



**Biodiversity Conservation  
and Management of the  
Bohol Islands Marine Triangle Project  
(UNDP/GEF ATLAS ID 00014471)**

**Final Evaluation Report**

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## Acronyms and abbreviations

BANGON	Bohol Alliance of Non-Government Organizations
BEMO	Bohol Environmental Management Office
BFAR	Bureau of Fisheries and Aquatic Resources
BIDEF	Bohol Integrated Development Foundation
BIOME	Biodiversity Monitoring and Evaluation System
BLGU	Barangay LGU
BIUPOP	Balicasag Island United Peoples Organization for Progress
BIWA	Balicasag Island Women's Association
BMH	Bohol Marine Haven
BMT	Bohol Marine Triangle
BMTMB	Bohol Marine Triangle Management Board
BMTMC	Bohol Marine Triangle Management Council Board
BMTP	Bohol Marine Triangle Project
CARD	Center for Agricultural Research and Development
CBCRM	Community-Based Coastal Resource Management
CBO	Community-based organization
CCEF	Coastal Conservation and Education Foundation
CLEC	Coastal Law Enforcement Council
CO	Community organizing
CRM	Coastal Resource Management
DENR	Department of Environment and Natural Resources
DoE	Department of Energy
DoT	Department of Tourism
DTI	Department of Trade and Industry
ELAC	Environmental Legal Assistance Center
FARMC	Fisheries and Aquatic Resources Management Council
FCBFI	First Consolidated Bank Foundation, Inc.
FGD	Focus Group Discussion
FPE	Foundation for Philippine Environment
GEF	Global Environmental Fund
ICDP	Integrated Conservation and Development Program
ICRM	Integrated Coastal Resource Management
IEC	Information, education and communication
JEP	Jobs, Education and Peace (Consultants and Trainers, Inc.)
KII	Key Informant Interview
KSA	Knowledge, skills and attitudes
LGDP	Local Governance Development Project
LGU	Local government unit
LMMA	Locally Managed Marine Area
MACOPATADA	Maribojoc, Cortez, Panglao, Tagbilaran, Dauis Management Council
MAKADAGAT	Mga Kapunungan sa Dauis ng Mananagat
MFARMC	Municipal Fisheries and Aquatic Resources Management Council
MLGU	Municipal LGU
MPA	Marine protected area
MPAMT	Marine Protected Area Management Team

MSN	Marine Sanctuary Network
MTE	Mid-Term Evaluation
NBSAP	National Biodiversity Strategy and Action Plan
NGA	National government agency
NGO	Non-government organization
NIPAS	National Integrated Protected Areas System
NORDECO	Nordic Agency for Development and Ecology
PADAYON	Panglao, Dauis, Baclayon
PAMB	Protected Area Management Board
PBSP	Philippine Business for Social Progress
PEF	Peace and Equity Foundation
PIBOSA	Pamilacan Island Boat Operators' and Spotters' Association
PCG	Philippine Coast Guard
PCRA	Participatory Coastal Resource Assessment
PDF-A	Project Development Fund – A
PhP	Philippine Peso
PIDWWO	Pamilacan Island Dolphin and Whale Watching Organization
PIDWWT	Pamilacan Island Dolphin and Whale Watching Tour
PLGU	Provincial LGU
PMO	Project Management Office
PO	Peoples' organization
PPDO	Provincial Planning and Development Office
PTA	Philippine Tourism Authority
PROCESS	Participatory Research Organization of Communities Education Towards Struggle for Self-Reliance
RA	Republic Act
SB	Sangguniang Bayan
SCOTIA	Sustainable Coastal Tourism in Asia
SEC	Securities and Exchange Commission
SFM	Sustainable financing mechanism
SOGUFA	Songculan Guso Farmers' Association
SP	Sangguniang Panlalawigan
SUML	Silliman University Marine Laboratory
TOR	Terms of Reference
TPR	Tripartite Project Review
TWG	Technical Working Group
UNDP	United Nations Development Programme
UNDP-GEF	United Nations Development Programme-Global Environment Facility
USAID	United States Agency for International Development
WWF	World Wildlife Fund-Philippines

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## **EXECUTIVE SUMMARY**

### **Project background/status**

As an innovative initiative with funding from the United Nations Development Programme (UNDP) under the Global Environment Facility (GEF), the ‘Biodiversity Conservation and Management of the Bohol Marine Triangle (BMT) Project’ (Project Number PHI/00/G37) is executed by the Foundation for the Philippine Environment. It was designed to set-up a system of governance for biodiversity conservation of species-rich but threatened marine areas covering the islands of Balicasag, Panglao and Pamilacan, all situated in Bohol Province in central Philippines. Its intended system of governance was a management body consisting of local communities, non-government organizations (NGOs) and local government representatives, rather than being a part of the National Integrated Protected Areas System (NIPAS). The Project Document was signed on March 2001, its mid-term evaluation was carried out in May 2004, and the project was due for completion by 30 June 2007.

### **Evaluation objectives and methodology**

This final evaluation was commissioned ‘to analyze and assess the relevance, sustainability, impact and effectiveness of the strategies, project design, implementation methodologies and resource allocations that have been adopted for the purpose of achieving the objectives stated in the Project Document.’ Detailed Terms of Reference (TOR) for this final evaluation is given in Annex 13. A team of two independent consultants was engaged to undertake the evaluation from mid-May to August 2007 (Annex 5). The evaluation process largely followed the 2005 “Global Environment Facility Guidelines for Implementing Agencies to conduct Terminal Evaluations”. It covers an analysis of the attainment of global environmental objectives/project objectives, as well as delivery and completion of project outputs/activities and outcomes/impacts. The GEF Project Review Criteria used included implementation approach, country ownership, stakeholder participation, sustainability and replication approach. The evaluation used the recommended six values rating system: Highly Satisfactory-HS, Satisfactory-S, Moderately Satisfactory MS, Moderately Unsatisfactory-MS, Unsatisfactory U, and Highly Unsatisfactory HU.

Four linked methods were employed by the evaluation team, namely: (1) literature review; (2) stakeholder consultations, largely using focused group discussions (FGDs) and key informant interviews (KIIs); (3) field observations at the project sites in the municipalities of Baclayon, Dauis and Panglao; and (4) stakeholder validation. Forty-seven people coming from the local government units (LGUs), people’s organizations (POs), NGOs, national government agencies (NGAs), academic/research institutions, private sector, funding institutions and project management office participated in stakeholder consultations or interviews (Annex 3), while 35 people attended the stakeholder validation (Annex 4). Although the evaluation period covered is from the project start (January 2001) until its completion (June 2007), emphasis is given after the Mid-term (May 2004) period.

## **Report outline/content**

Structurally, this evaluation report is divided into five main sections. Section 1 describes the project concept and design that contextualizes the problem situation. Section 2 highlights the project results; it also provides an analysis of achieving the project objectives and results. The next section describes the project management, which assesses the project's adaptive management, partnerships, involvement of stakeholders and public participation, among others. Section 4 focuses on specific recommendations that may be undertaken by specific organizations operating the BMT area. Section 5 enumerates the lessons learned – both the constraints/limitations and the positive outcomes – that may be useful guide to similar future project endeavors.

## **Overall findings**

The project's goal is "to conserve the option and existence values of the globally significant Bohol Marine Triangle." Such goal has been achieved as evidenced by the biological and physical parameters that are either stabilized or increasing beyond 1999 baseline. These include the increase of hard coral cover from 0.60-5.20%, as well as the increase in percentage of live coral ranging from 1-8% and an increase in mangrove forest cover. The members of the Marine Protected Area (MPA) Management Teams, using the Biodiversity Monitoring and Evaluation System (BIOME) methodology, claim a relative increase of fish stocks/biomass within the project-assisted MPAs.

The project's objective/purpose is "to enable the conservation of the biodiversity resources in the BMT through a more effective, equitable and sustainable planning, implementation, and monitoring and law enforcement of biodiversity conservation efforts." This objective has been achieved through: (1) increase in the number of marine reserves to 14; (2) increase of total area of MPA to 176 ha (600% increase); and (3) reduction in the incidence of environment/resource destructive activities, particularly solid waste disposal and to a certain extent illegal fishing activities. Despite initial delays due to the adjustment in institutional set-up, the project planning and implementation went well. In particular, the Project Management Office (PMO) was established which coordinated the project operations, and likewise orchestrated the partnerships with the various government entities, NGOs, POs, private sector and local communities. Moreover, the Panglao, Dausi, Baclayon (PADAYON) BMT Management Council was institutionalized and is currently being strengthened to sustain the project's initiatives and gains.

## **Project Outputs and Findings**

Evaluation findings, organized by outputs (Annex 2 for 2007 progress) are described below:

*Output 1: Strengthened government and community institutions will facilitate the application of a coastal management framework, with the establishment and maintenance of marine reserves as a major component*

Fourteen MPAs (two as expansion sites) were legalized by local resolutions or ordinances. Consequently, 14 MPA Management Teams were established and strengthened. Most of the MPAs were recently rated as Level III and IV, indicating an

improvement in category by two steps higher. Moreover, the performances in management were rated as either good or very good. The 31 barangay-level Coastal Resource Management (CRM) plans developed were incorporated into the three municipal CRM Plans, and ultimately integrated into the BMT CRM Plan. The latter plan recognizes the need to manage the BMT as a single resource unit. The PMO was able to leverage resources in terms of technical assistance and co-financing by Year 4 amounting to US\$0.603 million. Although late, the Operations Manual was developed and made functional. The Operations Plan was developed for five year and updated yearly. The BMT Management Board was created as a mechanism for inter-LGU cooperation through a MOA on December 2002 and issuance of an Executive Order 22 by the Provincial Governor on 18 November 2004. This Board was later transformed into the BMT Management Council – popularly called as the PADAYON – which is now actively leading the management of the BMT area.

*Output 2: The development and application of policies and guidelines will facilitate elimination of destructive activities*

Relevant policies, resolutions, ordinances in the three municipalities were reviewed. Policy dialogues were conducted resulting in improved coastal and marine policies. More judicious implementation of such policies resulted in the reduction of resource-destructive and other illegal activities. Their impacts are most noticeable in sand mining and waste disposal activities, but not much in protection of marine fisheries. Policy implementation has been facilitated given that the PADAYON functions also as a policy recommending body for the three BMT municipalities.

*Output 3: Relevant and reliable information used for monitoring and inventory and as basis to establish sustainable harvesting*

All the targeted socio-economic and biological research activities were duly conducted. A unique study is the economic valuation of the BMT, estimating its total economic value annually at about PhP182 million (US\$3.4 million at 1US\$=54PhP), which is the first assessment of its kind in Bohol. Relevant research outputs were duly incorporated in the appropriate CRM plans. A bi-annual monitoring and updating using a method called BIOME was done by the MPA management teams. The term BIOME was coined and modified by the FPE, which is generally patterned after Nordic Agency for Development and Ecology's (NORDECO) own biodiversity monitoring systems (BMS) but integrated with a social perspective. Coastal patrolling was also done by the BMT task forces (with assistance from private/diving groups) in close coordination with the province's enforcement team (Coastal Law Enforcement Council or CLEC). Part of the project's advocacy was capacitating the decision makers in undergoing specialized training for effective communication strategies.

*Output 4: Compliance with environmental guidelines improved through a programme of education and awareness building*

Following the Mid-Term Evaluation (MTE) recommendation, the program of education and awareness building was improved from being generic into strategic. A BMT-wide communication plan was formulated and implemented, but a thematic Information, education and communication (IEC) strategy was applied geographically based on the issues confronting each municipality. The change in emphasis of the IEC resulted in

stronger stakeholder collaboration for the BMT's resource management. As a result of the tailor-fitted information and education strategies, the annual Stakeholders' Forum and the BMTP's "Pyesta sa Dagat" further informed the public on the gains and accomplishments of the Project. Intensified training of the fish wardens and the surveillance patrolling likewise reduced the incidence of damaging activities to the marine environment. Further, the BMTP was also able to leverage funds from the Coastal Fisheries Resources Conservation Project of the World Wildlife Fund (WWF) and the United States Agency for International Development (USAID), which were also operating in Panglao that synergized the IEC activities.

*Output 5: Alternative conservation-enabling livelihood activities are sustained through established benefit sharing and revolving fund schemes*

Three original sets of deliverables were: (1) establishing regulations on the collection of fees and other benefit sharing schemes, (2) setting up a trust fund to be managed by the BMT Management Board, and (3) provision of alternative livelihoods to selected community members. The Project Management Office (PMO) followed the MTE recommendation that the livelihood intervention should be distinctly separated from the financing mechanism. Studies were conducted concerning user fees and other license fees. However, its harmonization, implementing mechanisms and legislation are still being worked out. Consequently, the trust fund system is yet to be established for the generated user fees. Therefore, operationalizing the user fee mechanism and trust fund system is a major limitation, although these actions are outside the project management's control.

*Output 6: Targeted ecosystem rehabilitation will improve overall ecosystem health and contribute to improved well-being of local communities*

This component was aimed at mapping degraded habitats, rehabilitating the targeted areas by end of Year 3, and improved ecosystem health in Years 4 and 5. A rehabilitation plan was developed for this purpose. For mangrove, there was an increase of 100 ha from the baseline data. As project spin-off, additional tree planting and rehabilitation of mangroves were undertaken during environment-related events. The recent BIOME monitoring indicated a significant improvement of the ecosystem's condition, such as increase of hard coral cover from 0.60-5.20%, as well as the increase in percentage of live coral ranging from 1-8% and an increase of fish stocks within and outside the MPA areas. Although degraded coral reefs have been identified, there was no concrete effort for actual reef planting or restoration through technology intervention. There were physical improvements for the MPA sites, though, such as installation of marker buoys and setting up of bill boards. Reef rehabilitation is being worked out with assistance from the private sectors (diving industry representatives) as their counterpart in the management and/or maintenance of the diving sites.

*Output 7: An Integrated Master Plan for BMT is established and operationalized*

The expected main output is a 10-year Integrated Master Plan for the three BMT municipalities with components on zoning, enforcement, communication and community participation. Through the project, the BMT stakeholders collaboratively developed a plan that contains the vision for the BMT to sustain the ecological functioning of their coastal and marine resources. Instead of a master plan, however, the



stakeholders crafted a CRM plan covering the three target municipalities. This was due to their consensus that there is already a body that manages the coastal municipalities of Maribojoc, Cortez, Tagbilaran, Panglao and Dauis. Hence, the said CRM plan excluded Tagbilaran (earlier recommended for inclusion during the MTE) and did not incorporate elements contained in a typical master plan, such as terrestrial zonation and inland development. Further, the land use plans of the BMT municipalities are either not yet ready or yet to be formulated.

*Output 8: The BMT Management Board is assisted in formulating a BMT-wide pro-poor sustainable livelihood and eco tourism development program, as the means for local governments and local communities to identify and pursue sustainable development*

This separate output component was recommended by the MTE evaluators, which commenced only in late 2004. Its twin thrusts were to: (1) develop the capability building of POs for enterprise development; and (2) put in place doable enterprise projects complementing conservation. This component did not specify the difference between alternative (finding new occupation) and supplemental (jobs that augment income) livelihoods. A total number of 8 trainings were conducted involving 174 recipients. Although community members were provided micro-credits, the linkage of the livelihoods provided – such as livestock raising and vegetable gardening – was mainly aligned with ecotourism. The Php 1 million livelihood fund provided is also related to conservation as it is provided to the POs manning the MPAs, although being environment-friendly was its primary criterion. Nonetheless, the linkage of these livelihoods with the conservation problems/issues identified in the Project Document was not made explicit. This particularly relates to Center for Agricultural Research and Development (CARD) micro-enterprise intervention that was not closely coordinated with the PMO. A participatory and community-based BMT wide eco-tourism appraisal was initiated to market Bohol's BMT sites as prime tourist destinations, and thereby increase livelihood opportunities. The project was able to leverage resources (funding and technical assistance) from USAID funded projects complementing strategies on sustainable tourism.

### **Project management assessment**

The project is being managed through a PMO created by Foundation for the Philippine Environment (FPE) as its executing agency. However, respecting the presence and expertise of local NGOs, the FPE contracted the Bohol Alliance of Non-Government Organizations (BANGON) to be the implementer on the ground, with FPE acting as fund manager, monitor and consolidator of reports. It appeared that BANGON, as a network, was not yet fully equipped to implement a complex project as the BMTP. Thus, in 2005, community mobilization work was transferred to the newly-created and project-initiated PADAYON or BMT Management Council. However, as a fledgling organization itself, PADAYON is similarly unprepared to take on the multi-component BMTP. To address this concern, the PMO has engaged the services of consultants to fill in the gaps of PADAYON, while at the same time building the capacity of the latter to take on the whole gamut of the BMTP's management works. These difficulties may have hampered the pace of project implementation. Nevertheless, it has proven the capacity of the project management to resolve management and relationship issues

amicably (which resulted in a smooth “changing of guards”) and adapt to changing conditions.

