiversity Strategy Action Plan and a capacity assessment for selected PAs. DENR learned from the EAs through the consolidation of lessons learned from past GEF projects such as the Conservation of Priority Protected Areas Project (CPPAP).

The government prepared the first National Communication to the UNFCCC with support from a national EA and from the regional ALGAS project, which produced guidelines on how to conduct greenhouse gas (GHG) inventories. Capacity developed under these EAs was enhanced by an add-on to improve database information systems and public awareness. The government has also prepared a National Action Plan to meet its obligations to the UNCCD, but without support from an EA. Another EA resulted in a National Implementation Plan for the Stockholm Convention on Persistent Organic Pollutants. A recently approved FSP is intended to support part of the implementation plan for POPs.

### **Biodiversity**

The Philippines portfolio contains nine biodiversity projects: six FSPs and three MSPs, with a total of \$133 million, which includes GEF support of \$43.5 million. This includes CPPAP (World Bank), which received a GEF grant of \$20 million, almost half of the financing for biodiversity projects and \$2.9 million in cofinancing. The next largest project, the Integrated Coastal Resources Management Project, received \$9.4 million with \$54 million cofinancing from ADB. The remaining four FSPs range between \$5.1 million and \$16.9 million in total value with GEF financing ranging between \$1.3 million to \$6.1 million. The three MSPs range between \$1.3 million and \$2.2 million in total with GEF financing of less than \$1 million in all cases. The Philippines also participates in one full size regional project with Indonesia, the

Marine Aquarium Market Transformation Initiative, which received \$21.9 million from the GEF and \$15 million cofinancing from the World Bank/IFC.

Of the 10 projects, six (three FSP and three MSP) were principally concerned with the establishment and management of specific PAs, three were focusing on integrated coastal management (ICM) and the regional project aims to transform the marine aquarium market. All included capacity development activities as a core part of the project design and all have undertaken a number of specific capacity development activities during their implementation. The World Bank is the Implementing Agency for two projects, the World Bank/IFC for three, UNDP for four, and ADB for one. The types of capacity development activities found in the biodiversity projects are shown in table 1, although this does not indicate the scale of the activities in each project.

The most notable feature of table 1 is the dominance of formal training activities in the approach to capacity development. All ten projects have included training for other organizations involved in project implementation, including local government, technical agencies, and research and educational institutes. Almost all have included training to local community members, and four for the national executing organizations. In some cases, these training components were large. For example, the Bohol Islands Marine Triangle project organized training on subjects as diverse as leadership, financial management, alternative livelihoods especially eco-tourism, coastal resource management skills including, law enforcement methods, monitoring of marine resources, conflict resolution, resource restoration, and pollution prevention. People trained were staff of the LGUs, the Bohol Environmental Management Office, NGOs, and fishing communities. The Coastal and Marine Biodiversity Conservation in Mindanao project trained DENR/Bureau of Fisheries and Aquatic Resources officers, LGU/NGO/PO staff and schoolteachers as trainers in sustainable marine and fisheries management. The training of the trainers was designed to include on-site investigations including diving at the project sites.

In some cases the training had not been well designed and the trainers were not sufficiently qualified. For example, in the Samar Island Biodiversity project, the final review concluded:

Training and education on biodiversity conservation and livelihood is not a one-shot deal. It necessitates a well-tailored plan and careful step-wise implementation so that the project will know where to begin, what to do next and where to end. The project's training activity lacks clear direction to support its goal for livelihood development and biodiversity conservation.

The same project had a strong focus on changing forest dependent livelihoods into agriculture-based livelihoods. But the project was not sufficiently aware of the many dimensions of the original forest based livelihood, which resulted in the development of an alternative that did not cover the needs of the target group.

**Table 1: Capacity Development Activities in Biodiversity Projects**

Capacity Development Type	Project									
	1	2	3	4	5	6	7	8	9	10
Development of Laws, Policies, National Strategies	X	X	X	X	X	X	X	X	X	X
Training to Executing Organization Staff	X	X	X				X	X		
Training to Local Community		X	X	X	X	X	X		X	X
Training to Other Organizations	X	X	X	X	X	X	X	X	X	X
"Learning by Doing": On the Job Skills Development	X	X	X		X	X	X	X	X	
Awareness Raising/Education Activities	X			X		X	X	X	X	X
Improved Resource or Enterprise Management Models	X	X	X		X	X	X		X	
Improved Monitoring & Evaluation/Information Systems	X	X	X		X	X	X		X	X
Pilot/Demonstration Activities for Wider Replication							X		X	
Establishment of Local Community/Stakeholder Groups				X						
Improved Production or Marketing Systems										X
Improved Organizational Coordination & Communications				X				X		

**Project Code**

- 1. Samar Island Biodiversity Project
- 2. Conservation of Priority Protected Areas Project (CPPAP)
- 3. Coastal and Marine Biodiversity Conservation in Mindanao
- 4. Sustainable Management of Mount Isarog
- 5. Conservation of the Tubbataha Reefs National Marine Park

- 6. Bohol Islands Marine Triangle
- 7. Asian Conservation Company
- 8. Integrated Coastal Resources Management
- 9. Asian Conservation Company (Tranche II)
- 10. Marine Aquarium Market Transformation



All 10 projects have sought to enhance the national and local policy and legal frameworks. Capacity development interventions on the systemic level include development of policies, legislation, regulations, and master plans, and the legal establishment of PAs through local ordinances, presidential Proclamations, and Protected Area Bills. Several projects have been able to catalyze policy action to strengthen natural resource management at the local and national levels. Eight projects established terrestrial or marine PAs to promote conservation of critical ecosystems and habitats. Major results include expansion of the PA area network with more than 2 million hectares of PA and at the least 25 fisheries MPAs being designated as a result of GEF-supported interventions. For example, CPPAP facilitated the country's first five Republic Acts permanently establishing five of ten project sites as PAs. Under the Bohol Island Marine Triangle project 14 MPAs were legalized by resolution or ordinance.

**Box 1: Bohol Marine Triangle**

The Biodiversity Conservation and Management of the Bohol Islands Marine Triangle (BMT) project was designed to ensure the protection of significant coastal and marine ecosystems in an area spanning the islands of Panglao, Balicasag and Pamilacan in Bohol Province in central Philippines. Rather than managing conservation efforts within the National Integrated Protected Areas System (NIPAS), it was managed by a body consisting of local communities, NGO's, and local government representatives. The Foundation for Philippine Environment executed the project in partnership with the Bohol Alliance of NGOs. The Padayon BMT Management Council, an NGO established in 2002, has taken over activities since project completion in June 2007.

The objective of the project was to ensure conservation of the BMT's biodiversity resources through more effective, equitable and sustainable planning, monitoring, and enforcement of biodiversity conservation efforts. Capacity development was central to the project's approach. An integrated coastal zone management planning system to strengthen government and community institutions guided the process. Various trainings, workshops and study tours were undertaken to increase skills in management, species inventory, monitoring and evaluation, and law enforcement. The project carried out intensive education and awareness building activities to secure participation of different stakeholders within and outside the project sites. The project worked with communities to assist them in establishing effective marine protected areas (MPAs) and implementing sustainable harvest schemes for coastal resources. Promotion of alternative livelihoods played a key role after the midterm review of the project.

As a result of project activities, the percentage of coral cover and mangrove forests has increased. Biodiversity monitoring by the community showed a relative increase of fish stocks within the MPAs established and managed under the project. The project provided an avenue for NGOs to work together as partners and in collaboration with local government units. A 10-year coastal resource management plan has been crafted that reflects the vision of all stakeholders. The results of training in alternative livelihoods have not been as positive. This is partly because the goal of economic development was not sufficiently integrated with the goal of conservation. Beneficiaries were not necessarily those who lost access to marine resources, but often people who were able to supplement their household's total income. The linkage between conservation and livelihoods promoted by the project such as raising livestock, handicrafts, and ecotourism, were not clear. Also, the financial sustainability of such activities as a valid alternative livelihood is ambiguous. For example, the ecotourism activities of the Pamilacan Island Dolphin and Whale Watching Organization were impressive, but the financial sustainability is doubtful.