### **Recommendations**

Several recommendations are addressed to eight specific organizations or cluster of management entities that operate in the BMT areas. These are the: FPE, PADAYON, UNDP/GEF, municipal/provincial governments, private sector, NGOs, POs and NGAs. The FPE is recommended primarily to: (1) orchestrate stakeholder meetings to re-engineer the PADAYON; (2) develop a technical paper of the project experiences and lessons in MPA management; (3) lead national discussions on critical coastal resource management topics; and (4) implement project closure activities as covered by the Tripartite Review (TPR) meetings. For the PADAYON, the recommendations are to: (1) review the its organizational structure and mechanisms; (2) expedite the establishment of sustainable financing mechanisms to support its operation; (3); elicit more active participation from the private sector and other project entities (4); federate the 14 existing MPAs into an MPA network; (5) work for professionalization of marine law enforcers; and (6) review the rights and rules system of MPAs. In the case of the UNDP/GEF, it is encouraged to undertake a study of the selected BMT areas using independent assessments. Moreover, it is anticipated to engage consultants in detailed documentation of lessons learned in CRM/MPA management of the BMT areas. In particular, an assessment of the BMT model as a strategy for resource management in relation to other CRM approaches is recommended.

The provincial and municipal governments are expected to provide additional cash and staff contribution to the PADAYON. Further, both shall expedite the operationalization of the user fee system, while the private sector is encouraged to provide in-kind and/or in-cash contribution to sustain the operation of PADAYON. The private sector is called upon to support PADAYON through funding and specific program interventions. Moreover, the private sector may also assist in various conservation initiatives, such as awareness campaign. The POs must continue enhancing their organizational capacities, and may take advantage of the capacity building endeavors they gained from the BMT project. The NGOs are still expected to provide technical (and occasionally personnel) support to the PADAYON. Although the BMTP was originally envisioned to be an LGU-directed project, its gains can be best sustained or maximized given support of the NGAs. Overall, the NGAs may provide technical assistance in their respective areas of mandates, particularly the Department of Environment and Natural Resources (DENR), Bureau of Fisheries and Aquatic Resources (BFAR), Department of Energy (DoE), Department of Tourism (DoT) and Department of Trade and Industry (DTI).

### **Lessons Learned**

Twelve key lessons learned are drawn along the course of the BMTP’s implementation. These are broadly classified into two clusters: the ‘positive outcomes’ and the ‘limitations/constraints’ that require attention in future similar project initiatives. There are six positive outcomes. First, the BMTP became the venue for partner collaboration among the NGO communities to work together, and it also became a catalyst for the NGOs to work together with the LGUs. Secondly, it enhanced the level of awareness of stakeholders, making them more aware of the BMT’s global significance, particularly being informed that the BMT’s total economic value annually is PhP 182 million

(US\$3.4 million). Thirdly, the BMTP has recognized the 'marginalized' stakeholders, such as the Badjao people, who reside directly in the nearshore sea area. Fourthly, the local communities may be relied upon as MPA monitors, particularly in assessing the bio-physical conditions of the reef areas. Fifthly, the BMTP became an avenue for using local research expertise, as past researches were mainly undertaken by Luzon-based experts. Sixthly, establishing the PADAYON as multi-sectoral management body is a unique contribution of the project: it has produced local conservation champions coming from the politicians, government bureaucrats and local communities; nonetheless, it still needs continued financial and technical support as a fledgling organization.

Meanwhile, six limitations/constraints were identified. One, the inadequate definition of the planning unit/area creates difficulties in coordination of various partners and conduct of targeted researches. The BMT it known to span about 112,000 ha but the geographical coordinates have not been fully defined. Two, more 'catalytic' focus of the livelihood component is needed, as the project's livelihood benefits did not necessarily accrue to those who lost their access to the marine resources, such as the traditional hunters of whale sharks, manta rays and dolphins. Although the hunting ban took effect prior to the project, these stakeholder groups should have benefited also from the livelihood support. Three, the linkage between conservation and types of livelihoods must be made more explicit - particularly in relation to the conservation issues identified in the project document - as well as making the distinction between alternative and supplemental livelihoods. Four, the NGO partners must focus their efforts in their areas of specialization: instead of dividing the project activities based on the NGOs' strengths, they divided the tasks based on geographical location. Similarly, the FPE's contracting arrangement could have been better if there was a thorough assessment of the competencies of its NGO partners. Five, leveling-off about a conservation project is crucial, as community members do expect some forms of development assistance or financial remuneration. Lastly, there is a need to re-orient the 'output requirements' of study tours and/or cross visits in relation to the project deliverables as these are very costly endeavors.

### **Overall assessment**

The BMT project can be assessed as overall successful, given that most of the 27 deliverables within its 8 outputs were largely accomplished as intended. Specifically, the ratings in ranked order of the 27 deliverables were: 6 highly satisfactory; 13 satisfactory; 7 marginally satisfactory; and 1 marginally unsatisfactory. The only deliverable rated as marginally unsatisfactory pertains to the elimination of the 'damaging activities, such as sand mining and disposal of untreated waste eliminated by year 4'. Generally, the project results contributed to the desired outcomes of the NBSP and the Philippine Agenda 21. Although the project has officially closed on 30 June 2007, the evaluation team adheres to the earlier recommendation to have a six-month transition phase. In this way, the UNDP and the FPE as lead agencies would still provide strategic support, thereby providing a smoother transition to bring the project to the 'next level'. A full Phase II project is not envisioned to be the next level; rather, a series of smaller projects and/or activities may be pursued to sustain the BMT project initiatives. Organizationally, both have to support the PADAYON to continue in building its capacity. By providing staff support for six months (July-December 2007), the FPE shall be able to turn-over the relevant facilities, equipment and records to its

partners; assist in the organizational development of PADAYON; and document the unique project experiences and lessons for presentation in appropriate fora. For its part, the UNDP is expected to finance some comparative assessments and organizational strengthening of PADAYON, as well as engage consultants in detailed documentation of lessons learned in CRM/MPA management of the BMT areas in relation to other comparable GEF projects.

## 1.0 PROJECT CONCEPT AND DESIGN SUMMARY

The Bohol Marine Triangle (BMT) is an area of high tropical marine biodiversity covering some 1,120 km<sup>2</sup> within Bohol Province near the center of the Philippine archipelago. The BMT is an ‘imaginary’ triangle (**Annex 1** – Map of BMT) being boarded by Panglao, Balicasag and Pamilacan Islands, and is comprised of these three municipalities: Baclayon, Dauis and Panglao.

The BMT is known for its marine habitats and species making it among the top 10 sites of marine conservation significance in the Philippines. The extent of its coral reef area is about 554 ha, which are either in good or excellent condition. Coral diversity is high with about 215 species reported, including the semi-precious blue coral *Heliophora courulea* and *Tubipora musica*. A total of 309 species of reef fishes were recorded, including some 34 species of butterfly fishes. Reef fish density is high with an estimated 5,000 individual fish per m<sup>2</sup> of coral reef area.

Fringing mangrove forest (254 ha) constitute about 2% of the BMT’s total land area. Belonging to 18 families, 24 mangrove and 6 mangrove-associated species were recorded. The two most dominant species were *Sonneratia alba* and *Rhizophora stylosa*. Estimated at 2,556 ha, seagrass beds comprise the largest marine habitat. Seaweeds are often interspersed with seagrasses. About 408 ha are occupied by *Sargassum* beds. Other dominant seaweed species are *Hormophysa ceneiformis* and *Turbinaria ornate*.

Three of the world’s eight species of sea turtles have been sighted. Likewise, 8 of the 22 known species of Philippine marine mammals are found within the BMT region. Rare or endangered species of pelagic fishes like whale sharks, devil manta and stingrays, as well as various species of seahorses and giant clams, occur in the area. The BMT forms part of the main migratory route for whales and dolphins through the Philippines archipelago.

There is likewise a diverse macrofauna. A total of 108 invertebrate species were recorded. Sea urchin (*Echinometra mathei*) is the most numerous, with 11 of the 22 known species of marine mammals having been reported in the area. Mollusks are also common: 18 species of prosobranchs, six opistobranchs, 10 bivalves and one cephalopod. A total of 78 species of birds belonging to 28 genera were recorded.

Fishing and farming have been the traditional means of livelihood in the area. Over the last decade, however, tourism has grown (annual growth rate of tourist arrivals in Bohol Province from 2000 to 2003 averaged 35% per year). Recognizing the tourism potential of the BMT area, entrepreneurs have set up hotels and restaurants, beach resorts, dive shops, transport and other tourism-related services. Women and men on Balicasag Island make a living selling varieties of sea shells caught in the locality (including rare shells, such as the *Conus gloriamaris* and *Cypraea guttata*). Some residents of Pamilacan Island have organized a tourism enterprise offering whale, dolphin and manta ray-watching trips. The Philippine government proclaimed (Presidential Proclamation 1801) Panglao Island as a component area of the tourism zone. In 2002, Presidential Proclamation 274 reserved several barangays<sup>1</sup> in the municipalities of Dauis and Panglao for tourism development, to be known as the Panglao Island Tourism Estate.

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<sup>1</sup> Equivalent to a village, which is the lowest-level local government unit in the Philippines

During the Bohol Marine Triangle Project's (BMTP) development phase funded by a Project Development Fund-A (PDF-A) grant from United Nations and Development Programme (UNDP) and Global Environment Facility (GEF) in late 1998 to early 1999, the following threats to the area's marine biodiversity were identified: (1) destructive and illegal fishing methods using dynamite and cyanide; (2) damage to coral reefs from tourism-related activities: anchor damage, inexperienced divers and snorkellers collecting or stepping on corals; (3) sand mining; (4) mangrove destruction; (5) commercial fishing within municipal waters; (6) shell collection; and (7) pollution from domestic sewage and solid wastes.

The National Biodiversity Strategy and Action Plan (NBSAP) was endorsed by the Philippine Council for Sustainable Development and eventually approved by the President in 1997. The NBSAP recommended a "Grand Strategy" for conserving marine biodiversity, comprising: (1) users not exceeding carrying capacities, (2) harvest not exceeding sustainable yields, (3) reconfiguring institutions to sustain living systems, (3) learning more about interactions among natural and human systems, and (4) valuing biodiversity as the source of national wealth and sustenance. This was taken into account when designing the BMTP.

In early 1998, the Philippine Congress passed Republic Act 8550, also known as the Philippine Fisheries Code of 1998. This national legislation, among others, defined the extent of municipal waters as 15 kilometers from the coastline, set rules for declaring fish sanctuaries, and mandated their governance through the local Fisheries and Aquatic Resources Management Councils (FARMCs).

The RA 8550 provides a policy basis on which effective local governance for coastal and marine biodiversity conservation and sustainable development could spin off. Moreover, the Local Government Code of 1991 provides also some guidance for marine resource conservation. It was noted during the preparatory phase of the BMT Project, though, that the immediate institutional threats to biodiversity were exacerbated by: gaps in local ordinances, guidelines and enforcement; lack of awareness of environmental and natural resources principles and values, due to lack of information and education; limited opportunities or resources for sustainable livelihoods; as well as institutional weaknesses – such as among barangay and municipal FARMCS – combined with lack of coordination among government agencies.

Before the project commenced, two fish sanctuaries have been successfully maintained by the local communities in Barangay Pamilacan in Baclayon and Sitio Balicasag (Barangay Poblacion) in Panglao. Several other marine protected areas (MPAs) have been set up by municipal ordinances, but these were not operational as of 1999 and were called as "paper parks". Thus, when the BMT Project was being conceived, the local implementation of RA 8550 in the 12 coastal barangays of Baclayon, Dauis and Panglao municipalities was still very weak and uneven. Issues that have been threatening the BMT region are complicated by limited livelihood opportunities, low level of awareness of stakeholders, and national and local legislations and policies that have not yet been translated into a locally coherent and effective system of governance for coastal management.

Originally, the BMTP was planned as a five-year initiative to devise and set up an effective system for governing and managing the rich marine and coastal resources within the triumvirate of three islands: Panglao, Balicasag and Pamilacan. The system was envisioned not to be part of the National Integrated Protected Areas System (NIPAS), and is, therefore, intended to be managed by a body consisting of local communities, non-government organizations and local government representatives using the Local Government Code of 1991 (RA 7160) and the Philippine Fisheries Code of 1998 (RA 8550) as basic legal framework.

There are originally seven strategic outputs for which the project is responsible. A more effective, equitable and sustainable planning, implementation, monitoring and enforcement of biodiversity conservation is established in the project through these outputs:

1. strengthened government and community institutions to facilitate application of a coastal management framework, with the establishment and maintenance on marine reserves as a major component;
2. development and application of policies and guidelines that will facilitate the elimination of destructive activities
3. relevant and reliable information for monitoring and inventory as basis to establish sustainable harvesting
4. compliance with environmental guidelines improved through a programme of education and awareness building
5. alternative conservation-enabling livelihood activities are sustained through established benefit sharing and revolving fund schemes
6. targeted ecosystem rehabilitation will improve overall ecosystem health and contribute to improve well-being of local communities
7. an integrated Master Plan for BMT is established and operationalized

The project was designed and executed by a national non-government organization (NGO), the Foundation for Philippine Environment (FPE), in partnership with the Bohol Alliance of NGOs (BANGON). Other key stakeholders were the provincial government of Bohol and the municipal governments of Baclayon, Dauis and Panglao. According to the project document, project management was to be done through a Project Management Office (PMO) at the field level to ensure that the activities agreed upon are implemented as scheduled by the responsible parties. Recognizing that the FPE is a funding and not an implementing institution, the latter launched a search for the appropriate NGO to be the main implementing agent. After a year-long search, it was decided that BANGON would be the NGO that was most suited for the job. BANGON is a consortium of 16 developmental NGOs that are based in Bohol. Six of them are focused on coastal resource management and possess various expertise that, when put together, offer huge potential for project success. Thus, BANGON was contracted by the FPE in April 2002 to be the implementing arm of the project, along with other NGOs and institutions. Project activities were divided by BANGON among its six member NGOs, with the former also doing secretariat works. When the contract between BANGON and FPE concluded in 2005, the same was not renewed. Instead, project implementation was transferred to the newly-formed PADAYON, which is now the platform for the sustained management of BMT.

In May 2004, a Mid-Term Evaluation (MTE) was commissioned by UNDP to assess the progress of project implementation. The MTE, among others, made comprehensive comments on the project design, and recommended that the project be extended for another year. Thus, instead of ending in 2006, the project ended in June 2007. Further analysis about project management is given in Section 3.0.

A total funding of US\$ 1.36 million was estimated. Of this amount, GEF provided US\$718,000 through the UNDP as the Implementing Agency, with co-financing from FPE and various other identified sources. The project is part of a portfolio of three medium and one large GEF biodiversity projects being managed by UNDP Philippines. A summary profile of the project is given below:

### Summary Project Profile

Project Title:	Biodiversity Conservation and Management of the Bohol Islands Marine Triangle (BMT)
Project Purpose:	“to enable the conservation of the biodiversity resources in the BMT through a more effective, equitable and sustainable planning, implementation, monitoring and enforcement of biodiversity conservation efforts”
Duration:	5 years
Starting Date:	01 January 2001 (Project document signed on March 2001)
Due Completion Date:	31 December 2005 (Extended until 30 June 2007)
Project Location:	Balicasag, Panglao and Pamilacan Islands, in the municipalities of Panglao, Baclayon and Dauis, Bohol Province, Philippines
Executing Agency:	FPE with BANGON
Financing:	US\$1,355,881

## 2.0 PROJECT RESULTS

This section provides a summary and assessment of progress towards the achievement of the project’s goal, purpose and outputs. The evaluation results and ratings are summarized in **Annex 2**. The evaluation procedure followed the 2005 “Global Environment Facility Guidelines for Implementing Agencies to conduct Terminal Evaluations”. The evaluation team used the GEF-recommended six values rating system: Highly Satisfactory-HS, Satisfactory-S, Moderately Satisfactory MS, Moderately Unsatisfactory-MS, Unsatisfactory U, and Highly Unsatisfactory HU. The benefit of this six value system is that allowed for a more balanced set of options.