Eight projects aimed to improve M&E and information systems with a major focus on biodiversity monitoring systems and training. The establishment of GEF-supported participatory local biodiversity monitoring system under DENR is a contributory factor enabling documentation of trends on a number of key indicator species or species under threat. The focus of the monitoring efforts has been on land and resource uses and on conservation-dependent threatened species in a number of PAs. As a result reported from just one GEF-supported project, the CPPAP, more than 150 management initiatives were taken by local level managers and communities over a period of less than three years.<sup>2</sup>

Seven projects have included some form of awareness raising or educational activities. These took many forms, but generally projects conducted awareness campaigns, produced printed materials or introduced environmental awareness through schools. Some projects dedicated a full component to information, education and communications (IEC). The Integrated Coastal Resource Management (ICRM) project aims to establish five ICRM centers to support public education, research, and conservation activities. The Bohol Island Marine Triangle project implemented a thematic IEC strategy that was applied geographically based on the issues confronting each municipality. The strategy resulted in stronger stakeholder collaboration for the BMT's resource management. Overall, the effectiveness of awareness raising activities is hard to assess, but substantial efforts were made and issues of awareness are seen as a core component of the biodiversity portfolio.

Seven projects introduced new or improved resource management models, and indeed this was often the main rationale for the project (particularly for the six projects concerned with PAs). The approach to improved resource management was very similar in most of the projects. It combined the development of more information-based and scientifically coherent management decisions with community participation, though the extent and effectiveness of the latter component is far from clear in many of the project documents.

### Climate Change

The climate change portfolio in the Philippines consists of nine projects: eight FSPs and one MSP. The total value of these projects is very high: \$1,507.4 million, which includes GEF support of \$72.9 million. The largest project, Leyte-Luzon Geothermal (WB), had a total budget of \$1,334 million, of which GEF financing was \$30 million (a little more than 2 percent). The other seven FSPs have a combined value of \$171.2 million, of which GEF financing is \$42.2 million or just less than quarter. The remaining project, an MSP, received \$2.6 million in total including \$1.8 million cofinancing. Overall the level of cofinancing is extremely high in the Philippine climate change portfolio but even so, the \$72.9 million of GEF support is significant.

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<sup>2</sup>Danielsen, Finn. et al. 2007. Increasing Conservation Management Action by Involving Local People in Natural Resource Monitoring. *Ambio*, Vol. 36, No. 5, 2007. Royal Swedish Academy of Sciences.

The climate change projects focus on the adoption of renewable energy (four FSP and one MSP projects), energy efficiency (three FSPs), and promotion of non-motorized transport (one FSP). All the climate change projects have included capacity development components at least on the individual level. All but one project aimed to strengthen institutions, while six projects targeted the enabling environment. The World Bank is the Implementing Agency for three projects, the World Bank/IFC for two, UNDP for three, and one project is jointly implemented by the World Bank and UNDP. The types of capacity development activities in the climate change projects are shown in table 2.

Capacity development project components were not designated to achieve immediate GHG emissions reductions but rather were intended to create enabling environments that would do so over the long run. As in biodiversity, climate change projects have a strong focus on formal training in their approach to capacity development. Nine have provided training to organizations collaborating with the national executing organization, and seven to the executing organization's own staff. There is less emphasis on training to the local community which only four projects include and little on-the-job training.

Two projects have included large training components: the CBRED project and the Palawan New and Renewable Energy Livelihood Support project. For the ongoing CBRED project, training needs were identified during the PDF-B exercise which found that the major stakeholders in the Philippines' renewable energy sector required capacity upgrading in development and commercialization, particularly in policy, regulatory, financial, market, technical, and operational aspects. The training program targets government institutions such as the Department of Energy, the National Electrification Administration, the National Power Corporation, the Philippine National Oil Company, the Department of Trade and Industry, and the Department of Interior and Local Government. Individuals from these agencies will gain sufficient knowledge and experience in formulating necessary policies on the development and application of renewable energy through their active participation in seminars, coordination meetings, discussions, seminars and workshops throughout the project. Also private sector renewable energy developers, LGUs at the provincial and municipal levels, barangay level associations like BAPA (Barangay Power Association), renewable energy system manufacturers/suppliers, and renewable energy consultants in project development are targeted.

The completed Palawan project (see box 2) trained the project management office staff, Provincial Government of Palawan (PGP) key staff, PALECO (a private electric cooperative), local entrepreneurs, LGUs, local cooperatives, and academia. As a result, the project technical staff were able to design, install, operate, and maintain standalone solar home systems and battery charging systems, biogas systems, PV lighting for mud

**Table 2: Capacity Development Activities in Climate Change Projects**

Capacity Development Type	Project								
	1	2	3	4	5	6	7	8	9
Development of Laws, Policies, National Strategies	X			X	X	X	X	X	
Training to Executing Organization Staff	X	X		X	X	X	X	X	
Training to Local Community	X			X	X		X		
Training to Other Organizations	X	X	X	X	X	X	X	X	X
“Learning by Doing”: On the Job Skills Development	X								X
Awareness Raising/Education Activities	X			X		X	X		
Improved Resource or Enterprise Management Models	X				X		X	X	
Improved Monitoring & Evaluation/Information Systems				X			X	X	X
Pilot/Demonstration Activities for Wider Replication	X		X	X	X			X	
Establishment of Local Community/Stakeholder Groups									
Improved Production or Marketing Systems	X		X						
Improved Organizational Coordination & Communications						X	X		

**Project Code**

1. Palawan New and Renewable Energy Livelihood Support
2. Leyete-Luzon Geothermal
3. CEPALCO Distribution Generation PV Power Plant
4. Metro Manila Urban Transport – Marikina Bikeways
5. Rural Power

6. Efficient Lighting Market Transformation
7. Capacity Building to Remove Barriers to Renewable Energy Development
8. Electric Cooperative System Loss Reduction
9. Philippines Sustainable Energy Finance Program

**Box 2: Palawan New and Renewable Energy and Livelihood Support Project**

This medium-size project had a GEF budget of \$750,000, with \$1.8 million of co-financing from the provincial government, a private company, and UNDP. GEF funds were primarily intended for capacity development activities, including the following:

- develop capacity of Local Government Units and Rural Electric Cooperatives
- public awareness campaign on renewable energy
- establish renewable energy development centre
- design risk sharing mechanism to support a new Rural Energy Service Company.

Demand for renewable energy (solar PV units) was intended to be promoted through pilot schemes at village level, in which PV units would be used for productive activities, thereby generating income for their (cooperative) owners. In the event, the field-based component of the project failed. Suitable uses of the units for productive activities were not found and they were too expensive for most potential users.

Despite this, many of the capacity development intentions were achieved. Specifically, the project's objective to raise capacities for provincial and local government and the Rural Electric Cooperative were largely met by a substantial training program and the establishment of a Renewable Energy Unit in the Provincial Government. Its next objective, raising public demand for renewable energy systems was partially realized through inputs into the preparation of the revised Palawan energy master plan, while public events and community liaison stimulated 500 referrals of potential customers to the PV unit supplier. The project also established a Renewable Energy Development Center on the grounds rented by the project management office and this was used for training activities for various renewable energy technologies for a wide range of stakeholders.

The project was mainly implemented by a new NGO established for this purpose and at completion there was no clear plan for sustainability of activities, including for the Renewable Energy Development Center. A number of relevant local institutions were involved with the project, but were not built into a coherent sustainability plan.

crab farms and grouper fish cages. The on-the-job training of PGP staff seconded to the project led to the creation of a renewable energy organizational unit at the Provincial Planning Development Office. Also a community-based pool of renewable energy educators was organized as a result of extensive popular education training.

Six projects have aimed to develop laws, policies, strategies, and standards. A range of interventions have been used such as promotion of new laws, support to policy and regulatory reform, formulation of master plans, and setting of standards and systems policies. Capacity development activities have contributed to new innovative laws and a strategic shift towards environment-friendly energy diversification, brought together by enabling assistance from a number of donors including GEF. For example, under the Palawan Renewable Energy Support project the provincial government was the first in the Philippines to develop an Energy Master Plan and to have an Energy Unit. A number of Department of Energy regional plans have copied the Palawan approach of local level planning.

The CBRED project is promoting the Renewable Energy Bill, which, if passed into law would accelerate the development of renewable energy by providing attractive fiscal incentives to encourage geothermal, hydro, wind, solar, and biomass projects. The bill also seeks to open

access to the energy grid for all renewable energy sources, give priority dispatch for wind power and other intermittent generators, and requires power generators/distributors to have a fixed percentage of power coming from renewable sources through the Renewables Portfolio Standard.