Four linked methods were employed by the evaluation team, namely: (1) literature review; (2) stakeholder consultations, largely using focused group discussions (FGDs) and key informant interviews (KIIs); (3) field observations at the project sites in the municipalities of Baclayon, Dauis and Panglao; and (4) stakeholder validation. Forty-seven people coming from the local government units (LGUs), people’s organizations



(POs), NGOs, national government agencies (NGAs), academic/research institutions, private sector, funding institutions and project management office participated in stakeholder consultations or interviews (**Annex 3**), while 35 people attended the stakeholder validation (**Annex 4**). Although the evaluation period covered is from the project start (January 2001) until its completion (June 2007), emphasis is given after the Mid-term (May 2004) period. The evaluation team's itinerary to complete the evaluation is given in **Annex 5**. The glossary of terms and reference documents are given in **Annex 6** and **Annex 7**, respectively.

The rating matrix consists of five columns. Column 1 is the 'output description' in terms of purpose and individual outputs. There are 8 project outputs broken down into 27 key deliverables. Column 2 describes the success criteria, largely drawn from the project document. Column 3 pertains to the status of project completion, as documented by the PMO and partner organizations. Column 4 provides comments, which are narratives and/or remarks about the status of accomplishments. Column 5 provides the actual rating. The initial rating was done by the evaluation team. Most of the ratings were accepted during the stakeholder validation held in Tagbilaran, Bohol, on 5 June 2007 and the debriefing held at the FPE's main office on 18 June 2007. However, a few ratings were modified based on the updates of status of accomplishments and clarification of the associated comments. The description and analysis of the project outputs are given below.

***Output 1: Strengthened government and community institutions will facilitate the application of a coastal management framework, with the establishment and maintenance of marine reserves as a major component***

There are nine deliverables for this output. The first is to increase the number and the total area of legislated marine reserves. A total of 14 MPAs have been established in the BMT area broken down as follows: eight in Panglao, five in Dauis and one in Baclayon (**Annex 8**). Although the eight MPAs (Balicasag Island, Bil-isan, Bolod, Doljo, Danao, Looc, Poblacion and Tawala) of the Municipality of Panglao were established prior to the BMTP, they were all strengthened during the project. In the case of Municipality of Dauis, only Bingag was established prior to the BMTP; the rest were project-initiated as follows: Biking, Catarman, Dao-San and Tabalong. Pamilacan Island, the lone MPA in the Municipality of Baclayon, was established prior to the BMTP. These 14 MPAs have a total area of 176 ha. There are three types of MPA management arrangement: (1) centralized – managed by the village officials; (2) community-based - managed by the POs; and (3) co-management within combined administration of stakeholders that include the LGUs, the POs and the local communities. Majority of MPAs in Panglao have community-based management, while those MPA in Dauis have centralized management. The organizational structure also varies in terms of MPA Management Team (MPAMT). It ranges from the Bil-isan's highly simplified management structure, to the more complex case of Dao-San Isidro MPA whereby two barangays jointly manage one unit of MPA located in portions of and between their seawaters. All MPAs are legalized by local resolutions and ordinances.

An evaluation of the MPAs was conducted using an MPA Rating System developed by the Coastal Conservation and Education Foundation (CCEF) that emphasized on management effectiveness. Parameters include acceptance and approval by community, conduct of education programs, formation of management body, approval by municipal

ordinance, installation of anchor/marker buoys, etc. Most of the MPAs were recently rated as Level III and IV, indicating an improvement in category by two steps higher. Moreover, the ratings of their performances in management were either good or very good. High marks for performances mean acceptance by the community, documented and approved through municipal ordinance, and IEC action programs conducted in affected neighboring areas. Some MPAs have improved at a least step higher.

The second deliverable is to train a core group to undertake regular conservation planning, monitoring and enforcement activities. Consequently, 14 MPA Management Teams were institutionally strengthened. Among others, members of the MPAMT were trained in various facets of MPA management, such as fundamentals of leadership, basic organizational development and bio-physical monitoring of MPAs. For the MPAMT, the project's capacity development operates at the local level.

The next three deliverables relate to the development of relevant plans. A total of 31 barangay-level Coastal Resource Management (CRM) plans were formulated. These were incorporated into the three municipal CRM Plans, which in turn were integrated into the BMT's CRM Plan that cover the three municipalities. Appropriate resolutions/ordinances were passed for these planning endeavors.

The PMO was able to leverage/mobilize additional resources in terms of technical assistance and co-financing. To date, some US\$ US\$0.603 million were generated by the PMO that included contribution from the following sources: World Wildlife Fund-Philippines, Louis Berger, CCEF, resort operators and dive shop owners, among others. The Operations Plan and Operations Manual were eventually prepared and duly implemented.

The last two deliverables relate to the development of an organization that shall sustain the project initiatives once it formally closes. The BMT Management Board has now become the BMT Management Council. Also called PADAYON<sup>2</sup>, it is fully functional and actively leading the management of the BMT area. The PADAYON has forged an inter-LGU cooperation among the three municipalities through a MOA in December 2002. In 2004, it was reinforced by the issuance of Executive Order 22 by the Provincial Governor. Moreover, the Council was duly registered with the Securities and Exchange Commission (SEC) as a non-profit organization in June 2006.

The decision to turn PADAYON into an NGO set-up was reached during the 28-29 October 2005 organizational development workshop of the Bohol Marine Triangle Marine Board (BMTMB) where the CCEF's Executive Director (Atty Rose-Liza Eisma-Osorio) presented various options for its organizational set-up. In this sense, PADAYON is an innovation in bringing together various stakeholders. With a legal personality distinct from each of the members of the network, PADAYON is able to stand as an independent body that is technically not beholden to any of its members (see **Annex 9** for PADAYON's structure).

On the other hand, the constitution of PADAYON as an NGO poses disadvantages. It may be led by local chief executives but it is nevertheless an NGO. As an NGO, it may be influential to the Local Government Units (LGUs) but it will always be less

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<sup>2</sup> PADAYON is both an acronym for PAnglao, DAuis and BaclaYON – the three municipalities that make up the BMT, and an aspirational term as the word literally means "to continue", i.e., to sustain the conservation efforts in the BMT.

persuasive than a mandated governmental body. There is concern that the creation of an NGO to oversee the consolidation of efforts among the three municipalities<sup>3</sup> and other stakeholders<sup>4</sup> merely passed the burden of environmental governance that should be the primary responsibility of the LGUs themselves. The most significant impact of this organizational modality might be that the LGUs are freed from the burden of directly “taking each other to task”, certainly a critical element of this cooperative effort which should be borne by co-equals.

Being an NGO, PADAYON is technically solely responsible for its own operation. In fact, that is the way other NGOs view it, especially at this period when funding support is hard to come by. It is, to a certain extent, a competitor for the limited project funds available. This is an interpretation engendered by some NGOs’ insistence that, as a separate entity, PADAYON will have to look out for its own survival. This situation is aggravated by the relatively small institutional support committed by the three LGUs. In terms of staffing, all its workers are casuals assigned by the LGUs to it, except the directly-hired Executive Director. Being a fledgling NGO, PADAYON needs all the support and cooperation it can muster. The current situation it operates in either places it at the mercy of LGUs, or drives it deeper into an imperiled state of survival. Either way, the situation will further hamper its performance, growth and credibility.

On the other hand, the evaluator recognizes that PADAYON is undergoing a process of institution building which the stakeholders themselves painstakingly designed. The highlights of the aforementioned organizational development workshop of 28-29 October 2005 show the three-step strategy elected by the management board. First is the creation of the BMTMB as an inter-LGU undertaking. Secondly, there was a creation of a SEC-registered non-profit, which is fulfilled through PADAYON. The third is the installation of a statutorily-created government corporation. It is apparent to the stakeholders, therefore, that PADAYON is but part of the evolution of an appropriate resource management structure for the BMT region.

In terms of function, PADAYON is now in a better position than the inter-LGU arrangement where the BMTMB was a mere policy direction setting body. Today, PADAYON also acts as an implementing arm. Stakeholders agreed that this is a long-drawn, even tedious, process. However, it has to be seen in the context of the area where people became suspicious of the NGOs due to the almost instant imposition of the manta ray ban during the time of the WWF.<sup>5</sup> To the minds of many local people, the

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<sup>3</sup> The Local Government Code of 1991 (LGC) provides: “SEC. 33. *Cooperative Undertakings Among Local Government Units.* - Local government units may, through appropriate ordinances, group themselves, consolidate, or coordinate their efforts, services, and resources for purposes commonly beneficial to them. In support of such undertakings, the local government units involved may, upon approval by the sanggunian (local legislative council, *definition supplied*) concerned after a public hearing conducted for the purpose, contribute funds, real estate, equipment, and other kinds of property and appoint or assign personnel under such terms and conditions as may be agreed upon by the participating local units through Memoranda of Agreement.”

<sup>4</sup> LGC provides: “SEC. 35. *Linkages with People's and Non-Governmental Organizations.* - Local government units may enter into joint ventures and such other cooperative arrangements with people's and non-governmental organizations to engage in the delivery of certain basic services, capability-building and livelihood projects, and to develop local enterprises designed to improve productivity and income, diversify agriculture, spur rural industrialization, promote ecological balance, and enhance the economic and social well-being of the people.”

<sup>5</sup> During the validation workshop, a number of partners intimated that NGOs lost credibility to communities because of the unceremonious imposition of the ban on catching and selling of manta rays without extensive community consultation. As a result, a good number of those dependent on the catching and trading of manta rays lost their livelihoods.

NGOs are there to push for their conservation agenda without regard for the livelihoods of the people.

Nevertheless, the stakeholders have to make the most of what PADAYON can offer them. One advantage of an NGO set-up is its flexibility in terms of organizational structure and processes. Therefore, it affords more room for wider constituency participation. It is noted that PADAYON, though, remains largely dominated by government personnel with 10 of its 17 council members coming from the LGUs. Other sectors have only from one to three representatives. With the difficulty of convening the full council, an executive committee was created consisting of nine members, with all the LGU representatives included. The NGOs and the private sector have no representation in the executive committee, and it appears that there is no objection on their parts.

Questions can be raised as to whether PADAYON is indeed an NGO or a different institutional entity masquerading as an NGO, therefore. Given the latter, it will not lose its LGU-flavor and mandate. As stated above, despite its NGO status, it remains dominated by members from the LGUs. While that is a valid question to ask, it is submitted that the long-term effect of such arrangement might militate against the compelling effect of a direct LGU mandate. There is great possibility that later on the LGUs will dismiss PADAYON as a mere NGO, thereby, asserting their autonomy against their own creation.

The organizational sustainability of PADAYON remains to be seen for an effort that is intended to be LGU-led. It needs a more positive action on the part of each of the three municipal governments to work with one another through actionable memoranda of agreements. What will also help a lot is greater intervention from the provincial government that will ensure cooperation among the three municipalities. It is noted that the provincial government's participation in BMTP's management is not as much as that of the municipalities.

Nevertheless, PADAYON can remain useful as the NGO partner of the LGUs in the management of the BMT. As such, it will have to build its capability both as a sustainable institution and as a technical body. Meanwhile, its institutional building will have to be focused on the transition to a categorical LGU-led biodiversity conservation management of the BMT.

***Output 2: The development and application of policies and guidelines will facilitate elimination of destructive activities***

This output consists of two result areas: (1) policies and guidelines are developed and issued/enacted to govern all economic activities 18 months into the project, and (2) existing laws and guidelines are enforced to ensure that damaging activities, such as sand mining and disposal of untreated waste, are eliminated by year 4 of the project. Policy guidelines that regulate economic activities that can be attributed to the project are subsumed in municipal ordinances establishing or strengthening the MPAs. In declaring its eight MPAs, the Municipality of Panglao, through Municipal Ordinance No. 02, s. 2005, also prohibited certain economic activities within the core zone (fishing, gleaning, diving, etc.); the buffer zone (fishing using "destructive and

extractive<sup>6</sup> methods or activities”, except the use of hook and line and spear by municipal fisher folks who are residents of the barangay; and, the immediate vicinity of the MPAs, thus, prohibiting the establishment of fish corrals, fish cages and fish pens within 200 meters from the buffer zone. Essentially, the same rules are contained in Municipal Ordinance No. 07, s. 2005, of the Municipality of Dausi.<sup>7</sup>

The economic policies are obviously incomplete considering the variety of marine-based economic activities targeting a wide array of marine life and habitats, and being done in various portions of the coastal and marine environments. A number of economic issues relative to resource use are appreciable like the competition among dolphin watch operators. It appears now that the number of such operators has grown big resulting in an oversupply. As a marketing strategy, some dolphin watch operators lower their prices. While this is advantageous to the market, it nevertheless constrains the business of community-based dolphin watch endeavors as that of Pamilacan Island Dolphin and Whale Watching Organization (PIDWWO). While there is soundness in an argument that market forces dictate the viability of businesses, there is also an obligation on the part of government to ensure that policies are ready to protect businesses from undue competition. In a business-oriented environment such as the BMT where there is a burgeoning tourism industry - and there is desire that local communities enjoy economic benefit from tourism to prevent them from going back to their old destructive ways - there is need to ensure the viability of their endeavors at least by policy. This theme of competition is in fact expected to be repeated in other economic endeavors in the area as more and more people ride on the flourishing tourism industry in the BMT. Thus, it is a policy arena that could have been explored by the project.<sup>8</sup>

Such shortfall, while critical, does not deny that the project has also gained ground in this area of work. This is specially relevant considering that the target level of accomplishment by the end of 2006 was the establishment of “(s)trong coordination by and among stakeholders towards effective conservation and protection of the globally significant BMT resource” (PIR, 2006). The project was able to attain this primarily through the BMT CRM Plan.

The BMT CRM Plan, along with the draft (uniform/generally consistent) ordinance on user fees, became a rallying point for the three municipal governments, with PADAYON providing the venue for collaboration. The BMT CRM Plan serves as a strategic vehicle for setting policy direction at the triangle-wide level. The same can be said of the municipal CRM Plans. The policy themes emphasize regulation of economic activities or matters that relate with economic activities. These policy areas include aquaculture zones, coral reef reserves in relation to fishing and tourism, exclusive fishing zones and tourism development. Policy priorities were identified through: (1) policy gap analysis, and (2) environmental valuation.

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<sup>6</sup> The use of “extractive” is unclear considering that fishing is always extractive. The ordinance does not define it either in its definition of terms or in any of its other provisions.

<sup>7</sup> Two basic differences are: (1) establishment of seaweed farm/culture is included among those prohibited to be done within 200 meters from the buffer zone; and (2) use of spear in fishing by municipal fishers is not included in the allowable fishing methods within the buffer zone, and use of hook and line is limited to five hooks.

<sup>8</sup> During the validation workshop, ELAC and the other NGO representatives insisted that they were not aware of the indicator referring to the development of policies concerning economic activities.

An inventory of environmental policies, resolutions and ordinances of the BMT municipalities was conducted to assess policy gaps. In turn, these gaps guided the identification of policy priorities in the CRM planning process both at the BMT and the municipal levels. An interesting product is the environmental valuation which values the annual benefit from the BMT's marine resources at PhP182 million (US\$ 3.4 million). The valuation has great potential in setting policy direction, especially in matters concerning user fees, resource use, allowable harvest, pricing of tourism services, etc. This explains the slant of the plan towards regulating the use of coral reefs (Coral Reef Reserves) and intertidal/beach areas (Tourism Development Standards and Guidelines) because the two resources are the most financially valuable within the BMT with a net value of PhP 68.1 million and 60.6 million, respectively. Tourism and municipal fisheries are also given special attention, these two being the most important direct use values of the coastal and marine resources accounting for 44% and 38%, respectively, of the BMT's total economic value.

In addition to the BMT CRM Plan, each of the three municipalities' CRM Plan identified policy concerns vis-à-vis economic activities. The Panglao CRM Plan identifies registration of fishers, identification of gears, color coding of boats, and designation of closed seasons and closed areas. Additionally, it includes policy considerations for economic activities in sustainable use zones (fish corrals, fish cages, seaweed and fish culture, artificial reefs), coastal tourism zones (dive sites, dive shops, resorts), protected area zones (mangroves, corals, sea grasses), trade and navigational zones and rehabilitation zones. In the case of Dauis, its CRM Plan points to the formulation of mechanisms/policies and regulation of fishing activities and use of fishing gears in every zone, as well as a fishery permit system and regulation on the number of tourism activities and facilities. In the same vein, the CRM Plan of Baclayon seeks to regulate tourism and fishing activities in the different marine zones. However, these policy concerns still need to be translated into specific guidelines, in the form of ordinances. Until then, they merely remain platforms for the development of compulsory guidelines for economic activities.