Five projects have piloted demonstration activities of various types ranging from renewable energy technologies to business models. The Palawan renewable energy project showcased applications of PVs for wider replication through a newly created renewable energy development center. The CEPALCO Distribution Generation PV Power Plant, once completed will be the first full-scale demonstration of the environmental and economic benefits of the conjunctive use of hydro and PV-based power, as well as the first significant use of grid-connected PV in a developing country. The Rural Power Project (see box 3) is piloting public-private partnerships business models that bring new players from the private sector for decentralized electrification.

### **Box 3: Rural Power and Electric Cooperatives**

The Rural Power Project (RPP) and the Electric Cooperative Systems Loss Reduction Project (ECSLRP) complement each other in providing rural communities with affordable and reliable electricity services. The ECSLRP is improving the energy efficiency of rural electric cooperatives by promoting private investment through management contracts. The RPP is attracting new players from the private sector to provide service to unelectrified barangays and underserved areas, and promoting financial self-sufficiency of electric cooperatives (ECs) over the longer term.

Both projects include a wide range of capacity development activities. The RPP is developing and implementing policies on energy tariffs and subsidies, regulation, and the integration of renewable energy technologies into the government's electrification program. The project is strengthening the capacity of the Department of Energy (DOE), the Development Bank of the Philippines (DBP), and that of participating micro-finance institutions, renewable energy technology (RET) system suppliers, electric cooperatives, and NGOs on selected RET matters. These include appraisal, selection, procurement, and supervision related to RET subprojects. The ECSLRP is strengthening the capacity of DOE, the National Electrification Administration, and the Local Government Unit Guarantee Corporation (LGUGC) (a private financial guarantee institution) in project implementation, transactions involving electric cooperatives, monitoring credit guarantee programs, and carrying out workshops, market promotion, and information dissemination.

Project implementation of both projects is near mid-term. The RPP has financed eight local and 13 international training sessions, workshops and study tours (as of August 2007). Interviews with executives from the DBP who attended a pilot training course on lending for renewable energy showed that the new skills acquired have enabled them to identify potential renewable energy projects and clients. Under the ECSLRP, three technical staff from electric cooperatives have received training in electric power distribution system engineering. One participant was now able to analyze system's losses and improve the energy efficiency of her electric cooperative. Also, the LGUGC sent staff to the Asian Institute of Management and organized study tours for other agencies.

Under the RPP new partnerships have been established between solar PV companies and micro-finance institutions through a pilot incubator project. To date, eight renewable energy technology companies have been accredited and are conducting business in rural areas. Two pilot ECs have been accredited for private financing. The projects have made good progress in regulatory and power sector reform. Overall, the capacity of the DOE, project partners, and stakeholders has increased. A systematic assessment of results from the capacity development activities is difficult at this stage of project implementation. The RPP has been under implementation for almost three years and has yet to set up a monitoring and evaluation system for tracking overall project progress.

GEF-supported capacity development activities have contributed to overall results in the climate change area. The Philippines has in particular been able to a) identify and start to implement strategies that reduce GHG emissions and improve local air quality while meeting public health, and economic development objectives; b) provide stakeholders with quantitative estimates of global and local co-benefits of GHG reducing policies and technologies; c) engage national stakeholders to lay the groundwork for the adoption of cost-effective alternative renewable energy; d) build analytical, institutional, and human capacity for multi-disciplinary monitoring and analysis of GHG mitigation and environmental impacts of alternative strategies, and; e) put in place necessary legislation and policies enabling increased energy conservation and energy efficiency through reduced costs of low GHG emitting technologies.

### International Waters

The Philippines is participating in four regional international waters projects: three FSPs and one MSP. Although it is difficult to calculate the portion allocated to the Philippines, the total value of these four projects is \$76.2 million of which \$42 million is GEF support. Three of the projects, two FSPs and one MSP implemented by UNDP, are phases of the Building Partnerships of the Environmental Protection and Management of the East Asian Seas project (PEMSEA). The remaining international waters project, Reversing Environmental Degradation Trends in the South China Seas, is the only project in the Philippines portfolio implemented by UNEP.

The evaluation found that for the international waters projects examined, there is little separation of information in project documentation by the different countries involved. It is clear that all of these projects have substantial capacity development components. The majority of the training focuses on organizations involved in project implementation including local and central governments, communities, the public, NGOs, POs, the media, scientific communities, the private sector, and schools. Two projects target regional and national capacity at the systemic level by developing local policies and adopting national habitat management plans. Being regional projects there is an emphasis on capacity development through the sharing of cross-country expertise and experiences. Reflecting this emphasis, three projects aim to build networks and three establish demonstration sites. None of the projects establish local community or stakeholder groups. The types of capacity development activities in the regional international waters projects are shown in table 3.

**PEMSEA** is a regional project that has had several phases. The main objective is to enable the participating countries of the East Asian Seas Region to collectively protect and manage the coastal and marine environment through inter-governmental and inter-sectoral partnerships. The management office for this regional project is located in the Philippines in a DENR building.

**Table 3: Capacity Development Activities in International Waters Projects**

Capacity Development Type	Projects			
	1	2	3	4
Development of Laws, Policies, National Strategies		X	X	
Training to Executing Organization Staff			X	
Training to Local Community		X		
Training to Other Organizations	X	X	X	X
“Learning by Doing”: On the Job Skills Development				X
Awareness Raising/Education Activities		X	X	X
Improved Resource or Enterprise Management Models		X		
Improved Monitoring & Evaluation/Information Systems		X		
Pilot/Demonstration Activities for Wider Replication	X	X	X	
Establishment of Local Community/Stakeholder Groups				
Improved Production or Marketing Systems				
Improved Organizational Coordination & Communications		X	X	X

**Project Code**

1. Prevention and Management of Marine Pollution in the East Asian Seas (PEMSEA I)
2. Building Partnerships for the Environmental Protection and Management of the East Asian Seas (PEMSEA II)
3. Reversing Environmental Degradation Trends in the South China Seas and Gulf of Thailand
4. East Asian Seas Region: Development and Implementation of Public Private Partnerships in Environmental Investments (PEMSEA III)

Among the achievements of PEMSEA is the creation of a network of various national and sub-regional integrated environmental management programs throughout the East Asian Seas area; facilitation of a critical mass of national and regional multidisciplinary technical expertise in environmental and marine and coastal management; and the establishment of ICM sites. PEMSEA established one of its two pilot demonstrations ICM sites in the Philippines in Batangas City. UNDP chose Batangas Bay because the water was not already heavily polluted and ICM could be used as a preventive measure in an area with growing industry. The project put in place a functional management structure lead by the Provincial Government’s Environment and Natural Resources Office (PG-ENRO). Subsequently, two parallel ICM projects in the provinces of Bataan and Cavite were established. PEMSEA has also developed an integrated Manila Bay action plan and technical assistance is being provided to a number of coastal LGUs. They provide a platform for scaling up and replication in the country. The initiatives have been institutionalized at the national and local levels of government. They serve as valuable examples of how GEF support has facilitated improved governance and enabled the respective governments and stakeholders to confront and overcome many of the challenges to sustainable development of marine and coastal resources.

Skill transfers, organizational strengthening, and institutional reform are essential elements of capacity development in PEMSEA. Activities in the Philippines include establishment of an ICM training center in Batangas City, strengthening of policies, training, study tours, cross-site visits,



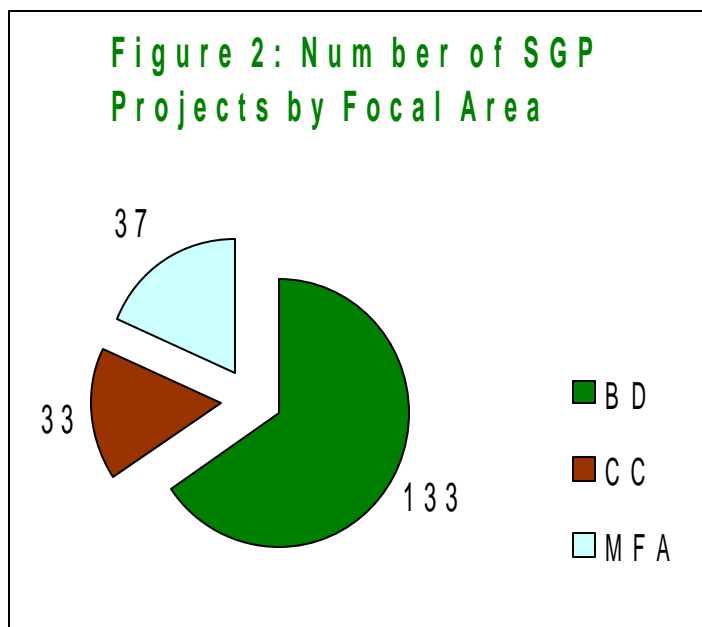
and development of practice related publications. The Governor of Batangas participated in a PEMSEA study tour, which led to a strong regional government commitment to the project. The pilot ICM site first showcased a working model for the Batangas Bay region. Later the ICM experience was strengthened and expanded to Balayan Bay, Pagapas Bay, and others. DENR is using the Batangas ICM implementation model as an example for executive orders for ICM in other regions. Replication of the ICM experience is continuing in many areas including Tayabas Bay and the Verde Passage Marine Biodiversity Conservation Corridor.