The project assisted in the enforcement of existing laws and guidelines to eliminate damaging activities. The project's efforts resulted in minimizing sand mining and disposal of untreated wastes mainly for two reasons. First, sand mining and other illegal activities have been reduced through the implementation of policy issued based on the barangay level CRM plans. Untreated waste disposal has similarly been reduced as a result of the project's collaboration with SCOTIA (Sustainable Coastal Tourism in Asia) which educated the resort owners and users on waste management. Secondly, a systematic environmental law enforcement system, with legal support at that, has been put in place. However, there were apparently no explicit targets concerning other law enforcement results as it focused mainly on sand mining and disposal of untreated wastes, the two being specified in the project document. The project document though mentioned them merely as examples. It is also acknowledged the presence of other resource destruction concerns that could have been addressed by law enforcement, such as tourism-related destruction of coral reefs, cutting of mangroves, use of explosives and noxious substances in fishing and intrusion of commercial fishing operations in

municipal waters. Hence, there was no explicit levelling-off among project partners as to law enforcement targets.<sup>9</sup>

Institutionally, the project gained headway with a three-level law enforcement program: (1) the CLEC at the provincial level, (2) the municipal *bantay-dagat* (sea watch), and (3) the MPA Management Teams at the barangay/MPA level. Much of the support is given at the municipal level *bantay-dagat* by providing a patrol boat plus equipment, and leveraging some amount for each municipality to partially cover fuel requirements on a monthly basis. Counterpart funds are provided by each municipal government. With the closure of the project, however, the question is whether or not the municipal governments will be able to sustain such level of enforcement efforts.

Municipal *bantay-dagat* members get allowances from municipal governments when they perform their duties. Their appointment is lodged with the mayor's office, and thus, is likely to be political. There is a danger, therefore, that the composition of the *bantay dagat* will be unstable, and investments in capability-building may not be fully maximized. This, however, is a perennial problem in the Philippines and is yet to find a long-term solution. Notwithstanding, this problem is deemed beyond the control of the project. Perhaps, a movement towards the professionalization of the *bantay dagat* will be the most likely solution.

The project trained the MPA Management Teams in environmental law enforcement and facilitated their appointment as fish wardens. The provincial (through the Bohol Environmental Management Office or BEMO) and municipal governments have been giving small allocations (around PhP20,000/year) to selected MPAs to cover management and law enforcement expenses. Due to lack of funds and hardware, the MPA level law enforcers are confined to the nearshore areas. This is not necessarily bad considering that the municipal *bantay dagat* can be called upon when seaborne operations become necessary. This even forces stakeholders to make law enforcement cost-efficient especially in the light of the three-level enforcement strategy in the BMT. What is necessary is to ensure synergy among these levels of enforcement.

A greater concern is that the funding allocations go through the channels of government, i.e., from the provincial government to the municipal government. Then, it goes down to the barangay government before it reaches the MPA Management Team. From the source to the end users, allocations come under discretionary authorities and too much bureaucracy. There are cases, therefore, where allocations do not reach at the MPA Management Teams. This is because the MPA Management Teams, although created by ordinance, are mere extensions of barangay governments. There is, however, a way of facilitating the transfer of funds by streamlining the bureaucracy-laden process that now prevails. Funds can be transferred directly to the people's organizations as, in most cases, the POs are really the ones taking care of the MPAs. Sec. 36 of the Local Government Code of 1991 (RA 7160) allows local government units to provide financial or other forms of assistance to people's or non-governmental organizations for economic, socially-oriented, environmental, or cultural projects to be implemented within its territorial jurisdiction. What is necessary is a credible accounting system on the part of the Peoples' Organizations (POs).

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<sup>9</sup> During the validation workshop, some partners raised the issue why the project did not address the intrusion of commercial fishing boats within municipal waters, among others. The PMO replied that such issues were beyond the project's scope to address.

A good element of the law enforcement system in this case is the on-call availability of the legal services of Environmental Legal Assistance Center (ELAC), which now chairs BANGON. The ELAC, on its own, has been engaged by the project to render legal and policy services. Being organic in Bohol, there is little doubt that this system of legal service delivery has high potential for sustainability.

***Output 3: Relevant and reliable information used for monitoring and inventory and as basis to establish sustainable harvesting***

Five deliverables are expected for this output. The first is a set of targeted socio-economic and biological research activities, all of which were duly conducted. Bio-physical research endeavors include the inventory of species (eg large vertebrates, fisheries, macrofaunal composition and marine birds) and habitats (mangroves, seagrass and algal beds and corals). Other studies include estimation of fish standing stocks and water quality. A unique study is the economic valuation of the BMT, estimating its annual total value at about PhP 182 million (US\$ 3.4 million), which is the first of its kind in Bohol. Relevant research outputs were duly incorporated in the appropriate CRM plans.

The second component is resource inventory monitoring. A bi-annual monitoring and updating was done by the MPA Management Teams. Selected community members were trained by the Silliman University Marine Laboratory (SUML) to monitor mangroves, shorebirds, shell and fish catch, and large vertebrates. The third deliverable is random surveillance patrols in MPAs. Coastal patrolling was also done by the BMT task forces (with assistance from private/diving groups) in close coordination with the Province's Enforcement Team (Coastal Law Enforcement Council or CLEC).

The fourth deliverable is a monitoring and enforcement agreement between resource users and authorities. As part of this initiative, the BMT Task Force on Law Enforcement was established and the installation of fish warden is being institutionalized to ensure budget allocation by the government. Fifthly, the target is an increase in the percentage of the coastal population in the three municipalities who actively participate in conservation policy dialogues and advocacy. As such, the Information, Education and Communication (IEC) program was improved from being generic into strategic. Part of the advocacy thrust was capacitating the decision makers for undergoing specialized training for effective communication strategies.

The MTE report noted an increase in total fish densities between 2002 and 2004 surveys. There were no surveys funded by the project for 2006/2007. The MPAMT members who are involved in the Biodiversity Monitoring and Evaluations System (BIOME) claimed that the fish biomass/density<sup>10</sup> is increasing.

***Output 4: Compliance with environmental guidelines improved through a programme of education and awareness building***

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<sup>10</sup>It is interesting to note that a bio-physical survey was conducted in 2007 by Earthwatch, a foreign NGO. However, an interview with an Earthwatch researcher indicates an apparent relative decrease in fish density compared with the 2004 levels in all MPAs, except Tawala and Balicasag. Tabalong and Bingag MPAs in Dauis were not surveyed. The formal report of Earthwatch is yet to be released. Clarification is needed with regard to the comparability of data sets generated by the two groups about status of the fisheries within the MPAs.



The project aimed to design and implement a specific stakeholder group-directed environmental education program that would result in compliance with environmental guidelines. Such is hinged on the premise that many of the currently damaging activities of stakeholders are due to their lack of awareness of negative environmental consequences. It was envisioned that towards the end of the project, communities would be self-policing, and thus, reduce the occurrence of damaging activities. It identified three indicators: (1) development and delivery/conduct of environmental education materials/activities, (2) increase in the percentage of the coastal population in the three municipalities who actively participate in the BMT conservation policy dialogues and advocacy beyond 1999 baseline, and (3) self-policing communities that would, in turn, result in reduction in damaging activities. This second part should then be differentiated from the second indicator of Output 2, which is the product of direct enforcement environmental policies and guidelines.

There appears to be no evidence that the third indicator of this output has been attained by the project. The evaluator disagrees with the assertion of the project (PIR, 2006) that “(t)he intensification of law enforcement efforts and the stronger collaboration of the stakeholders for improved management of BMT resources should reduce damaging activities” is a proper target level. What should be contemplated instead are situations where people, knowing the environmental consequences of an act, desist from performing such destructive deed. Other situation is where people, knowing the environmental consequences of an act, convince another to desist from performing such destructive deed. This is a behavioral change which can be measured but which the project was not able to do.

The same numeric measurement of success is true in the first result area where an increase in percentage of public participation is the assigned measure. A good number of activities were conducted through the project years with an observable increase in participants in project activities, the training of decision makers and other key persons in communicating conservation ideas and knowledge, and the translation of the BMT resource valuation into a communication strategy. The result may not have been expressed in actual figures which could have been a better basis for evaluation. Reports, nevertheless, showed an observable increase in public participation.

The turnaround happened after the MTE report noted that the education and awareness building program had to be improved from being generic to being strategic. In response to that, the project conducted a training to upscale the skills of the implementers and key stakeholders. Working with a communication professional from the Fisheries Improved for Sustainable Harvest (FISH) Project and the CCEF, the project designed a BMT-wide communications plan with thematic foci for every municipality and target audience. The specific and tailor-fit information and education strategy was implemented and resulted in informed decisions and stronger collaboration for the management of the BMT.

***Output 5: Alternative conservation-enabling livelihood activities are sustained through established benefit sharing and revolving fund schemes***

The first main output constitutes a set of agreed regulations on the collection of fees and other benefit sharing schemes. Sustainable Financing Mechanism (SFM) may be referred to as self-generating financing scheme or option that will generate revenue to

sustain development and management activities. User fees and charges are the more popular forms of SFM.

The JEP (Jobs, Education and Peace) Consultants and Trainers, Inc. was engaged in 2002 to undertake a study on SFM and models that looked into the feasibility of user fees and of conservation-oriented livelihoods. In 2004, the JEP submitted its Terminal Report on 'Implementation' of Sustainable Financing Mechanism. The Terms of Reference (TOR) of the JEP for the SFM focused on establishing the user fee system and trust fund mechanism, as well as their initial operation.

Prior to that, the JEP made a policy/legislative study for user fee and trust fund mechanism per municipality. Then, the JEP prepared the corresponding Manual of Operations covering the operation system and structure of personnel for implementation at the LGU and PO level. There were 'political' squabbles, however, in terms of their approval or legitimization processes.

Technical assistance was given to the LGUs with regards the operationalization of the SFM options. A study tour to Indonesia's Bunaken Marine Park was conducted in order to understand the user fee system of the park and some local MPAs (eg, user fee in Donsol, Sorsogon). The user fees and other license fees were inputted in the development of municipal user fee mechanism. Legislative approval for an implementing mechanism of a unified user fee system, however, is yet to be achieved.

The second main output is a trust fund collection mechanism. This was envisioned to be managed by the BMT Management Board. This body shall manage a revolving fund for the sustained conservation and development of the BMT. The funds generated from the user fees are yet to be established as trust fund. Nonetheless, the LGUs already contributed resources, such as funds and human resources, to manage the BMT region as a common resource.

The BMT CRM Plan could have delved more on the issue of the SFM. Although the SFM was identified as a strategic area of intervention, the plan is wanting in specifics that will at least show that the SFM was well designed in the project implementation or the CRM planning process. It could have allowed the framers of the CRM Plan better opportunity to expound on the financing issue, although the project successfully pushed forward the drafting of the user's fee ordinance. Hence, the user's fee draft ordinance provides a good platform for the generally consistent – if not uniform – policies on user's fees among the three municipalities.

Note that the SFM for marine protected areas is not simply about money. Broadly, it entails mobilizing and managing funds to address a host of issues associated with biodiversity conservation and related objectives. It is not ambitious especially for a medium-size, medium-term project like the BMT to aim for a user fee system and the operation of revolving funds. Securing adequate funds and managing them effectively, however, are not straightforward endeavors. Factors that are essential to consider include the form, quality and political realities, as well as the uses and sources of funding. In the case of the BMT, the desired user fee system and revolving funds did not materialize because of the 'politics' involved with municipal councils. Such councils are involved in enacting the necessary legislations, which were actions beyond the control of project management.

There are also other alternative sustainable financing schemes that may be considered in similar projects. These are broadly clustered into three categories (Emerton *et al.* undated): (1) mechanisms which are concerned with attracting and administering external flows, that may include government and donor budgets, NGO grants and private and voluntary donations; (2) mechanisms for generating funding to encourage conservation activities, including cost- and benefit sharing, investment and enterprise funds, fiscal instruments and arrangements for private or community management of PA resources and facilities; (3) mechanisms which employ market-based charges for PA goods and services, including resource use fees, tourism charges and payments for ecosystem services. The schemes intended for the BMT belongs to the third categories. Since PA financing needs and opportunities will continue to grow and change, all suitable options must be fully considered.

***Output 6: Targeted ecosystem rehabilitation will improve overall ecosystem health and contribute to improved well-being of local communities***

Three deliverables are targeted. First is the delineation and mapping of areas of degraded habitats. Critical habitat areas were delineated in 2002. A rehabilitation plan was formulated according to Participatory Research Organization of Communities Education Towards Struggle for Self-Reliance (PROCESS), a partner NGO within the BANGON federation. Notwithstanding, the evaluation team was never furnished this document. There was no actual restoration/rehabilitation activities for coral reefs and seagrass beds.

Ecosystem rehabilitation in 2003 was focused on reforestation for the island of Pamilacan, given that the lack of forest cover has jeopardized the freshwater resource. A rehabilitation plan was formulated and technical assistance was provided during implementation. It reported that tree planting was done in Pamilacan Island and in other areas. During the Evaluation Team's field visit, however, the exact location of the reforested areas could not be ascertained by the village members. It was reported that the trees did not survive.

Secondly, 100% of targeted areas should have been rehabilitated by end of Year 3. One major target site was the mangrove area in Doljo, Panglao. Some mangrove areas were earlier cleared, converted to fishpond and later abandoned. The restored mangrove areas in Doljo totaled to 100 ha. As this was the only designated rehabilitation site, there is an increase of 100 ha of mangrove from the baseline figure. Additional tree planting and rehabilitation of mangroves were reportedly done during environment-related events and activities, but their actual areas of coverage cannot be ascertained.

Thirdly, this component targeted an improved ecosystem health by Years 4 and 5. The recent BIOME monitoring indicated a significant improvement of the ecosystem's condition. These include an increase in percentage live coral cover, increase in mangrove cover and increase in density of fish.

***Output 7: An Integrated Master Plan for BMT is established and operationalized***

The project envisioned and committed a 10-year integrated master plan for BMT. Such plan should have included components on zoning, enforcement, communication and

community participation developed and adopted by key stakeholders by the fourth quarter of Year 3. The Plan's draft, however, came late in the project life in 2006. Thus, there was no opportunity to adopt it at the local level, or to have it legitimized through an ordinance of the Provincial Government of Bohol as originally envisaged. Also, in the process of planning, the stakeholders decided that it will be ill-advised to formulate a master plan because the latter entails the inclusion of terrestrial ecosystems which are better tackled by the MACOTAPADA, another grouping of municipalities in Bohol which encompasses Maribojoc, Cortez, Tagbilaran, Panglao and Dauis. Such grouping already includes two of the three municipalities of the BMT project. They decided that since the BMT is focused on coastal and marine resources, the BMT Plan would become a CRM Plan instead. The relationship of the CRM plan with other plans is given in **Annex \_10\_**

The first portion of the BMT CRM Plan describes the long-drawn process that the Plan underwent. It shows that the Plan is based on scientific studies (biophysical, social, and economic) which involved local communities. Again, the resource valuation provided a significant context to the substance of the plan. The BMT CRM Plan paints a picture of the BMT within a 10-year horizon in rather broad strokes. It uses a two-pronged approach, to wit: (1) problem/issue-orientation institutional framework, to respond to key problems besetting the area; and (2) decentralized/participatory approach with CBCRM as main strategy, to allow for local vision-driven, comprehensive direction-setting.

Except for its being late (not translated in time into an ordinance and be tested) and not being a master plan (not able to incorporate land-based activities which will have an impact on BMT waters or on the choices of communities in BMT), the BMT CRM Plan became a unifying factor for the three municipalities and the other stakeholders. Overall, the plan creates a more conducive environment for policy development and implementation, doing actual conservation work and more active engagement among the stakeholders.

***Output 8 - The BMT Management Council is assisted in formulating a BMT-wide pro-poor Sustainable Livelihood and Eco-tourism Development Program, as the means for local governments and local communities to identify and pursue sustainable development.***

This became a distinct component as recommended during the MTE. A key deliverable is to develop the capability of POs for enterprise development. As a result, a participatory and community-based BMT-wide ecotourism appraisal was undertaken. In collaboration with the private sectors, particularly the dive shops and resort owners, the MPA sites and their unique features were identified as potential tourist destinations.