The **South China Seas** project’s training targeted primarily government officials and institutions. A program was developed aimed at (a) developing a regional common understanding of the refugia concept, (b) identification of important nursery and spawning areas, and migrating routes, and (c) developing regional capacity in fish early life-history science. The expected outcome to the project is the adoption of national habitat management plans and a Meta-database of national legislation relating to the environment of the South China Sea.

**Small Grants Programme**

The SGP started in the Philippines in 1992 as one of the 33 pilot countries and has become one of the largest portfolios in the program with more than 200 projects. The SGP is implemented by UNDP. A National Steering Committee (NSC), an independent structure with representation from private sector, government, and academia, is responsible for selecting and approving projects. A National Coordinator (NC) has lead responsibility for managing program and project implementation, including supervision.

The goal of the SGP is: “Global environmental benefits secured in the GEF focal areas through community-based initiatives and actions.” Around 64 percent (133 projects) of the portfolio is concentrated on biodiversity projects, 18 percent (37 projects) on multi-focal activities, and 16 percent (33 projects) on climate change projects. The number of projects by focal area is shown in figure 2.



The SGP in the Philippines has been very successful in obtaining cofinancing from both grantees and other donors. From 1992 to 2007, the GEF provided small grants of \$6.5 million and grantees have provided cofinancing of more than \$1 million in cash and \$2.3 million in kind. The SGP has also mobilized an additional \$7.3 million in cofinancing from other donors and programs. Additional

funding, which has not been aggregated by the evaluation, was provided by LGUs units and the private sector.

The organizations supported by the SGP are varied. In 1996, a NSC strategic planning workshop discussed possible SGP partners. Participants decided to give preference to people's organizations (POs), also referred to as community-based organizations (CBOs), as the priority partners and as project holders and implementers. A second model was also adopted: NGOs support CBOs which require strengthening, on the condition that the NGO would be phased out within a timeframe to be determined jointly by the NGO and CBO. The decision stressed that in the implementation of any project, whether community-initiated or SGP-initiated, government agencies or institutions and LGUs would always be involved.

The SGP has developed a comprehensive network of SGP project implementers and supporters, including development and conservation movements at both local and national level, multi-stakeholders, volunteer NSC members, local POs, academia such as regional universities, and the private sector in some cases. These players have all helped to address technical and institutional issues and have supported capacity development of POs and NGOs.

Capacity development is a central rationale of the SGP in the Philippines as elsewhere. All projects have included capacity development activities on the individual level and most projects on the organizational level. These include paralegal training, resource mobilization, management and networking, and organizational development. The evaluation found that the SGP's capacity development approach has contributed to reducing threats to the national environment and, to some extent, to the global environment. Many of the capacity development activities are of both local and national relevance, but there may be a need to strengthen the linkages of the capacity developed to global environmental issues.

Several projects have contributed to increased environmental sustainability locally and have, at least on a short-term basis, moved towards sustainable use despite increased human population and other socio-economic pressures in most of the intervention areas. This was possible because some projects were able to catalyze policy action to strengthen natural resource management at the local level. Similarly, support has been provided for institutional strengthening to enhance good governance and more transparency in decision-making involving natural resource management. Local civil society capacity has been strengthened at the individual level and as NGO networks. Also, general knowledge regarding the status of biodiversity in the Philippines has increased through comprehensive IEC work.

## Summary

Capacity development components have been woven throughout all GEF activities; elements as developing laws, training to individuals and organizations, awareness raising, demonstration activities, M&E, and building networks. The elements were often linked directly to the objectives of projects and have specific outputs. Therefore, capacity development is an important means used to help attain global environmental goals.

The results of GEF capacity development activities are mixed. In some projects there has been capacity development with positive results and impact (Coastal and Marine Biodiversity in Mindanao); while in others the results were clearly unsatisfactory (training of the National Power Corporation in Leyte-Luzon Geothermal Project). Overall, few project and M&E documents describe the capacity development effort and results in detail; for example the number of people to be trained, training impacts, monitoring follow-up on results, and lessons learned. This makes assessment of the full results of training efforts difficult and hinders the future replication of good practices. The failure to systematically document the results of GEF-supported capacity development also limits sharing of lessons learned among government agencies and GEF Agencies.

The evaluation found that GEF support has enhanced the capacity to fulfill obligations under relevant international instruments, but perhaps less so in achieving national objectives and targets for sustainable development. For example, the GEF helped achieve a substantial increase in the number of PAs but not in the number of human resources needed to manage these areas. Pilot projects and EAs have also helped demonstrate what is needed at the national level in terms of frameworks and capacity, and how the government may overcome such challenges, but the response is weak. If management capacities are weak at the national and local levels, then the likelihood of sustaining or scaling up projects after GEF exits is greatly reduced.

Despite the extensive capacity development efforts supported through GEF projects, recent evaluations of the environment and natural resources sector concluded that there remain substantial gaps in capacity, especially at the local level.<sup>3</sup> Local level DENR and LGUs and their environment and natural resources units tend to be weak and lack capacity on many important aspects related to the implementation of sustainable natural resources management.

## Relevance of GEF Projects to Country Policies and Needs

The development agenda and national priorities in the Philippines are expressed in the country's Medium Term Development Plans (MTDP). During the GEF support period the country has been guided by three development plans plus a revised plan.

Although the GEF has supported a similar number of activities in the focal areas of biodiversity and climate change, the latter area has received the largest share of funding. The main focus of **climate change** projects has been on the energy sector. This is very much in line with the MTDP priorities, where energy efficiency and renewable energy have been given high priority. Renewable energy systems, such as solar and wind, are considered the most cost-effective means of making power available in remote areas. In the present MTDP (2004-10) the Philippines strives to become a world leader in geothermal energy, and a regional leader in the fields of wind and solar power.

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<sup>3</sup> DENR/WB: Governance of Natural Resources in the Philippines: Lessons from the Past, Directions for the Future. November 2003.

The GEF has supported several renewable energy activities, including the large Leyte-Luzon Geothermal project, Palawan Renewable Energy and Local Livelihoods (solar energy), Capacity Building to Remove Barriers to Renewable Energy (CBRED), and the Rural Power Project (solar energy). Energy efficiency is another priority in the MTDP where GEF support has been highly relevant. Two active projects, Efficient Lighting Market Transformation and Electric Cooperative Systems Loss Reduction, address the removal of barriers to energy efficiency and seek to increase investments in this area.

GEF **biodiversity** support has been highly relevant to the national agenda and GEF support was instrumental to the establishment, development, and consolidation of the National Integrated Protected Areas System (NIPAS). The government began the development of NIPAS in 1992. Currently it includes 101 proclaimed PAs with a total area of approximately 3.2 million hectares; of which half are land-based PAs that equal 5.4 percentages of the country's land area.<sup>4</sup> The remaining areas of 1.6 million hectares are marine protected areas (MPAs).

All the MTDPs place high priority on the environment and natural resource management and they all contain concrete goals and lines of action regarding biodiversity. GEF support to NIPAS is highly relevant and has helped the country expand its PA system considerably. Furthermore, the Philippines National Biodiversity Strategy and Action Plan (NBSAP), with support from the GEF, was formulated and approved in 1997. GEF-supported projects in biodiversity formulated after this Plan are all found to be within its objectives and project documents make explicit references to NBSAP, its objectives, and lines of action. Another priority on the national agenda has been and continues to be the development of ecotourism and payment for environmental services. GEF support, such as the Samar Island Biodiversity and Bohol Islands Marine Triangle Projects, has been highly relevant to these priorities.

In the area of **international waters**, the government has started to implement an ICM framework that is expected to significantly accelerate sustainable management and conservation of marine resources. However, transboundary environmental issues such as over fishing and water-borne pollution and the rapidly growing Southeast Asian regional market for marine products also affect Philippine marine resources and biodiversity. The strong demand has led to unsustainable rates of harvesting and is threatening an increasing number of marine species. Consequently, the country has entered into a number of regional treaties and action plans. GEF's support through several global and regional IW projects has been highly relevant in helping to develop strategies and programs to mitigate the negative impacts described above.

Another response has been the creation of MPAs. Biodiversity and natural resources are safeguarded by at least 363 MPAs representing about 1.6 million hectares established under different legislation and policies. A detailed review conducted by the World Bank has concluded that most of these MPAs are yet to be managed effectively.

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<sup>4</sup> Third National Report to the United Nations Convention on Biological Diversity-CBD, 2006.

The **SGP** support has mainly been to biodiversity activities, often related to NIPAS. Many projects have combined elements of conservation, sustainable use and local livelihoods, an approach which is in line with the MTDPs. SGP projects have supported civil society participation in the national sustainable development agenda. Many of them have worked in collaboration with larger GEF projects; for example in climate change, where awareness raising and capacity development activities have been supported by the SGP.

SGP activities fit well with the Philippine Agenda 21, as well as with the NBSAP; and for climate change, the Clean Air Act and the National Strategy and Action Plan for Climate Change. At the field level, SGP supports elements of implementation under relevant national laws linked to natural resource management, such as the Local Government Code, The Fishery Code, the Indigenous People's Rights Act, the Philippine Wildlife Conservation Act, the NIPAS Act, and the Clean Air Act.

With regard to the dimension of relevance covered by the GEF principle of **country ownership**, a review of completed and ongoing projects showed that almost all project ideas and proposals have originated from national stakeholders. Project originators have included national agencies (including DOE and DENR), local authorities (such as the Metro Manila Development Authority) and NGOs (such as WWF).

All the projects reviewed have a capacity development component and in some cases there is also a technology transfer aspect. In general, the capacity development is found to be both relevant for the objectives of the support and the needs of the country. The climate change activities supported the introduction of monitoring technology and helped develop the needed capacity to operate the equipment and use the results. But the evaluation also showed that project documentation presents minimal evidence of the performance of major capacity development aspects. This absence of documentation for capacity development limits possibilities of replication and increases the risk of inefficient or ineffective use of GEF funds.

Many biodiversity projects have included components on income generation and alternative livelihoods. While the results of these components are mixed, the combination of conservation with sustainable use and alternative income generation is found to be highly relevant to the country's development needs. The combination may be relatively easy to implement in marine areas but highly difficult in land areas. One reason for this is that protection of marine ecosystems relatively quickly may result in increased fish stocks that can be harvested as a buy-in to conservation approaches linked to sustainable resource management. Land-based ecosystems and natural resources tend to respond at a much slower rate to increased management efforts. Hence incentives to successfully integrate conservation with alternative sustainable livelihoods are fewer. In addition to this situation, the illegal logging organized by some wealthy members of Philippine society contributes as a disincentive for upland communities to preserve their forest.

## Effectiveness and Efficiency of GEF-Supported Capacity Development Activities

It is difficult to form an overview of the **effectiveness** of capacity development activities in the Philippines, owing to the weakness of M&E systems and paucity of documentation specifically covering the issue. For example, in final evaluations, capacity development mainly surfaces as an issue when there have been major problems. For the majority of projects, where some degree of effectiveness has been achieved, there is little analysis of capacity development.

On the basis particularly of those projects visited in the field, it is clear that many people have improved their skills levels and range, and that there has been increased awareness of environmental issues among decision makers and the general public. There is also evidence of substantial institutional change, effectively generated or catalyzed by GEF-supported activities. Examples include the establishment and management of PAs and the strengthening of provincial and local government agencies for coastal zone management under the PEMSEA projects. The GEF program has been effective in promoting and catalyzing new policies and strategies, including NIPAS for PAs, ICM, and policies encouraging the use of renewable energy systems particularly for relatively inaccessible rural areas.

There are some concerns over the effectiveness of the EAs. The need for continuing support and the appropriate duration of EAs have been consistently underestimated, indicating that the original goals in terms of capacity development were not fully realized. There is limited information available on the conduct and content of EAs, as they are not subject to regular M&E as for larger GEF projects. Furthermore, there are considerable challenges in determining progress, as the Agencies and GEF Secretariat do not appear to have systematic data on the start and closing of an EA.

The SGP has been highly innovative in facilitating and forging an impressive network and alliances of rural development and environment practitioners and donors around the SGP mandate. The networking approach has helped increase environmental awareness and capacity development, in particular at the individual PO level; NGO, LGU and academic institutional levels. There is no overall documentation on how many individuals or organizations have undergone capacity development and to what extent it was linked to global benefits. However, good examples of innovative approaches that also allowed for replication included a multi-sector workshop on conservation of watersheds in PAs, and in particular, the 2004 Partners Fair where 445 NGOs and POs met with the SGP managers and NSC, local academia, and government institutions. The fair aimed at promoting efforts in biodiversity conservation addressing climate change and environmental protection.

The SGP's IEC materials are often translated into major local languages to facilitate better understanding of SGP's focus and parameters and increase awareness that may contribute to behavioral changes in favor of improved protection of the environment. Previously SGP published a bi-monthly newsletter, but more recently it has shifted focus to produce a number of

highly relevant thematic booklets and handbooks as a result of research projects and case studies that are supportive of its mission and the GEF focal areas.

With regards to **efficiency**, there is considerable variation in the duration it takes for a project idea to commence implementation. On average it takes about 2.8 years for a project to progress from concept to implementation in the Philippines. Although not exceptional in GEF terms, this processing period creates problems in terms of project stakeholders no longer being available at the time a project is ready to start. The long gestation period prior to project approval also increases the risks of policy changes and operational setbacks, which may negatively affect project outcomes.

There is very limited information on the amounts allocated and spent on capacity development activities, making analysis of the cost-effectiveness of GEF-supported efforts a major challenge. Documentation and budgets provide some information on training, but most do not provide a breakdown for overall capacity development activities. Furthermore, the absence of documentation for capacity development limits the possibilities for replication and increases the risk of inefficient use of GEF funds through unnecessary duplication or failure to incorporate lessons into the planning of new projects.

Tracking of the results of training and organizational strengthening activities is predominantly done through project and Agency M&E systems. This includes annual project implementation reports, tri-partite reviews, and terminal evaluations. Some tracking is done indirectly through, for example, functional biodiversity monitoring and enforcement activities. There are no separate systems established to track results of capacity activities. Furthermore, no national counterpart or partner has incorporated tracking of intended outcomes and impact of capacity development activities.

There are coordination issues among GEF Agencies and projects that can lead to overlap and other inefficiencies. At the center of coordination is the **GEF focal point mechanism** in the Philippines. The GEF operational focal point (OFP) is located in DENR, in the Foreign Assisted Projects Office (FASPO). In 1996 the DENR created technical focal points for each GEF focal area among the relevant government bureaus in DENR and the Department of Agriculture to undertake technical assessment of GEF projects (see figure 3).