The second deliverable is to undertake doable enterprise projects complementing conservation. Selected barangays and POs were given training on business planning, as well as a study tour to sites with successful enterprises, such as the boneless danggit processing in Bantayan, Cebu. The results for the livelihood enterprises are mixed. A milkfish enterprise is relatively successful; however, this is not the case for the mud crab and abalone projects.

To enhance the support for livelihood projects, networking with other donor agencies – such as the Peace and Equity Foundation (PEF), Mirant Foundation and Philippine Business for Social Progress (PBSP) – was done. A poverty scanning was likewise undertaken to identify areas of cooperation for the envisioned “Donor’s Forum” to extend the efforts of the BMT Project.

### **Analysis of Overall Progress**

Overall, the progress of the project upon completion is satisfactory. Most of the 27 deliverables within 6 outputs were largely accomplished as intended. Specifically, the ratings in ranked order of deliverables were: 6 highly satisfactory; 13 satisfactory; 7 marginally satisfactory; and 1 marginally unsatisfactory. The only deliverable rated as marginally unsatisfactory pertains to the elimination of the ‘damaging activities such as sand mining and disposal of untreated waste eliminated by year 4’. For Output 1 (Institutional Strengthening), the expected CRM plans (barangay and municipal) were completed, and 14 MPAs were established and made operational including their corresponding Management Teams. For Output 2 (Policies and Enforcement), training and equipment support for law enforcement was provided, as well as local policies were improved. In the case of Output 3 (Research and Monitoring), all the baseline, the Participatory Resource Assessment (PCRA) and In–depth Resource Assessments, as well the studies related to the human dimension were completed. The BMT Valuation study deserves special mention, as it provides the policy and decision makers with the value of the BMT in terms of its monetary equivalent.

Output 4 (Environmental education and awareness building) was largely completed. These included communities’ orientations, study or learning tours facilitated and development and distribution of the IEC materials. For Outcome 5 (Sustainable Financing Mechanism), the documents required were produced. Neither the user fee nor the trust fund system, however, was made operational. Outcome 6 (Ecosystem Rehabilitation) came up with the required rehabilitation plan. Actual rehabilitation was done for mangroves; support for physical infrastructures were also provided for the MPA sites.

Outcome 7 (Integrated Master Planning) culminated with the crafting of a 10-Year plan. Instead of a Master Plan, though, the consensus was to craft instead a BMT-wide CRM plan covering the three municipalities. The BMT Management Council – also called PADAYON – is being strengthened as a functional and working management entity. For Outcome 8 (Sustainable Livelihood), some US\$20,000 was provided for livelihood activities to complement conservation efforts. Among others, such fund was utilized for livelihood training and demonstration programs. An eco-tourism plan is also being developed with multi-sectoral participation.

Relevant recommendations of the MTE were duly considered/acted upon. The exception is the non-inclusion of Tagbilaran as part of the BMT. This is because Tagbilaran is already part of the MATICOPADA (Maribojoc, Tagbilaran, Cortez, Panglao and Dauis) which operate at the southwest part of Bohol. The desired BMT Master Plan was also ‘downgraded’ into an Inter-municipal CRM plan. A Master Plan would require a strong terrestrial component, which the project does not have yet.

### 3.0 PROJECT MANAGEMENT

The BMTP's management mode has changed substantially due to pressing realities and as a means to transition from an interventionist arrangement to a locally-managed effort. The project is managed by the FPE as its executing agency. However, it was only after the approval of the project document by UNDP that FPE recognized that it is a funding and not an implementing institution. It was only then that a search for the appropriate NGO to be the main implementing agent was launched.

The choice of BANGON to be the implementing NGO seemed a logical choice. Six of its member NGOs possess various expertise that, when put together, offer huge potential for project success: Bohol Integrated Development Foundation (BIDEF) and PROCESS have enviable track record in CRM; First Consolidated Bank Foundation, Inc. (FCBFI) has been developing microfinance programs in coastal and other areas; ELAC is acknowledged as a leading public interest environmental law organization; Feed the Children has a long record of involvement in social work; and BFI is known for community organizing work. However, instead of dividing the job in accordance with their thematic expertise, the member NGOs divided the project geographically. Logically, it resulted in some NGOs performing tasks beyond their expertise which could have been done better by other partner NGOs. In 2003, an organizational assessment was conducted to evaluate the project's progress. The assessment done by the Tambuyog Development Center showed the some works of BANGON members did not fulfill the standards stipulated in the contractual agreement. This aggravated the already 'strained' relationship between BANGON and PMO, as the latter strictly implemented the submission of the required deliverables. In late 2005, a mediated negotiation was found in order. The dispute management process led to the changing of guards, so to speak.

By 2006, a transition took place where BANGON phased out from project management to give way to the newly-organized PADAYON. A depiction of the institutional arrangement between the PMO and BANGON in 2003, and between the PMO in PADAYON in 2005 can be found in **Annex 11** and **Annex 12**, respectively.

The evaluators see this as a problem in project design. As the FPE was aware at the onset that it was not in a position to be the project implementer, it should have immediately partnered with a local NGO to undertake project implementation. Otherwise, it should have started with the establishment or enabling of a local implementer. In this regard, the evaluators agree with and adopt the findings of the MTE regarding project design.

What happened between FPE-PMO and BANGON may have been unfortunate, but it is a rich source of lessons that cannot be overemphasized. First, BANGON was then a young network of NGOs. It was struggling in coming to terms with its own development. More importantly, its member-NGOs have their own thrusts and survival interests. When put together, clashes of interests resulted in competition or otherwise unhealthy relations among them, particularly during the project's earlier phase. It was even admitted that among the BMT partners in BANGON, there was a sharp divide among its members based on principles, work ethics and politics. Rosalinda Paredes,

BANGON President at that time, said that BANGON was not ready to take on a project as complex in design as BMTP especially because it (BANGON) was still a work in progress. However, she pointed out that the FPE and the UNDP knew of their situation. She narrated that a good orientation at the onset, defining organizational roles as well as studying the capacities of the project staff of each NGO at the start, could have been a better approach.

Indeed, there seemed to have been ‘miscommunication’ between FPE and BANGON, as the MTE pointed out the issue on whether the partnership between the two was a “co-management of the project” or a “co-management of resources”. A review of the contract between FPE and BANGON suggests that the TORs were not explicit about the co-management arrangement. With PADAYON coming in late into the game, FPE/PMO as executing agency is facing a huge challenge, i.e., equipping PADAYON with technical and financial sustainability skills to ensure the continuation of the conservation and development gains of the project.

Further, it appears that leveling-off was a problem that attended project implementation at some critical points. As stated in Output 2 above (see footnote 7) ELAC and other NGO partners claimed that they did not know of the indicator concerning the development of policies to govern all economic activities in the area. Another example would be law enforcement where the project insisted on sand mining and disposal of untreated waste to be the focus thereof, while other stakeholders were also looking at the intrusion of commercial fishing and other illegal fishing activities.

These management problems caused some delays and glitches in project implementation that the BMTP had to be extended for another year-and-a-half. Despite its extension, it has not been able to hit all its targets. Nevertheless, the experience proved valuable for the following reasons, among others:

1. Contracting BANGON gave the network opportunity to “cut its teeth” in project implementation and orchestration. Today, BANGON sits in the PADAYON BMT Management Council and is expected to contribute a lot in decision-making processes from the wisdom it and its members gained from their working experiences with the BMTP.
2. The experience enriched and strengthened the NGO community by forcing them to work together as a network and as individual professional groups.
3. The CO Assessment showed that NGOs cannot but value professionalism as they are expected to demand the same of others.
4. The process showed that the project was able to adapt to changing situations (adaptive management) and overcome management conflicts.

#### **4.0 RECOMMENDATIONS**

Eight individual organizations or ‘cluster’ of management entities have been involved with the BMT Project since 2001. These are the: FPE, PADAYON, UNDP/GEF, municipal/provincial governments, private sector, NGOs POs and NGAs. Following the project’s evaluation TOR (**Annex 13**), specific recommendations are addressed to each entity to either sustain or continue the project gains.

## ***FOUNDATION FOR PHILIPPINE ENVIRONMENT***

- 1. Orchestrate stakeholder meetings to re-engineer the PADAYON.** The timing may be done sometime after the new sets of mayors and SB members are formally installed in 30 June 2007. The last election has affected the political membership of the PADAYON; only one out of the three founding mayors was re-elected. It is a must for the PMO to help re-design the PADAYON to make it leaner and have more representative and participative decision-making process. Right now, the key lacking representations, particularly in the Executive Committee, are those coming from the NGOs, the POs and the private sector. Further, deeper analysis/discussion is needed about the PADAYON's characteristics as an NGO. If necessary, an independent consultant/resource person may be hired for this purpose.
- 2. Documentation of the project experiences and lessons in MPA management.** The result may be presented in the forthcoming Marine Sanctuary Network's MPA Congress to be held at Iloilo in October 2007. The BMTP offers a unique experience as an NGO-led MPA planning and management initiative. Fourteen MPAs have become part of the BMT project during its duration.
- 3. Lead national discussions on critical CRM topics.** As a leader in building the NGOs' body of knowledge in CRM planning and management, the FPE should support more efforts to understand and strategize on CRM components. Further discussion and theorizing are in order for the CRM-cum-MPA efforts and initiatives. Based on the BMT experience, the FPE can lead or organize national discussions on the following topics, among others: (1) resource management bodies, (2) livelihoods-conservation-market nexus, and (3) IEC in conservation work.
- 4. Implement project closure activities covered by Tripartite Review (TPR) Meetings.** One activity is to archive properly all the reports/documents produced by the project. An electronic database of all relevant data/information is necessary, including transforming all spatial data/information into GIS formats. Currently, the records are not well organized. Secondly, there is a need to provide staff support for six months (July-December 2007) to turn over all relevant files, equipment, etc. to the PADAYON and other partners. The FPE should provide technical assistance in developing project proposals for submission to relevant donors. Although a full Phase II of BMTP is not envisioned, several initiatives may be pursued, such as developing catalytic projects that relate to more focused livelihood projects, as well as more in-depth resource assessment, particularly on fishery resources and habitat enrichments or enhancements.

## ***PADAYON / BOHOL MARINE TRIANGLE MANAGEMENT COUNCIL***

- 1. Review the PADAYON's organizational structure and mechanisms.** The council's composition, as well as its operating procedures needs to be reviewed, as part of its 're-engineering'. Currently, its composition is bias in favor of the LGU members. Hence, there has to be a balance of representation among multi-stakeholder groups. For example, the Executive Committee's nine members all come from the LGUs: three Mayors, three Sangguniang Bayan members and three Presidents of the Association of Barangay Captains. The PADAYON needs more



representation from the NGOs, the POs and the private sector. An enhanced PADAYON shall enable to better strengthen POs and their federations, develop policies to govern economic activities, and enhance monitoring and evaluation framework for BMT CRM Plan. An outside expert may be needed to facilitate the process of organizational development and strengthening.

2. **Expedite the establishment of sustainable financing mechanisms.** Particular attention may be given to the operationalization of the user fee system in the use of its coastal resources. There has to be a unified/uniform user fee charges for the use of a particular resource or amenity. Expedite also the establishment/operationalization of the trust fund mechanism. As needed, an independent consultant/resource person may be hired to assist in the initial operationalization of the user fee and trust fund.
3. **Elicit more active participation from the private sector and other project entities.** In particular, the service industry (divers, restaurants, health clubs, etc) engaged in ecotourism may be tapped for this purpose. External donations may be also sourced out. The PADAYON must likewise coopt the involvement of other project implementors in the BMT area. There are many foreign or externally-funded projects that operate in the BMT region. Greater coordination is needed, as more projects are expected in the future. Such collaboration shall ensure greater complementation of results, and at the same time lesser/minimal duplication of efforts.
4. **Federate the 14 existing MPAs into an MPA network.** Such network must incorporate both the institutional and geographic dimensions. It will be extremely difficult for each MPA Management Team to work on its own. Affiliating with established networks, such as the Marine Sanctuary Network and Locally Managed Marine Areas, are initiatives in the right direction. In this way, the BMT-assisted MPAs will be able to tap the technical expertise, professional contacts and knowledge, among others, of these networks.
5. **Work for professionalization of marine law enforcers.** Innovations are needed for coastal law enforcement. Volunteers cannot be relied upon over the long term. The concept of tourist police is now being pioneered in Bohol. The members of these police forces shall cater primarily to the needs of the tourists. The *Bantay Dagat* could be also established as more of regular forces. They cannot be sustained as casual employees all the time. PADAYON has to define the support to fish wardens in terms of legal support, as well as compensation for loss of income as they perform their duty. It shall also monitor the utilization of the patrol boats provided to the LGUs by the project.
6. **Review the rights and rules system of MPAs.** Particular attention may be given to the boundary issues. On paper, the MPAs have inner core zone and outer buffer zone. Each zone has distinct types of allowable activities. In the MPAs (eg Doljo and Balicasag) visited, however, there is only one boundary line. Moreover, some boundaries were either stolen or moved away. This is the primary reason why the moniker given is 'moving' protected area. Such is the case of the Danao MPA, whose boundary markers cannot be located now. Among the rules to be harmonized are the fines and penalties.

**UNITED NATIONS DEVELOPMENT PROGRAM / GLOBAL ENVIRONMENT FACILITY**

1. **Undertake a study of the selected BMT areas using independent assessments.** In this way, there will be a cross-checking of project results. The 2006 BIOME undertaken by the BMTMT trained in BIOME indicated that the fish biomasses within the MPAs were increasing. An informal interview with an Earth Watch researcher who conducted research in the MPAs indicates that the fish density/biomass in some sanctuaries may have decreased compared with the 2004 levels. Hence, the results are not consistent. It is necessary, therefore, to look at the comparability of the results/data and the methodologies used.
2. **Engage consultants in detailed documentation of lessons learned in CRM/MPA management of the BMT areas.** This may include an in-depth analysis of the advantages and disadvantages of the PADAYON as an organizational model/mechanism when compared with other CRM sites in the Philippines. The PADAYON is just one form of inter-LGU/multi-stakeholder collaboration. It may be worth examining, therefore, how PADAYON fares when compared to other organizational models. It is also worth evaluating the different organizational models within each MPA site. Some sites are directly-managed by the village councils while others are managed by the POs; others are co-managed between the village council and the POs. This research proposal relates to the second and third recommendations for the FPE.

**MUNICIPAL/PROVINCIAL GOVERNMENTS**

1. **Contribute more resources to PADAYON.** It is exemplary that the municipal governments have already provided cash and staff contribution to PADAYON. Such contributions, however, will not be enough to sustain the PADAYON's continuing operations. So far, only some PhP300,000 have been committed to PADAYON. The support staff seconded are also expected to be technically-equipped; currently, they are casual employees. The Provincial government, through the BEMO, is likewise expected to provide more technical and financial support. The BEMO may also provide a province-wide perspective of the initiatives of the three municipalities.
2. **Expedite the operationalization of the user fee system.** In coordination with PADAYON, and in partnership with one another, expedite the enactment of user fee ordinances to ensure the financial viability of PADAYON. Such system may ensure the sustainability of conservation efforts. Other financing mechanisms, such as payment for environmental services and bio-prospecting charges, may be also explored.

**PRIVATE SECTOR**

1. **Support PADAYON through funding and program implementation.** Support from the private sector is crucial for the operation of PADAYON. They must be encouraged to provide in-kind and/or in-cash contribution. This is to be expected considering that the sector, particularly those engaged in eco-tourism, are generating

revenues from using the BMT's resources. Resorts in Panglao are exerting too much pressure on the beach area. Cooperation of resort owners and other marine-related tour operators will make rectification and compliance easier and speedier. Members of the private sector who are likely to figure in the collection of user fees, and may start mapping out practical ways of implementing the fee system. This will be a lot of help to PADAYON.

2. **Assist in awareness campaign.** The IEC needs to be a continuing initiative. Those engaged in the tourism industry are in the best position to enhance environmental education of the BMT region. Assistance can take various forms. Hotel and resort owners may help finance the production of IEC materials. Boat operators may help in the distribution of the said materials.

### ***PEOPLE'S ORGANIZATIONS***

1. **Continue enhancing organizational capacity.** The POs may take advantage of the capacity building endeavors they gained from the BMT project. They may start strengthening themselves financially by starting to develop and to submit their independent project proposals to the funding agencies. They may also develop further their technical capabilities by partnering with the academic and research institutions. Moreover, they may become more politically stable by affiliating with establish networks, such as the Marine Sanctuary Network (MSN) and the Locally Managed Marine Area (LMMA).