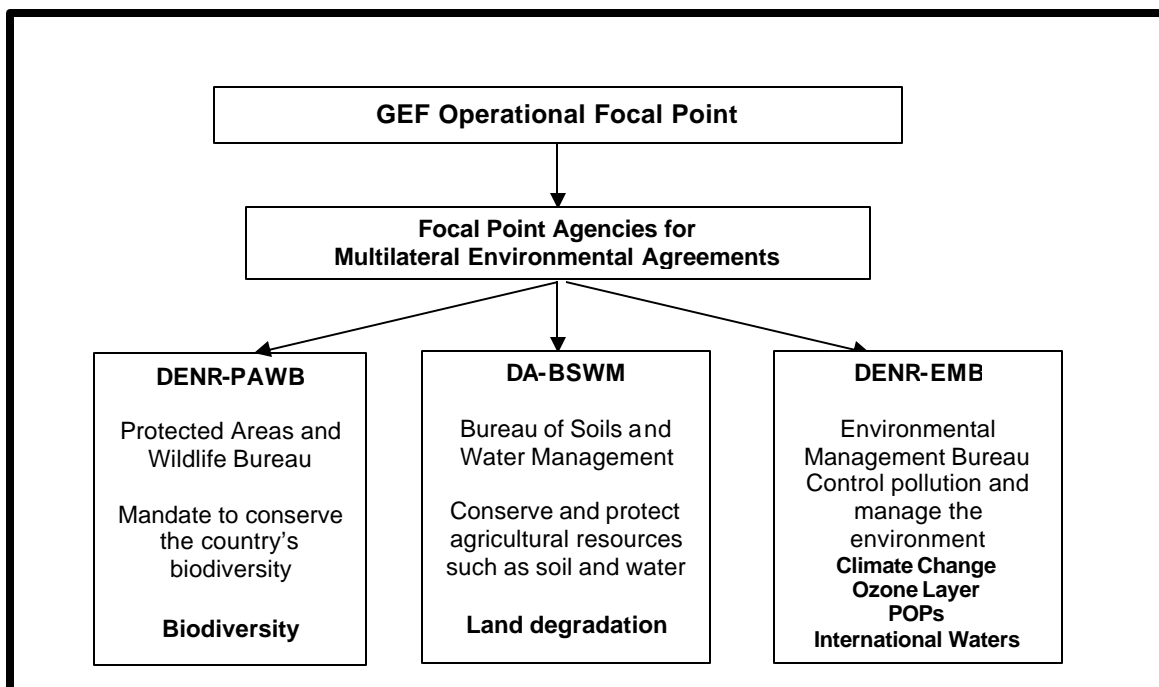
From 1992 onwards there have been eight changes of OFP (see annex E), creating difficulties in continuity of planning and operationalizing the program. There are technical interagency committees for biodiversity, land degradation, and climate change that serve as a forum for information sharing and facilitate recommendations of projects for GEF funding. However, the technical focal points for multi-lateral environment agreements assisting the OFP are spread among a number of bureaus and represented by overcommitted technical staff.

The current OFP office has insufficient staff to cope with all of the requirements of the GEF portfolio and its capacity to develop concept proposals, project briefs and documents, or to

coordinate M&E is inadequate. Consequently, the DENR tends to use a significant number of consultants, often financed through PDF grants.

The DENR has not established a GEF project database and does not have a GEF M&E system in place that links up to the National Economic and Development Authority's (NEDA) relatively effective M&E system. Despite the potential advantages of closer liaison with NEDA, the DENR has not involved the NEDA in planning GEF activities, unless these are part of loan-funded projects.

**Figure 3: Current Coordination Mechanism for the GEF Operational Focal Point (2007)**



In a recent presentation at the sub-regional consultations in Bangkok, the OFP outlined some of the problems and challenges facing the GEF OFP in the Philippines. Some of the main challenges listed were:

- Focal point agencies for multilateral environmental agreements and other stakeholders have yet to be fully oriented on GEF strategies and coordination; needs to be expanded to include more NGOs
- A need to improve the coordination system for project development in the following focal areas: international waters, biosafety, and persistent organic pollutants (POPs)
- There are limited M&E systems and databases of GEF projects
- A strong need to link the Implementing and Executing Agencies' existing monitoring mechanisms with the monitoring of the GEF OFP



Overall, the Government has lacked defined strategies and plans for utilizing GEF resources, although under the new RAF arrangement attempts are being made to formulate an overall macro-framework for GEF in the Philippines.

The evaluation found that the capacity development activities and funding provided under the Country Support Program for Focal Points has not been sufficient. A more systematic strengthening of GEF focal points linked to other capacity development activities seems necessary.

## **Sustainability of Results**

GEF capacity development support has catalyzed and enabled a number of changes to policies and strategies targeting improved environmental management. It has enhanced the capacity to better fulfill obligations under relevant international instruments; but perhaps less so in achieving national objectives and targets for sustainable development. For example, the GEF helped achieve a substantial increase in the number of PAs but not in the number of human resources needed to manage these areas. Pilot projects and EAs also helped demonstrate what is needed at the national level in terms of frameworks and capacity, and how the government may overcome such challenges, but the response has been weak. If management capacities are weak at the national and/or local levels, then the likelihood of sustaining or scaling up projects after the GEF exits is greatly reduced.

There is no knowledge management system concerning GEF support, which could record and analyze any improved institutional performance resulting from the activities in the portfolio, which reduces the possibility of accumulating results, thereby reducing overall sustainability of change.

While changes at the systemic level have been achieved in many areas, the institutional capacity to scale up and sustain implementation of desired changes is often in doubt. The build up of individual capacity within organizations is severely challenged, due to staff changes and institutional environments, which do not encourage change. Notably, the cap on increases in government spending levels has meant that there is little possibility that trained project personnel, who are not already government staff, can be incorporated from project management offices into government departments at project completion. Existing government staff cannot easily be reintegrated into the system in a position offering conditions comparable to those attained during project implementation.

In the biodiversity portfolio, a major challenge to sustainability has proved the area of alternative livelihood generation, for communities which have lost access to natural resources through the introduction of PAs. Often, programs established with GEF financial and technical support do not lead to livelihoods, which can be sustained without that support, a situation, which also challenges the sustainability of the new resource management systems.

## Key Findings and Conclusions on Capacity Development

### Individual Level

The evaluation found that all aspects of the GEF portfolio in the Philippines included a substantial amount of individual capacity development activities. These mainly consisted of various types of training to improve skills. Most projects used traditional methods for training including workshops, seminars, study tours, and organized extension visits. Other less traditional methods were distance learning through radio programs and school campaigns. Projects have also produced thematic training manuals and promoted learning by doing and on-the-job training. Various players provided the training: Implementing and Executing Agencies, project staff, consulting firms, academic institutions, local government staff, and international and local NGOs.

In general, individual capacity development activities were linked directly to the project objectives and have specific outputs. The activities have usually met immediate output and outcome targets and have been relevant to the Philippine's development needs. However, documentation and monitoring of results of training efforts is not systematic. This makes assessment of results beyond the output level difficult. A major area weakness is the lack of clarity in project design on how the improved capacity will be used. Another is that when developing individual capacity, the focus is almost exclusively on training and study tours, with insufficient attention to other key incentives such as career development, which is critical to ensuring the sustainability of capacity gains. In the Philippines, there is a low range of possibilities within the government system to retain and reward motivated and trained people, particularly those from project management offices, who cannot be absorbed into government ministries or departments because of strict caps on spending and creation of new positions.

A further common deficiency is in the sustainability of training programs. The evaluation found that GEF support has not led to sustainable training programs, due to a lack of appropriate institutional arrangements. The evaluation revealed an underlying tendency to plan and execute training as a one-shot solution. Extensive stakeholder consultations showed the importance of progression and repetition in training. This is particularly important for the promotion of alternative livelihoods implemented by many biodiversity projects, with mixed results. Progression in training is vital for successful trainees, who have made use of their new skills, to undertake more advanced training to reach higher levels of expertise. Training courses also need to be repeated at periodic intervals to take account of attrition of personnel and to meet demands of new approaches.

### Institutional Level

Capacity development activities at the institutional level are included in all aspects of the GEF portfolio in the Philippines. The methods and providers of training at the institutional level are essentially the same as for the individual level. The main thrust has been to improve the performance of existing institutions, although some projects aim to establish new institutions such as NGOs, management councils, and financial facilities.

As with individual capacity development activities, institutional strengthening has been linked directly to project objectives and has had specific outputs. The activities have been relevant to GEF objectives and national development goals and often in accordance with the move to decentralize government responsibilities. Many projects have implemented appropriate institutional reforms and developed new management systems that have enhanced organizational capacities. Results and effectiveness at the institutional level have varied, with a tendency to be less effective at the level of local DENRs and LGUs. In many cases, institutions have been unable to provide appropriate incentives for trained staff and opportunities to use new skills have proved limited.

There is insufficient documentation of results and outcomes of training to allow full assessment on how training has improved performance of the institution. There is also a lack of clarity on what basis institutional strengthening components are designed during project preparation. Project designs are often vague concerning what improved institutional performance they are intended to generate. This leads to M&E systems which focus on immediate outputs, rather than on impacts and produce inadequate assessment of changes in institutional performance.

### **Systemic Level**

The need to provide an enabling environment that broadly supports capacity development on the institutional and individual levels has proved a key challenge. Most projects in the Philippine's portfolio included capacity development activities targeting the enabling environment or systemic level. Interventions used are development or reform of policy at national and provincial levels, and development of master plans, rules and regulations, and local ordinances. Several biodiversity projects established PAs and MPAs through local ordinances.