### ***NON-GOVERNMENTAL ORGANIZATIONS***

1. **Continue pertinent project initiatives.** The NGOs are still expected to provide technical support to the PADAYON. The BMTP contributed much to building the technical capability of the member NGOs. Further, they are encouraged to develop collaborative projects with PADAYON for their mutual benefits. The NGO-cum-LGU collaboration is crucial to biodiversity conservation in the BMT.

### ***NATIONAL GOVERNMENT AGENCIES***

1. **Provide technical assistance.** Although the BMTP was originally envisioned to be an LGU-directed project, its gains cannot be either sustained or maximized without the continuing involvement of the NGAs. Overall, the NGAs may provide technical assistance (and occasionally personnel support) in their respective areas of mandates particularly the Department of Environment and Natural Resources (DENR), Bureau of Fisheries and Aquatic Resources (BFAR), Department of Energy (DoE), Department of Tourism (DOT) and Department of Trade and Industry (DTI). Currently, the role of the DENR is oversight (as part of the Tripartite Project Review (TPR) Committee. In the future, the DENR's regional, provincial and community offices are expected to assist in activities like coastal zonation and impact assessment of development projects, as well as participate in on- the-ground implementation. The BFAR is expected to provide the necessary information and expertise, considering the significance of the marine fisheries in Bohol province. The DoE is expected to coordinate the energy-related activities in the area, and assist in determining the implications of energy development in relation to bio-

diversity conservation. The DOT shall provide expertise in the development of an eco-tourism program in the BMT region. The DTI's assistance will be particularly crucial for the livelihood-related endeavours.

### ***STRATEGIC POST-PROJECT DIRECTION***

Although the project has officially closed on 30 June 2007, the evaluation team adheres to the earlier recommendation to have a six-month transition phase. In this way, the UNDP and the FPE as lead agencies would still provide strategic support, thereby providing a smoother transition to bring the project to the 'next level'. Note that a full Phase II is not envisioned to be the next level; rather, a series of smaller projects and/or activities may be pursued to sustain the BMT project initiatives. Organizationally, both have to support the PADAYON to continue in building its capacity. By providing staff support for six months (July-December 2007), the FPE shall be able to turn-over the relevant facilities, equipment and records to partners; assist in the organizational development of PADAYON; document the unique project experiences and lessons for presentation in appropriate fora. For its part, the UNDP is expected to finance some comparative assessments and organizational strengthening of PADAYON, as well as engage consultants in detailed documentation of lessons learned in CRM/MPA management of the BMT areas in relation to other comparable GEF projects.

## **5.0 LESSONS LEARNED**

The 12 lessons learned are broadly classified into two clusters. The first cluster is comprised of the six ‘positive outcomes’ of the project. These are the beneficial effects or impacts of the project. The second cluster consists of the six project ‘limitations/constraints’. These are areas of concern that require attention in future similar project initiatives. Lessons that were mentioned in the earlier MTE report are no longer included.

### ***POSITIVE OUTCOMES***

#### **Lesson 1 - BMT project a venue for enhanced partner collaboration**

The project provided an avenue for the NGOs to work together among themselves. In the past, the NGOs either worked on their own, or competed with each other, both in project development and implementation. As such, BANGON became the umbrella of Bohol-based NGOs in working together to attain common objectives. The project also became a catalyst for the NGOs to collaboratively with the LGUs. Previously, the NGOs were mostly antagonistic with the government bodies. In turn, the LGUs regard them with suspicion. The BMTP was able to forge partnerships with different projects operating in the area. Partnership with three USAID-funded projects implemented by different service providers such as SCOTIA (Sustainable Tourism in Asia) by the Louis Berger, Coastal Fisheries Resources Conservation by the WWF and Ecological Governance by the Development Alternative, Inc. (DAI), all are operating in Panglao area. These projects became partners leading to better synergy of conservation efforts. The partners also utilized the baselines of the BMT Project. Hence, enhanced institutional partnership will be a long-term project legacy.

#### **Lesson 2 - Enhanced level of awareness of stakeholders**

The stakeholders become more aware of the BMT’s economic values. Not many people were aware before about the global significance of the BMT from biodiversity perspective. Filipinos and foreigners alike equate Bohol with the terrestrial tarsier, but not with various rare and endangered species of marine mammals (dolphins and whales) and reptiles (sea turtles). The various forms of IEC materials have enabled target audiences to acquire greater appreciation of their unique marine heritage. Moreover, the people also become more aware of the annual total economic value of the BMT, which is about PhP 182 million (US\$3.4 million).

#### **Lesson 3 - Recognition of ‘marginalized’ stakeholders**

Badjao is an indigenous people group, whose members live either at the sea or the seashore. The Badjaos were not recognized as stakeholders in the project design nor in the early phase project implementation. Through the BMTP, however, they were acknowledged as stakeholders. Hence, efforts were made to include them as project partners. Specific needs analyses were undertaken for this group. As a project spin-off, a project proposal about a pro-literacy program for Badjaos was approved – thru the BMTP intercession – to improve the flight of the Badjaos. A profile of the Badjao

community was the initial output, which could become a reference for several project proposals.

#### **Lesson 4 - Local communities may be relied upon as MPA monitors.**

If properly trained, community members could be relied upon to undertake M&E of MPA sites. A monitoring system for MPAs was installed using the FPE's BIOME, with some appropriate modifications introduced by the SUML. Through lecture and actual field monitoring, community members who are part of the MPAMT were able to assist/conduct biophysical monitoring both inside and outside MPAs. Hence, the community members can now assess broadly the conditions of the coral reefs and associated fisheries. The BIOME methodology and the experience of MPA managers could be a good case study. Although the FPE launched BIOME as a monitoring tool for all its site-focused projects, only the BMTP utilized and sustained this methodology.

#### **Lesson 5 - Project Became Avenue for Using Local Research Expertise**

In the past, mainly Luzon-based experts conducted research in the Bohol area. In the case of the BMTP, the bio-physical researches were carried out by the SUML. A Cebu-based NGO (CCEF) provides technical assistance in economic valuation. A Mindano-based firm (JEP) assisted in doing the studies for sustainable financing mechanisms. Hence, the reliance on expertise from Manila- or Luzon-based professionals has been considerably reduced.

#### **Lesson 6 – Organized innovation has rewards and risks**

Establishing the PADAYON as multi-sectoral management body is a unique contribution of the project. The impending closure of the project is untimely as far as PADAYON is concerned. There remains an undeniable need for continued financial and technical support to this fledgling organization. Be that as it may, the seeds of hope for conservation have been planted and have even borne fruit as the project has produced local champions from the grassroots, the business sector and the local governments. Among the PO members, Mr Victor Rondez is now a resource person about the BIOME, and was invited by the Project SeaHorse and the FISH Projects that are operating in Danajon reef. With or without a formal structure, a social movement is in the offing in BMT. This is a legacy the project implementers can always be proud of.

#### ***LIMITATIONS/CONSTRAINTS***

#### **Lesson 7 - Inadequate definition of the planning unit/area creates confusion**

In a typical environmental planning endeavor, the geographical scope/extent is one of the first elements being defined. A good definition of the geographical limits enables the project managers to focus their limited resources. This has not happened in the case of the BMT project. The Project Document estimated that the BMT covers an area of about 1,120 km<sup>2</sup> area. It does not indicate, however, the exact geographical coordinates of the BMT region, making the BMT an 'imaginary' triangle. Hence, data collection was not fully structured in terms of geographical locations; delimiting project boundaries are crucial in resource management projects.

### **Lesson 8 - More 'catalytic' focus of the livelihood component is needed**

In theory, the livelihood benefits must accrue to those who will lose their access to the resources. Traditional hunters of whale sharks, manta rays, dolphins and other marine wildlife were the ones who lost their livelihoods in the BMT area, particularly those coming from the Pamilacan Island. The main beneficiaries of the livelihood assistance provided by the BMTP through the BANGON, however, were not necessarily the hunters. They only benefited from the cooperative store that was put up by the fisher association. Within the island, the PDWWO obtained more loans than the fishers. Most members of the MPA Management Team did not also directly benefit from the livelihood assistance. Hence, future projects must concentrate its livelihood components to the segments of the population who will lose their access to the resources, or are directly participating in the project. This is more of equity consideration.

### **Lesson 9 - Linkage between conservation and types of livelihoods must be made more explicit**

There must be a distinction between: (1) alternative and (2) supplemental livelihoods. The first is meant to move/get out a person from his existing employment, while the latter is meant to just augment or secure additional income. Most of the livelihoods – such as livestock raising, small-scale trading and handicraft making - that were offered as part of the BMTP were the supplemental type. Hence, these contributed more to increasing the household's total income. Notwithstanding, the links of these livelihoods to conservation are not explicit. Questions like to what extent these livelihoods: (1) reduce resource utilization, or (2) minimize environmental degradation cannot be easily answered. The BMT area is among the overfished nearshore areas in the Philippines. Yet it is not known if these livelihoods reduce at all the fishing effort. Note that many beneficiaries were the wives of the fishers – not the fishers themselves. Similarly, such livelihoods do not necessarily minimize habitat destruction. Mangrove harvester (or their families) may not necessarily be the beneficiaries of livelihood assistance. The linkage between ecotourism-related livelihoods and marine conservation is also not explicit. An NGO operating in the area was even indiscriminate in giving out micro-enterprise support/credit to a group of women buying-and-selling dried manta ray, which is a protected species.

### **Lesson 10 - NGO partners must focus their efforts in areas of competence**

BANGON is the umbrella NGO that served as conduit/counterpart to the FPE. As such, BANGON had six key affiliated NGOs: Bol-Anon Foundation, Inc (BFI); Bohol Integrated Development Education, Inc (BIDEF); Feed the Children–Philippines (FTC-Philippines); First Consolidated Bank Foundation, Inc. (FCBFI); Participatory Research Organization of Communities Education Towards Struggle for Self-Reliance (PROCESS-Bohol) and Environmental Legal Assistance Center (ELAC-Bohol) that implemented several components of the BMTP. As such, they divided the project components geographically based on their areas of political influence. Hence, some NGOs undertook some tasks that were not within their areas of professional expertise. They could have instead divided the project activities based on their strengths or areas of specialization, which could have led to greater project complementation or synergy of results. Similarly, the FPE's contracting arrangement could have been better if there

was a thorough assessment of the competencies of its NGO partners. Those good in IEC could have focused their efforts in education-related activities.

#### **Lesson 11 - Leveling-off about a conservation project is crucial**

Many local community members expect projects to have some components/forms of development assistance. Hence, it is not surprising that they expect some material benefits, particularly among foreign-funded project initiatives. The BMTP, therefore, must be explained more fully as an initiative that is focussed on biodiversity conservation and protection of marine habitats. They must also understand that the livelihoods are in support of conservation, and not the main project focus.

#### **Lesson 12 – Re-orient the ‘output requirements’ of study tours and/or cross visits**

Study tours and/or cross visits are among the fastest modes to learn new things or assimilate new information pertaining to marine resource management. These are legitimate project activities being encouraged by UNDP, GEF and other donors to learn from experiences in other countries and other sites in the Philippines. Moreover, they may become unique avenues for bonding and building inter-personal relationships. These types of activities, however, can be very costly due to the high transport and accommodation requirements amounting to some US\$63,000 or 9% of the total budget of BMT project. Therefore, the outputs need not only be learnings and/or knowledge acquisition but also applications, as appropriate. Those who will participate in the trips must be made aware that they will come up with specific deliverables after such trips, such as preparing a report or recommendations about their subject areas. For example, about PhP200,000 (US\$8,000) was spent in exposure trips to learn about the user fee system in the Philippines. As such, the participants could have been tasked not only to report their learnings, but actually participate in the development of the proposed user fees as either a resource person or an advocate in the legitimization process. In such manner, the activity becomes more of a capacitating endeavor, and not simply a learning experience.



# **ANNEXES**

## ANNEX 1: MAP OF THE BOHOL MARINE TRIANGLE

## ANNEX 2: SUMMARY OF EVALUATION OF PROJECT ACHIEVEMENTS BY OUTPUTS

Output Description	Success Criteria	Status at Project Completion	Comments	Evaluation					
				H S	S	M S	M U	U	HU
<p><b>Purpose :</b></p> <p>To enable the conservation of the biodiversity resources in the BMT through a more effective, equitable and sustainable planning, implementation, and monitoring and law enforcement of biodiversity conservation efforts.</p>	<p>Biological and physical parameters that represent the health of the BMT ecosystem (i.e. living coral reefs, fish abundance, and mangrove forest cover) are stabilized or increasing beyond 1999 baseline.</p>	<ul style="list-style-type: none"> <li>• Coral Reef -I increase of hard coral cover from 0.60 to 5.20%</li> <li>• Increase in live coral ranged from 1-8%</li> <li>• increase in fish stocks within and outside some MPA areas disputed</li> <li>• Most of the threats identified were significantly reduced.</li> </ul>	<p>An interview with 2007 Earth Watch researcher indicated that there could be a possible decrease of fish stocks/density in some MPA areas. This finding needs to be validated by other research as to its contributing factors, eg seasonality or poaching by fishers, among others.</p>						
	<p>Increase in the number and total area of marine reserves in the BMT with community-based and multi-sectoral conservation planning, implementation, monitoring and law enforcement mechanisms compared to 1999 baseline data.</p>	<ul style="list-style-type: none"> <li>• Total area of MPA increased to 176 ha (600%)</li> <li>• Additional 2 MPAs established as expansion sites</li> <li>• 2 resorts owners are requesting BMTP to establish MPAs fronting their area</li> </ul>	<ul style="list-style-type: none"> <li>• Management of MPAs in the BMT still needs improvement in terms of its biophysical features management and organizational development</li> <li>• Conflicts between MPAs and tourist interest</li> </ul>						

Output Description	Success Criteria	Status at Project Completion	Comments	Evaluation																		
				H S	S	M S	M U	U	HU													
		<ul style="list-style-type: none"> <li>Efforts of advocacy towards improved governance intensified</li> </ul>																				
	Incidence of mangrove conversion, sand quarrying, blast fishing, coral reef destruction, garbage and sewage pollution and illegal construction is significantly reduced, beyond 1999 baseline, by Year 5.	<ul style="list-style-type: none"> <li>Sand mining activities were reduced through policy actions</li> <li>Partnership with Sustainable Coastal Tourism in Asia (SCOTIA) led to construction of waste water treatment facilities and sewerage system in the resort area, and implementation of solid waste management.</li> <li>Partnership with EcoGov led to the awareness of the concerned stakeholders on the water quality status of the Panglao and its management implications</li> </ul>	Community in Doljo complaint about the Barangay Captain for allowing boardwalk construction in mangrove areas is a manifestation of the high awareness on environmental conservation																			
<b>Output 1:</b> Strengthened government and community institutions will facilitate the application of a coastal management framework, with the establishment and maintenance of marine reserves as a major component	<p>1.1 Number and total area of marine reserves legalized</p> <table border="0"> <tr> <td>Year</td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> <td>6</td> </tr> <tr> <td>Cum No.</td> <td>2</td> <td>3</td> <td>5</td> <td>8</td> <td>10</td> <td>12</td> </tr> </table> <p>Total Area = 50 to 100 hectares</p>	Year	1	2	3	4	5	6	Cum No.	2	3	5	8	10	12	<ul style="list-style-type: none"> <li>12 MPAs are legalized by resolutions and ordinances</li> <li>2 more MPAs are added as expansion site legalized by a municipal ordinance</li> <li>Total area of MPA increased to 176 ha (600%) as of June 2006</li> <li>MPAs rating level improved at least a step higher for some and 2 steps/level higher on the majority of the MPAs</li> <li>Technical assistance is sought by the Municipality of Dauis to establish another MPA (replication site)</li> </ul>	Project exceeded minimum requirement and exhibited replicability of MPAs.					
Year	1	2	3	4	5	6																
Cum No.	2	3	5	8	10	12																
	1.2 Number of trained core groups undertaking regular conservation planning,	<ul style="list-style-type: none"> <li>14 MPA Management Teams (MPAMT) organizationally and institutionally strengthened</li> </ul>	<ul style="list-style-type: none"> <li>The establishment, maintenance and improved management of MPA should</li> </ul>																			

Output Description	Success Criteria	Status at Project Completion	Comments	Evaluation					
				H S	S	M S	M U	U	HU
<p>monitoring and enforcement activities</p> <p>Year 1 2 3 4 5 onwards</p> <p>Number 3 6 6 6 6</p>	<ul style="list-style-type: none"> <li>All MPA sites formulated five- year management plans</li> <li>MPAMTs are doing BIOME</li> <li>6 out of 14 updated the management plan by formulating a one year (2007) indicative MPA Management Action Plan for their own use as well as for the donors and other concerned offices providing support.</li> <li>First level of Enforcement is the MPAMT.</li> </ul>	<p>not be interpreted to mean more and better MPAs but rather "stronger co-management institutions".</p> <ul style="list-style-type: none"> <li>The LGUs are now more aware of the significance of MPAs. MPAMTs are aware and demand budget allocation from the LGUs. Other concerned sectors, such as private sector (diving and resorts) are also participating in the MPA management. There are MPAMTs, however, where teamwork still has to be developed or improved. In some cases, only the PO does the management by itself.</li> </ul>							
<p>1.3 No. of barangay level CBRM plans formulated in a participatory process and integrated in the Master Plan</p> <p>Year 1 2 3 4</p> <p>No 3 6 12</p>	<ul style="list-style-type: none"> <li>31 barangay level coastal resources management (CRM) plans formulated and incorporated into the 3 municipal CRM Plans and in the BMT CRM Plan</li> <li>MPAMT members were always invited as Resource Speakers by the MPA networks (such as LMMA) in recognition of their advanced skills in management and monitoring of MPAs.</li> </ul>	<p>All barangays have CRM plans and integrated in the BMT CRM Plan.</p>							
<p>1.4 Number of resolutions adopted to support barangay level CBRM</p>	<p>31 resolutions made adopting 31 Barangay CRM plans.</p>								

Output Description	Success Criteria	Status at Project Completion	Comments	Evaluation					
				H S	S	M S	M U	U	HU
	1.5 Number of agency plans supportive of the Master Plan	<ul style="list-style-type: none"> <li>Development Plans of the three municipalities which covered the different agencies' plans as well as the provincial development plan are the data sources for the Master Plan.</li> <li>The TWGs of every municipality formed part of the BMT Master Planning Team. The Municipal CRM plans were integrated towards a unified management of the BMT as a single resource unit.</li> </ul>							
	1.6 BMT Project office set up by 1 <sup>st</sup> Q of Y1.	<ul style="list-style-type: none"> <li>PMO was able to leverage resources in terms of technical assistance, studies and funds through partnerships with the other Projects operating in the area by Year 4 and until the Project completion</li> </ul>	BMT office was set up on time, and thus, was able to successfully satisfy this indicator.						
	1.7 Project plan of operation completed by 1 <sup>st</sup> Q of Y1	<ul style="list-style-type: none"> <li>Operations Manual in place on the 3<sup>rd</sup> year (2003)</li> <li>PADAYON BMT Management Council formulated its own Operations Manual</li> </ul>	The delay was due to vague organizational structure. When the mode of implementation was changed/modified, the structure was not changed appropriately resulting in some organizational confusion						
	1.8 A functional BMT Management Board composed of all key stakeholders is set up with legal mandate and is officially and popularly recognized by 1 <sup>st</sup> of Y2	<ul style="list-style-type: none"> <li>The BMT Management Board evolved into the PADAYON BMT Management Council, which is fully functional and actively leading the management of the BMT resources.</li> <li>PADAYON BMT Management Council was registered with SEC as a non-profit organization with a mandate to sustain the Project's initiatives and gains.</li> </ul>	Remarkable adaptive management achievement. However, much of the delay in project implementation can be attributed to this delay in the formation and functioning of the BMT Management Board. At the end of the project, PADAYON is still fledgling and its sustainability is uncertain.						

Output Description	Success Criteria	Status at Project Completion	Comments	Evaluation					
				H S	S	M S	M U	U	HU
		<ul style="list-style-type: none"> <li>It also established its management office and its organizational development is in progress</li> <li>The Project assisted in its organizational strengthening, particularly in coming up with a three-year strategic plan.</li> <li>It was able to seek grants from FPE for its implementation funds and counterpart from LGUs for operational funds. It entered into partnership with WWF and SCOTIA for technical assistance and other conservation activities.</li> </ul>							
	1.9 A Memorandum of Agreement is forged among all key stakeholders spelling out their respective roles and functions in the implementation of the BMT Master Plan as well as other institutional arrangements by 1 <sup>st</sup> Q of Y2.	<ul style="list-style-type: none"> <li>The BMT Management Board was forged through a MOA on December 2002 as an inter-LGU cooperation. In 2004, it was further strengthened by an issuance of Executive Order 22 by the Provincial Governor. It was also registered with the SEC as a non-profit organization and is fully functional as management council.</li> </ul>	The views of other stakeholders concerning the BMTMC must be elicited. Since it is LGU-dominated (they are the only ones who put their commitments in a legal document), it could be the reason why the private sector and the NGOs may not be keen on providing in-kind or cash contributions.						
<b>Output 2: The development and application of policies and guidelines will facilitate elimination of destructive activities</b>	2.1 All economic activities governed by appropriate policies and guidelines 18 months in to project	<ul style="list-style-type: none"> <li>Policies, resolutions, ordinances in the three municipalities were already inventoried and a municipal policy dialogue was conducted to review and analyze all the policies that were gathered.</li> <li>BMT Management Council is functioning as a policy recommending body for BMT municipalities</li> </ul>	Policies do not cover much operational ground. The CRM management plans point to some policy directions with regard to economic activities, but have not been translated into specific policy documents.						
	2.2 Damaging activities such as sand mining and disposal of	<ul style="list-style-type: none"> <li>Sand mining activities and other illegal activities were reduced</li> </ul>	The impacts of the projects relative to the reduction of						

Output Description	Success Criteria	Status at Project Completion	Comments	Evaluation					
				H S	S	M S	M U	U	HU
	untreated waste eliminated by year 4	<p>through a policy action that resulted from the barangay level CRM planning.</p> <ul style="list-style-type: none"> <li>The waste management intervention in collaboration with SCOTIA educated the resort owners that resulted to reduced untreated waste elimination</li> </ul>	destructive fishing activities – such as cyanide and dynamite fishing and intrusion of commercial fishers in the municipal fishing grounds - cannot be ascertained. Note that sand mining and disposal of untreated wastes are mere examples in the success criteria statement. In fact, the project document cited several resource destruction issues that could have been dealt with through law enforcement (eg, tourism-related destruction of coral reefs, cutting of mangroves, use of explosives and noxious substances in fishing, intrusion of commercial fishing operations in municipal waters, etc)						
Output 3: Relevant and reliable information used for monitoring and inventory and as basis to establish sustainable harvesting	3.1 Number of targeted socio-economic and biological research conducted by the 2 <sup>nd</sup> quarter of Y1.	Data gathered by socio-economic and biological researches, as well as the valuation data of BMT, form part of the BMT profile. These outputs were used in the BMT management planning process.	<ul style="list-style-type: none"> <li>The Project's Resource Assessment by the SUML have been used by different projects and researches including: <ol style="list-style-type: none"> <li>HNU Biology Students</li> <li>Basis of BMT Resource Valuation</li> <li>EcoGovernance Project for their baseline</li> <li>BFAR Visayas for the Oil exploration</li> <li>Dr. Marge Lavidez study entitled: What do catch,</li> </ol> </li> </ul>						

Output Description	Success Criteria	Status at Project Completion	Comments	Evaluation						
				H S	S	M S	M U	U	HU	
			<p>underwater fish visual census and human perception tell us about long-term trends of reef fisheries in the Philippines?</p> <p>6. Dr. James Ross' study entitled: Ensuring Sustainability: Management and Mitigation Options for Environmental Impacts in MPAs of BMT</p> <p>7. BMT CRM Plan</p> <ul style="list-style-type: none"> <li>The researches done by the Project were replicated by the MACOTAPADA Management Council.</li> </ul>							
	<p>3.2 Frequency of resource inventory monitoring conducted</p> <p>Year 1 2 3 4 5 onwards</p> <p>Freq 1 0 1 0 1 biennial</p>	<ul style="list-style-type: none"> <li>Resource Inventory done in 2003.</li> <li>Biannual monitoring and updating done by the MPA management team.</li> </ul>	<p>The biannual monitoring made fishers and MPA MT members appreciate better their resources where their livelihoods are dependent.</p> <ul style="list-style-type: none"> <li>Opportunities and challenges relate to practical utilization of the monitoring data towards improved management.</li> </ul>							
	<p>3.3 Frequency of random surveillance patrols in marine reserves</p> <p>Year</p> <p>Freq 6 12 12 12 12 monthly</p>	<ul style="list-style-type: none"> <li>First level enforcement is done by the MPA MT.</li> <li>Second level enforcement is done by the fish wardens and <i>bantay dagats</i></li> <li>BMT Law Enforcement team works in close coordination with the Province's Enforcement Team (CLEC).</li> </ul>	<ul style="list-style-type: none"> <li>Ensuring that legal support is always available is a major challenge.</li> <li>With the SFM not in place, law enforcement being a major cost item is likely not to be minimized.</li> </ul>							
	3.4 Monitoring and enforcement	The fish warden is currently	Some patrol boats donated by							



Output Description	Success Criteria	Status at Project Completion	Comments	Evaluation						
				H S	S	M S	M U	U	HU	
	agreement between resource users and authorities made operational by 1 <sup>st</sup> Q of Y3	institutionalized to ensure budget allocation by the government. Private/Dive sectors actively assist in the patrolling.	the project to the municipal LGUs are not in very good running condition.							
	3.5 Increase in the percentage of the coastal population in the municipalities of Baclayon, Dauis and Panglao who actively participate in the BMT conservation policy dialogues and advocacy beyond 1999 baseline.	<ul style="list-style-type: none"> <li>The programme of education and awareness building were generally appreciated by the BMT stakeholders. Concerned stakeholders - such as fish wardens, diving industry people, LGUs and enforcement teams – were easy to convene and actively participated in the policy dialogues.</li> <li>Several advocacy groups were established, such as those against the shell expedition (Panglao 2004) and establishment of international airport in Panglao.</li> </ul>	<ul style="list-style-type: none"> <li>The success criterion refers to a “1999 baseline” but there seems to be no such baseline data.</li> <li>However, it is noted that there were critical events which saw a lot of people participation. Examples were: (1) the public reaction to the exploration done by an international team of marine scientists in Panglao where, in demanding for public consultation, stakeholders used the BMT as a rallying point; (2) a resolution passed by the POs in BMT against Rep. Ricky Sandoval’s (Navotas) legislative measure to decrease the coverage of municipal waters; (3) a campaign was launched by a PO in Doljo, Panglao, where local fishers successfully opposed the insistence of a senator to physically move the boundaries of Doljo MPA; (4) the apparent cooperation of people in Pamilacan who used to resist the project as a result of their economic dislocation owing to the</li> </ul>							

Output Description	Success Criteria	Status at Project Completion	Comments	Evaluation						
				H S	S	M S	M U	U	HU	
			banning of manta ray; and (5) in Bingag, the POs are vigilant against the cordoning off of the foreshore area by a resort.							
<b>Output 4: Compliance with environmental guidelines improved through a programme of education and awareness building</b>	4.1 Education programmes tailored to different stakeholder groups developed by end of year 1 and 2-5	<ul style="list-style-type: none"> <li>A specific and tailor-fit information and education strategies were implemented that resulted to an informed decision and stronger collaboration for the management of BMT.</li> <li>The BMT "Pyesta sa Dagat " further educated the public on the gains and accomplishment of the Project and its sustaining mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>Good IEC materials covering a wide range of topics were distributed. The use of oral tradition (songs, <i>tula</i>, etc.) as a form of popular education technique, was a relatively effective tool for educating the masses.</li> <li>However, the redirection came late in the project, i.e., after the MTE.</li> <li>There are no numerical measures used in terms of behavioral change among stakeholder groups. This should have informed us about the effectiveness of the IEC program.</li> </ul>							
	4.2 Occurrence of damaging activities reduced through self-policing in years 3-5.	<ul style="list-style-type: none"> <li>The BMT legal arm intensified training of the fish wardens and surveillance patrolling that reduced the incidence of damaging activities.</li> <li>The BMT Task Force and BMT Management Council are formulating policy recommendations and mechanisms to address these concerns.</li> </ul>	Not an appropriate measure. This should be differentiated from direct law enforcement. The logical interpretation for this is behavioral change, a voluntary desistance from doing wrong, not a cessation of an act by compulsion of law. Although some of such cases can be cited, they remain anecdotal.							
<b>Output 5: Alternative</b>	5.1 Regulations on the collection	User fees and other license fees	No user fee ordinance was							

Output Description	Success Criteria	Status at Project Completion	Comments	Evaluation					
				H S	S	M S	M U	U	HU
<i>conservation-enabling livelihood activities are sustained through established benefit sharing and revolving fund schemes</i>	of fees and other benefit sharing schemes are gazetted and disseminated to all key stakeholders by 1 <sup>st</sup> Q of Y2.	harmonized and provided input in the development of municipal user fee mechanism. Legislation approval is on the way, as well as its implementing mechanism.	passed. However, there is a draft ordinance on user fees that can be pursued after the project.						
	5.2 A revolving funds to be managed by the BMT Management Board by 1 <sup>st</sup> Q of Y3.	The funds generated from the user fee are yet to be established as trust fund. However, LGUs contributed resources (funds and human resources) to manage the BMT a common resource.	Due to political conflict which is beyond the control of the Project.						
	5.3 Cumulative number of communities in the three pilot areas with alternative livelihood being pilot tested by core groups and financed by the revolving fund and counterpart fund  MONTH            15        30 Cum #             1            3	<ul style="list-style-type: none"> <li>FPE provided PhP1 million that was managed by BANGON which financed livelihood enterprises.</li> <li>Along with this, capability training, such as financial management and leadership training were provided.</li> </ul>	It cannot be ascertained quantitatively how the livelihood assistance benefited the MPA core groups.						
<b>Output 6:</b> <i>Targeted ecosystem rehabilitation will improve overall ecosystem health and contribute to improved well-being of local communities</i>	6.1 Areas to be targeted for rehabilitation delineated after 6 months	<ul style="list-style-type: none"> <li>Areas were already delineated in 2002.</li> <li>Rehabilitation plan was formulated by PROCESS.</li> <li>Tree planting done in Pamilacan Island and in other areas</li> <li>MPAs were rehabilitated in terms of its physical structure.</li> </ul>	<ul style="list-style-type: none"> <li>Rehabilitation plan was not provided to the evaluators.</li> <li>Trees planted along the road in Pamilacan did not survive.</li> <li>Physical structures included marker buoys and billboards</li> </ul>						
	6.2 100% of targeted areas rehabilitated by end of year 3	<ul style="list-style-type: none"> <li>For mangrove, there is an increase of 100 ha beyond baseline figure</li> <li>There are additional tree planting and rehabilitation of mangroves done during environmental events.</li> </ul>	No plan was shown to the evaluation team; thus, there is no way of knowing if the targets were truly met. However, the evaluation team saw the mangrove rehabilitation areas with relatively extensive growth.						