Capacity development at the systemic level has also proved difficult. It is at this level that specialized individuals and strengthened institutional capacity should tie together and influence policy, legislation, enforcement of regulations, and private sector activities. The evaluation found that many projects targeting the enabling environment in the Philippines have included a focus on the systemic level, which has resulted in changes in policy and regulations. These have been supported by substantial government commitment and have usually been sustained. However, there is no system which effectively integrates the objectives of capacity development across projects, so that aggregation of impacts can be achieved. The GEF focal point mechanism is not strong enough to produce sustained and cumulative systemic capacity strengthening.

### **Overall Conclusions**

The GEF portfolio in the Philippines included considerable capacity development activities which are woven throughout all GEF modalities. The results have generally been positive and in some areas significant. However, there is no overall and coherent approach to secure long term capacity development programs, which can build on and replicate successful training activities, to ensure a continuing supply of appropriately trained personnel. GEF-supported training has often not led to training approaches anchored in existing bodies in the country or region, such as universities, or specialized public or private sector training institutions. This lack of a coherent

approach has meant that GEF support to capacity development has not been fully strategic or programmatic and that connections have not been made between different levels of capacity development.

Similarly, there has been no systematic monitoring or evaluation of overall capacity development performance, which could promote improvements to the coverage or approaches and facilitate the sharing of lessons learned. Capacity development is an ongoing process in which development of certain capacities gives rise to the need for further development. In this respect, a strengthened focal point mechanism is needed in the Philippines to improve the effectiveness and sustainability of future GEF capacity development activities.

## Annex A: Key Evaluation Questions

Key questions for the evaluation will include:

### Relevance

- To what extent have GEF funded capacity activities been relevant to country needs and priorities?
- How have country capacity development activities been identified and assessed?
- To what extent have the design and implementation of capacity development activities involved country stakeholders and been country-driven?
- To what extent have the design and implementation of capacity development activities adopted holistic approaches?
- How have capacity development activities been integrated into wider national sustainable development sectoral plans and activities?
- To what extent have design and implementation of capacity development activities promoted partnerships and coordination (for example, between civil society and government, countries, donors, private sector partners)?
- To what extent has the GEF explored and implemented alternative approaches to project delivery of capacity development? (for example, programmatic/regional/product-based)?

### Efficiency

- To what extent have GEF capacity development activities been cost-efficient?
- What level (individual; institutional; systemic) of GEF capacity development activity provides the most cost-efficient global environmental benefits?
- What factors influence capacity development funding decisions?

### Results and Sustainability

- What results have individual capacity development activities delivered to assist countries to secure and sustain global environmental benefits?
- What results have institutional capacity development activities delivered to assist countries to secure and sustain global environmental benefits?
- What results have systemic capacity development activities delivered to assist countries to secure and sustain global environmental benefits?

- Are there examples of significant capacity gains, and if yes, what elements of good practice do they reflect?
- Are there examples of significant capacity stagnation/losses, and if yes, what elements of bad practice do they reflect?

**Effectiveness**

- What are the factors that determine the effectiveness of GEF capacity development activities?

## Annex B: Project Review Protocol

The Country Portfolio Evaluation developed a project review protocol to which specific questions on capacity development were added. The questions address the three levels of capacity development:

### Individuals

- What skills would be acquired and how will the new skills be used?
- How do the capacity development activities relate to the intended global environmental impact of the project?
- Who would be trained and what sector are they from (government, NGO, private, etc.)?
- How many people were intended to be trained?
- Who is providing the training and what methods are used? (University, NGO, etc.; workshops, distance learning, on-the-job training, etc.)
- How much money was allocated and spent?
- Is there a system to track the results of the training?
- What did the training achieve?
- What was the impact of the training?

### Organizations, Institutions, and Communities

- 1. What organizations, institutions and communities are targeted?
- 2. What capacity will be developed?
- 3. What methods are used to develop capacity?
- 4. How much money was allocated and spent?
- 5. Is there a system to track the results?
- 6. What did the capacity development activities achieve within the organization, institution or community?
- 7. What impact did the capacity development activities have on the organization's performance?

- Enabling environment, systemic or societal
- 1. What interventions are being used (new law, policy, regulation, etc.)?
- 2. At what level are the interventions (national, provincial)?
- 3. Are interventions a part of project implementation conditionality?
- 4. How are interventions linked to the project objectives?
- 5. Has a national counterpart or partner incorporated tracking of the intended outcomes and impact of interventions?
- 6. What was achieved by the interventions?
- 7. What was the impact of the achievement?

#### **Other Observation on Capacity Development**

- 1. What lessons were learned concerning training, institution building and the policy framework?
- 2. Any other comments.



## Annex C: GEF Operational Focal Points since 1992

President (Under New Constitution)	DENR Secretary	National Operational Focal Points (Principal and Alternate)
Fidel V. Ramos	1. Angel C. Alcala Sep 8, 1992 – Jun 30, 1995	Ben S. Malayang III, Undersecretary Ricardo M. Umali, Undersecretary
	2. Victor O. Ramos Jul 1, 1995 – Jun 30, 1996	Delfin Ganapin, Jr., Undersecretary
Joseph Estrada	1. Antonio H. Ceriles Jul 1, 1996 – Jan 25, 2001	Mario S. Rono, Undersecretary
	2. Joemari D. Gerochi Jan 26, 2001 – Mar 26, 2001	Mario S. Rono, Undersecretary
Gloria Macapagal Arroyo	1. Heherson T. Alvarez Mar 29, 2001 – Dec 12, 2002	Gregorio Cabantac, Undersecretary
	2. Elisea G. Gozun Dec 13, 2002 – Aug 31, 2004	Rafael E. Camat, Jr., Assistant Secretary
	3. Michael T. Defensor Sept 1, 2004 - Feb 16, 2006	Atty. Analiza Rebuelta-The, Assistant Secretary
	4. Angelo T. Reyes Feb 16, 2006 – Jul 31, 2007	Atty. Analiza Rebuelta-The, Assistant Secretary Francisco Bravo, Undersecretary (February 8, 2007 – May 31, 2007) Atty. Analiza Rebuelta-The, Assistant Secretary (Permanent Alternate – February 8, 2007 to Present)
	5. Jose L. Atienza, Jr. Aug 1, 2007 to Present	Atty. Analiza Rebuelta-The, Assistant Secretary (Permanent Alternate)

## Annex D: List of Projects by Focal Area

GEF ID	Project Name	Type	Implementing Agency	GEF Phase	GEF Funding (millions)	Cofinance (millions)
<b>Biodiversity</b>						
2	Samar Island Biodiversity Project: Conservation and Sustainable Use of the Biodiversity of a Forested Protected Area	FP	UNDP	GEF2	\$6.11	\$7.12
79	Conservation of Priority Protected Areas Project (CPPAP)	FP	WB	Pilot	\$20.00	\$2.86
432	Enabling Activity to Prepare the Philippines First National Report to the CBD and establishment of a CHM	EA	UNDP		\$0.04	\$0.02
653	Coastal and Marine Biodiversity Conservation in Mindanao	FP	WB	GEF2	\$1.25	\$5.31
798	Sustainable Management of Mount Isarog	MSP	UNDP	GEF2	\$0.75	\$1.48
799	Conservation of the Tubbataha Reefs National Marine Park and World Heritage Site	MSP	UNDP	GEF2	\$0.77	\$0.98
913	Biodiversity Conservation and Management of the Bohol Islands Marine Triangle	MSP	UNDP	GEF2	\$0.74	\$0.64
1089	Asian Conservation Company (ACC)	FP	WB/IFC	GEF2	\$1.60	\$15.30
1185	Integrated Coastal Resources Management Project	FP	ADB	GEF3	\$9.34	\$54.00
1440	Assessment of Capacity Building Needs for Biodiversity Conservation and Management in the Philippines (add on)	EA	UNDP		\$0.16	
2345	Asian Conservation Company (ACC) (Tranche II)	FP	WB/IFC	GEF2	\$2.90	\$2.20
1916	Marine Aquarium Market Transformation Initiative (MAMTI)	FP regional	WB/IFC	GEF3	\$6.92	\$15.00
<b>Climate Change</b>						
29	Palawan New and Renewable Energy and Livelihood Support Project	MSP	UNDP	GEF2	\$0.75	\$1.80
80	Leyte-Luzon Geothermal	FP	WB	Pilot	\$30.00	\$1,303.60
328	Enabling the Philippines to Prepare National Communication Program in Response to its Commitments to UNFCCC	EA	UNDP		\$0.15	
385	Asian Least-Cost Greenhouse Gas Abatement Strategy (ALGAS)	EA regional	UNDP		\$	\$
652	CEPALCO Distributed Generation PV Power Plant	FP	WB/IFC	GEF2	\$4.03	\$1.78

GEF ID	Project Name	Type	Implementing Agency	GEF Phase	GEF Funding (millions)	Cofinance (millions)
785	Metro Manila Urban Transport Integration Project - Marikina Bikeways Project Component	FP	WB	GEF2	\$1.48	\$0.19
854	Climate Change Enabling Activity (Additional Financing for Capacity Building in Priority Areas)	EA	UNDP		\$0.10	\$0.00
1071	Rural Power	FP	WB/UNDP	GEF2	\$10.35	\$26.50
1103	Efficient Lighting Market Transformation Project	FP	UNDP	GEF3	\$3.23	\$12.00
1264	Capacity Building to Remove Barriers to Renewable Energy Development	FP	UNDP	GEF2	\$5.45	\$18.33
1532	Electric Cooperative System Loss Reduction Project	FP	WB	GEF3	\$12.35	\$50.30
2108	Philippines Sustainable Energy Finance Program	FP	WB/IFC	GEF2	\$5.30	\$20.00
<b>International Waters</b>						
396	Prevention and Management of Marine Pollution in the East Asian Seas (PEMSEA)	FP regional	UNDP	Pilot	\$8.03	\$3.40
597	Building Partnerships for the Environmental Protection and Management of the East Asian Seas (PEMSEA)	FP regional	UNDP	GEF2	\$16.22	\$12.32
885	Reversing Environmental Degradation Trends in the South China Sea and Gulf of Thailand	FP regional	UNEP	GEF2	\$16.75	\$17.64
2188	East Asian Seas Region: Development and Implementation of Public Private Partnerships in Environmental Investments	MSP regional	UNDP	GEF3	\$1.00	\$0.81
<b>Persistent Organic Pollutants</b>						
1449	Initial Assistance to the Philippines to Meet its Obligations Under the Stockholm Convention on POPs	EA	UNDP		\$0.50	\$0.08
2329	Global Programme to Demonstrate the Viability and Removal of Barriers that Impede the Successful Implementation of Available Non-Combustion Technologies for Destroying Persistent Organic Pollutants (POPs)	FP	UNDP/UNIDO	GEF3	\$4.57	\$7.76
<b>Multi-focal Area</b>						
2159	(NCSA) National Capacity Self-Assessment for Global Environmental Management	EA	UNDP		\$0.20	\$0.10

## Annex E: Selected Small Grants Programme Projects

SGP Reference Number	SGP Phase	Project Name
OP-07.97-M	1	Solar-Powered Water Pumping System for Purok Takilay (MINDANAO)
OP-18.98-L	1	Institutionalizing Coastal Resource Management Initiatives in Infanta, Quezon towards Achieving Biodiversity (LUZON)
PHI/100/05	3	Watershed Resources Management and Micro-Hydropower Development for Matigsalog and Manobo Tribe
PHI/22/92	Pilot	Argao Nearshore Area Rehabilitation Project (VISAYAS)
PHI/61/03	2	Mt. Maraot na Banwa Biodiversity Conservation
PHI/63/03	4	Strengthening Community-Based Initiatives on Biodiversity Conservation through Community Enterprise Development
PHI/66/03	2	Gaynawaan Project: Towards the Preservation, Rehabilitation and Development of the Arakan Valley Conservation Area
PHI/68/03	2	Mitigating Greenhouse Gas Emissions Of Rice Mills and Engines Through The Use Of Renewable Energy Resources
PHI/72/03	2	Community-Based Marine Sanctuary Management and Livelihood Support Project
PHI/73/03	4	Sustaining And Sharing Best Practices On Community-Based Initiatives On Biodiversity Conservation And Climate Change
S/OP-29.00-V	2	Solar-Powered Water Pumping System (VISAYAS)
S/OP-32.00-L	2	Small Islands Sustainable Development Program (LUZON) Satisfactory

## Annex F: List of Project related Documents Reviewed

### Project Documents

GEF ID	Project Name	Project Type	IA	Documents
<b>Biodiversity</b>				
2	Samar Island Biodiversity Project: Conservation and Sustainable Use of the Biodiversity of a Forested Protected Area	FP	UNDP	Project Document, PIR05 & 06, Terminal Evaluation
79	Conservation of Priority Protected Areas Project (CPPAP)	FP	WB	Project Document, Terminal Evaluation, Terminal Evaluation Review, IEG review
432	Enabling Activity to Prepare the Philippines First National Report to the CBD and establishment of a CHM	EA	UNDP	Project Brief
653	Coastal and Marine Biodiversity Conservation in Mindanao	FP	WB	Project Brief, PIR04 & 05, Terminal Evaluation
798	Sustainable Management of Mount Isarog	MSP	UNDP	Project Brief, PIR05, Terminal Evaluation, Terminal Evaluation Review
799	Conservation of the Tubbataha Reefs National Marine Park and World Heritage Site	MSP	UNDP	Project Brief, PIR04 & 05, Terminal Evaluation, Terminal Evaluation Review
913	Biodiversity Conservation and Management of the Bohol Islands Marine Triangle	MSP	UNDP	Project Brief, PIR05 & 06, Mid-Term Review, Terminal Evaluation
1089	Asian Conservation Company (ACC)	FP	WB/IFC	Project Brief, PIR05 & 06
1185	Integrated Coastal Resources Management Project	FP	ADB	Project Brief
1440	Assessment of Capacity Building Needs for Biodiversity Conservation and Management in the Philippines (add on)	EA	UNDP	Proposal
1916	Marine Aquarium Market Transformation Initiative (MAMTI)	FP regional	WB/IFC	Project Document
2345	Asian Conservation Company (ACC) (Tranche II)	FP	WB/IFC	Project Brief
<b>Climate Change</b>				
29	Palawan New and Renewable Energy and Livelihood Support Project	MSP	UNDP	Project Brief, Mid-Term Review, PIR05 & 06
80	Leyte-Luzon Geothermal	FP	WB	Terminal Evaluation, IEG review
328	Enabling the Philippines to Prepare National Communication Program in Response to its Commitments to UNFCCC	EA	UNDP	Project Brief
385	Asian Least-Cost Greenhouse Gas Abatement Strategy (ALGAS)	EA regional	UNDP	Project Document, Terminal Evaluation, Country Report
652	CEPALCO Distributed Generation PV Power Plant	FP	WB/IFC	Project Document, PIR05 & 06

GEF ID	Project Name	Project Type	IA	Documents
785	Metro Manila Urban Transport Integration Project - Marikina Bikeways Project Component	FP	WB	Project Document, PIR04 & 05
854	Climate Change Enabling Activity (Additional Financing for Capacity Building in Priority Areas)	EA	UNDP	Proposal
1071	Rural Power	FP	WB/UNDP	Project Document, PIR05 & 06
1103	Efficient Lighting Market Transformation Project	FP	UNDP	Project Document, PIR06
1264	Capacity Building to Remove Barriers to Renewable Energy Development	FP	UNDP	Project Document, PIR05 & 06
1532	Electric Cooperative System Loss Reduction Project	FP	WB	Project Document, PIR05
2108	Philippines Sustainable Energy Finance Program	FP	WB/IFC	Project Brief
<b>International Waters</b>				
396	Prevention and Management of Marine Pollution in the East Asian Seas	FP regional	UNDP	Terminal Evaluation
597	Building Partnerships for the Environmental Protection and Management of the East Asian Seas	FP regional	UNDP	Project Brief, PIR05 & 06, Terminal Evaluation
885	Reversing Environmental Degradation Trends in the South China Sea and Gulf of Thailand	FP regional	UNEP	Project Document, PIR05, SMPR
2188	East Asian Seas Region: Development and Implementation of Public Private Partnerships in Environmental Investments	MSP regional	UNDP	Project Document
<b>Persistent Organic Pollutants</b>				
1449	Initial Assistance to the Philippines to Meet its Obligations Under the Stockholm Convention on POPs	EA	UNDP	Project Summary, National Implementation Plan
2329	Global Programme to Demonstrate the Viability and Removal of Barriers that Impede the Successful Implementation of Available Non-Combustion Technologies for Destroying Persistent Organic Pollutants (POPs)	FP	UNDP/UNIDO	Project Document
<b>Multi-focal Area</b>				
2159	National Capacity Self-Assessment (NCSA) for Global Environmental Management	EA	UNDP	Proposal, NCSA Document, Change Report