Output Description	Success Criteria	Status at Project Completion	Comments	Evaluation						
				H S	S	M S	M U	U	HU	
			This rating is according to what evaluation team saw.							
	6.3 Participatory appraisals indicate improved ecosystem health in years 4 and 5.	<ul style="list-style-type: none"> <li>The recent Biodiversity Monitoring and Evaluation System (BIOME) monitoring indicated a significant improvement of the ecosystem health.</li> </ul>	<ul style="list-style-type: none"> <li>Improvement in fish stocks/biomass needs to be validated. An interview with an EarthWatch researcher indicates different results with BIOME findings of the MPAMT members</li> </ul>							
<b>Output 7: An Integrated Master Plan for BMT is established and operationalized</b>	7.1 A 10-year Integrated Master Plan for BMT for 3 municipalities with components on zoning, enforcement, communication and community participation developed and adopted by key stakeholders by 4 <sup>th</sup> Q of Y3.	<ul style="list-style-type: none"> <li>The BMT stakeholders actively and in unity crafted the 10-year BMT CRM plan that contains the Boholanos' vision to sustain the ecological functioning of their coastal and marine resources.</li> </ul>	<ul style="list-style-type: none"> <li>The delay in the crafting of the 10-Year BMT CRM plan was due to delay in the establishment of the BMT Management Board..</li> <li>Instead of a 10-Year Integrated Master Plan, the stakeholders cautiously decided to instead develop a BMT-wide CRM plan, to exclude tourism and land use plans, which were not available at the time of planning.</li> </ul>							
Output 8. Sustainable Livelihood	8.1 Targeted stakeholders equipped to engage in enterprises	<ul style="list-style-type: none"> <li>BMT-wide and per municipality ecotourism appraisal and planning was facilitated by the project.</li> <li>A series of capability building interventions were provided, such as study tour to area with operational homestay program, delicacy/cuisine development, massage training, etc.</li> </ul>	<ul style="list-style-type: none"> <li>This is considered to be a landmark accomplishment for ecotourism for Bohol. This will be replicated by FOCAS projects (PACAP funded).</li> <li>Massage trainings and cuisine development have now been applied.</li> </ul>							
	8.2 Short term Doable enterprise projects	<ul style="list-style-type: none"> <li>Project piloted mariculture enterprises. Bangus in cage was</li> </ul>	<ul style="list-style-type: none"> <li>Quantitative increase in household income cannot be</li> </ul>							

Output Description	Success Criteria	Status at Project Completion	Comments	Evaluation					
				H S	S	M S	M U	U	HU
		<p>successful as the operation was now on its second harvest. Mud crab fattening and abalone culture were not successful.</p> <ul style="list-style-type: none"> <li>The BMTP coordinated with TESDA for the massage and delicacy/cuisine training and BFAR for seedlings for mariculture.</li> <li>UNDP savings made CARD the conduit. This was not successful as CAR did not coordinate with the BMTP.</li> </ul>	<p>ascertained.</p> <ul style="list-style-type: none"> <li>The link between livelihoods/economic enterprises with conservation issues was not explicit.</li> <li>Despite follow up with UNDP, the CARD established micro finance branches in BMT sites. However, they did not select the BMT beneficiaries as their priority beneficiaries. It did not also establish criteria for environment-friendly enterprises.</li> </ul>						

### ANNEX 3: PERSONS CONSULTED DURING THE EVALUATION

NAME	ORGANIZATION / DESIGNATION	Address
<b>Tuesday - May 22, 2007- Meeting with PADAYON BMT Management Council</b>		
1. Ma. Mercedes Salinas	Municipality of Dausi – MPDC	Dausi, Bohol/0384114745
2. Victoriano Rondez	Bil-isan Fisherfolk Association – President/Member, PADAYON BMT Management Council	Bil-isan, Panglao, Bohol Cellphone no. 09196138737
3. Hon. Tertuliano Apale, Jr.	SB Chairman on Fisheries, Baclayon, Bohol	Poblacion, Baclayon, Bohol Tel. no. 0385409280 Cellphone no. 09173042602
4. Resti Tejido	PADAYON BMT Management Council, Inc. – Executive Director	Office of the Mayor, Municipality of Dausi Tel. no. 0384114745
5. Holger Horn	Alona Beach Community Foundation, Inc. – President/ PADAYON BMT Management Council	Alona Beach, Tawala, Panglao Cellphone no. 09173051000
6. Augustin Cloribel	Member, PADAYON BMT Management Council	Lourdes , Panglao, Bohol Tel. no. 0385027026
<b>Wednesday - May 23, 2007 Meeting with other Key Stakeholders</b>		
7. Lourdes Hotohot	Municipality of Panglao, Municipal Agriculture Office (MAO) - Agriculture Technician	Municipality of Panglao, Bohol Tel. no. 0385028200
8. Nicodimus Loremia	Municipality of Panglao – Coastal Resource Management Officer	Municipality of Panglao, Bohol Tel. no. 0385028200
9. Manuel Fudolin	Doljo, Panglao Fishermen Asso. (DOPAFIAS)	Doljo, Panglao Cellphone no. 09264636073
10. Rene Clemen	Brgy. Doljo, Panglao, Barangay Councilor	Doljo, Panglao, Bohol
11. Nilo Labastida	Doljo Panglao Fisherfolk Asso.- Member	Doljo, Panglao, Bohol
<b>Thursday - May 24, 2007 - Pamilacan and Balicasag Island</b>		
12. Saturnina Quilas	Operations Manager, Pamilacan Island Dolphin and Whale Watching Organization (PIDWWO)	Pamilacan Island, Baclayon, Bohol Cellphone no. 09183496010

<b>NAME</b>	<b>ORGANIZATION / DESIGNATION</b>	<b>Address</b>
13. Agaton Baugbog	Operations Manager, PIDWWO	Pamilacan Island, Baclayon, Bohol
14. Apolinar Pingkian	Spotter, PIDWWO	Pamilacan Island, Baclayon, Bohol
15. Tiburcia Operio	Secretary, PIDWWO	Pamilacan Island, Baclayon, Bohol
16. Maximiliano C. Valeroso	Brgy. Pamilacan – Councilor and Pamilacan Island Fisherfolk Asso. (PAFIA)-President	Pamilacan Island
17. Constantino Boloron	Brgy. Pamilacan - Councilor	Pamilacan Island
18. Maximiliano Valeroso	Councilor, Brgy. Pamilacan and President, Pamilacan Island Boat Operator and Spotter Association (PIBOSA)	Pamilacan Island
19. Rogelio Arcaño	Brgy. Pamilacan – Brgy. Tanod	Pamilacan Island
20. German Valeroso	Brgy. Pamilacan - Councilor	Pamilacan Island
21. Helen Balan	Balicasag Island Womens Association- Recipient of Massage Training	Balicasag Island
22. Nena Lusterio	Balicasag Island-Shell Vendor	Balicasag Island
23. Constanca Guivencan	Balicasag Island-Shell Vendor	Balicasag Island
24. Gerundia Hornedo	Balicasag Island-Shell Vendor	Balicasag Island
25. Fructoso, Balan	Member, Balicasag Island United Peoples Organization for Progress (BIUPOP)	Balicasag Island
26. Lydio Arbutante	Member, BIUPOP	Balicasag Island
27. Donato Lusterio	Member, BIUPOP	Balicasag Island
28. Florencio Pugoso	President, BIUPOP	Balicasag Island
<b>Friday - May 25, 2007</b>		

<b>NAME</b>	<b>ORGANIZATION / DESIGNATION</b>	<b>Address</b>
29. Hon. Pedro Honculada	SB Municipality of Daus-Committee Chairman on Agriculture and Fisheries	Municipality of Daus Tel. no. 038 4114745
30. Rene Villaver	Bohol Environment Management Office-OIC	Capitol Building, Tagbilaran City Tel. no. 038 2355525
31. Remedios Regacho	Bohol Environment Management Office	Capitol Building, Tagbilaran City Tel. no. 038 2355525
32. Atty. Rose-Lisa Eisma Osorio	Coastal Conservation & Education Foundation, Inc.- Executive Director	Cebu City Tel. no. 032 2336909
33. Myrissa Lepiten-Tabao	Regional Operations Manager for Visayas, FPE	Annex 2 B NDI Commercial Complex, A. S. Fortuna Street, Mandaue City Tel. no. 032 3456254-55
34. Mr. Enrique Auxilio	Executive Director, BIDEF	Tagbilaran City, Bohol
35. Julieta Cavero	Former BMT CO- BIDEF, Inc.	Tagbilaran City, Bohol
<b><i>Saturday - May 26, 2007</i></b>		
36. Atty. Raul Barbarona	Executive Director, ELAC – Bohol and President, BANGON	Doris Building, M. Parras Street, Tagbilaran City Tel. no. 038 5017933
37. Rosalinda Paredes	Program Director, LGDP and Former Project Implementor, Feed the Children Phils., Inc.	Capitol Building, Tagbilaran City
<b><i>Sunday - May 27, 2007</i></b>		
38. Emilia Roslinda	Executive Director, PROCESS-Bohol	Ladaga Apt. Espuelas Ext., Tagbilaran City Tel. no.038 411338
<b><i>Tuesday - May 29, 2007</i></b>		
39. Ms Christine Reyes	Executive Director, FPE	77 Matahimik St., Teachers' Village, Quezon City
<b><i>Wednesday - May 30, 2007</i></b>		
40. Ms Clarissa Arida	UNDP – Program Manager	30/F Yuchengco Tower 1, RCBC Plaza, 6819 Ayala Ave. cor. Sen. Gil



<b>NAME</b>	<b>ORGANIZATION / DESIGNATION</b>	<b>Address</b>
		Puyat Ave., Makati City, Philippines
41. Mr. Joseph D' Cruz	Regional Technical Advisor, UNDP/GEF	3/F United Nations Service Bldg., Rajdamnern Nok Ave., Bangkok, Thailand
<i>Wednesday - May 30, 2007</i>		
42. Dr Hilconida P Calumpong	Silliman University – Marine Laboratory	Silliman University, Dumaguete City
43. Dr Brian Stockwell	Silliman University – SUAKREM	Silliman University, Dumaguete City
<i>Monday - June 04, 2007</i>		
44. Gov. Erico Aumentado	Governor, Province of Bohol	Bohol Provincial Capitol Tagbilaran City, Bohol
<i>Wednesday, June 06, 2007</i>		
45. Mr. Johnny Obispo	President, SOGUSA President, MAKADAGAT Chairman, MFARMC, Dauis, Bohol	Songculan, Dauis, Bohol
46. Mayor Doloreich Dumaluan	Municipality of Panglao	Municipal Hall of Panglao, Bohol  Dumaluan Beach Resort Panglao, Bohol
47. Dr. Giselle Samonte-Tan	Former Consultant, BMTP Resource Valuation Project	Conservation International, Washington, DC, USA

## ANNEX 4: PERSONS WHO ATTENDED THE STAKEHOLDER VALIDATION



### BOHOL MARINE TRIANGLE PROJECT

Unit 6 Idea Philippines First Homes, Totolan, Dausi, Bohol 6339

Tel/Fax No.: (038) 2355889

E-mail address: [bmt@mozcom.com](mailto:bmt@mozcom.com)

#### ATTENDANCE SHEET BMTP VALIDATION WORKSHOP June 5, 2007

NAME	ORGANIZATION / DESIGNATION	Address
1. Ma. Mercedes Salinas	Municipality of Dausi – MPDC	Dausi, Bohol/0384114745
2. Victoriano Rondez	Bil-isan Fisherfolk Association – President/Member, PADAYON BMT Management Council	Bil-isan, Panglao, Bohol Cellphone no. 09196138737
3. Resti Tejido	PADAYON BMT Management Council, Inc. – Executive Director	Office of the Mayor, Municipality of Dausi Tel. no. 0384114745
4. Augustin Cloribel	Member, PADAYON BMT Management Council	Lourdes, Panglao, Bohol Tel. no. 0385027026
5. Nicodimus Loremia	Municipality of Panglao – Coastal Resource Management Officer	Municipality of Panglao, Bohol Tel. no. 0385028200
6. Manuel Fudolin	Doljo, Panglao Fishermen Asso. (DOPAFIAS)	Doljo, Panglao Cellphone no. 09264636073
7. Maximiliano Valeroso	Brgy. Pamilacan – Councilor and Pamilacan Island Boat Operator and Spotter Association (PIBOSA) - President	Pamilacan Island
8. Hon. Pedro Honculada	SB Municipality of Dausi-Committee Chairman on Agriculture and Fisheries	Municipality of Dausi Tel. no. 038 4114745
9. Remedios Regacho	Bohol Environment Management Office	Capitol Building, Tagbilaran City Tel. no. 038 2355525
10. Atty. Raul Barbarona	Environmental Legal Assistance Center, Inc. – Executive Director and Bohol Alliance of Non-government Organizations (BANGON) President, BOT	Doris Building, M. Parras Street, Tagbilaran City Tel. no. 038 5017933
11. Nenita Clenuar	PADAYON BMT Management Office- Staff	Municipality of Dausi Tel. no. 038 4114745
12. Luceline Calotes	PADAYON BMT Management Office- Staff	Municipality of Dausi Tel. no. 038 4114745

<b>NAME</b>	<b>ORGANIZATION / DESIGNATION</b>	<b>Address</b>
13. Marita Araniego	PADAYON BMT Management Office- Staff	Municipality of Daus Tel. no. 038 4114745
14. Manda Narido	PADAYON BMT Management Office- Staff	Municipality of Daus Tel. no. 038 4114745
15. Ellen Grace Gallares	Documentor- Former FCBFI Program Manager	Tagbilaran City
16. Reann Catitig	Feed the Children Phils., Inc.- former BMT CO	Tagbilaran City
17. Luciano Araneta	Municipality of Daus- MFARMC	Daus, Bohol
18. Francisca Miculob	Barangay Catarman, Daus- Barangay Captain	Catarman, Daus, Bohol
19. Wilson Pialago	DA-Bacalyon, Bohol	Bacalyon, Bohol
20. Margo Bongalos	Municipal Agriculture Office Daus- Fisheries Technician	Daus, Bohol
21. Jose B. Belga	BFAR Bohol	Tagbilaran City
22. Shirleen Brillantes	WWF-Bohol	Tagbilaran City
23. Gilbert Tuazon	Municipality of Daus- Fish Warden	Bingag, Daus, Bohol
24. Ernesto B. Tuazon	Barangay Bingag- Barangay Captain	Bingag, Daus, Bohol
25. Reynaldo Besinga	DENR- Bohol	Tagbilaran City
26. Myrla Robles	Bohol Alliance of NGOs (BANGON)- Staff and former BMT CO	Tagbilaran City
27. Myttee Palo	Bohol Alliance of NGOs (BANGON)- Staff and former BMT CO Integrator	Tagbilaran City
28. Jojo Baritua	Pamilacan Island Dolphin and Whale Watching Tours- Proprietor	Baclayon, Bohol
29. Rey Angles Cinconiegue	Barangay Biking-Barangay Captain	Biking, Daus, Bohol

<b>NAME</b>	<b>ORGANIZATION / DESIGNATION</b>	<b>Address</b>
30. Joey Gatos	SCOTIA-Staff	Cebu City
31. Liza Flores	PROCESS Bohol-Staff/Former BMT CO	Tagbilaran City
32. Ramie V. Debuayan	BMT Project Management Office –Staff Assistant	Totolan, Dauis, Bohol
33. Mary Ann C. Tercero	BMT Project Management Office –Project Coordinator	Totolan, Dauis, Bohol
34. Oroncia Balio	Bohol Tourism Office- Officer	Tagbilaran City
35. Ephraim Bomediano	ABC President- Municipality of Dauis/PADAYON BMT Management Council Member	Poblacion, Dauis, Bohol
36. Rodolfo Ferdinand Quicho, Jr.	Consultant	Quezon City
37. Michael Pido	Consultant	Quezon City

## ANNEX 5: ITINERARY OF ACTIVITIES OF THE FINAL PROJECT EVALUATION

Date		Evaluation Activity	Location
Wed	16 May	Initial briefing with FPE Meeting with Mary Ann Tercero of PMO	Metro Manila
Thu	17 May	Review of Evaluation Guidelines Discussion on methodologies Drafting of work plan, and design for implementation of methodologies Identification of respondents Meeting with Clarissa Arida of UNDP	Metro Manila
Fri	18 May	Review of project documents Finalization and submission of work plan Finalization of fieldwork schedule with PMO Preparation of key questions	Metro Manila
Sat	19 May	Review of project documents Preparation of key questions	Metro Manila
Mon	21 May	Travel to Bohol Meeting with PMO	Bohol
Tue	22 May	FGD with PADAYON BMT Management Council Meeting with PMO	Bohol
Wed	23 May	Key Informant Interviews (MAO of Panglao, DOPAFIAS, Sangguniang Pambarangay of Doljo) Visit to Doljo MPA Ocular inspection of mangrove reforestation site and patrol boat in Panglao Meeting with PMO	Bohol
Thu	24 May	Site visit to Pamilacan and Balicasag FGDs with stakeholder groups (PIDDWO, PAFIA, PIBOSA, BIWA, BIUPOP, Sangguniang Pambarangay of Pamilacan) Meeting with PMO	Bohol
Fri	25 May	Key Informant Interviews (Dauis Councilor, BEMO, CCEF, FPE-VRU, BIDEF) Meeting with PMO	Bohol
Sat	26 May	Key Informant Interviews (present and former BANGON presidents) R. Quicho back in Manila	Bohol
Sun	27 May	Key Informant Interview (PROCESS) M. Pido back in Manila	Bohol
Tue	29 May	Interview with Christine Reyes of FPE Writing of first draft	Metro Manila
Wed	30 May	Interview with Joseph D' Cruz of UNDP/GEF and Clarissa Arida of UNDP	Metro Manila
Thu	31 May	Writing of first draft	Metro Manila
Fri	01 June	Writing of first draft	Metro Manila
Sat	02 June	Submission of first draft	Metro Manila
Sun	03 June	Preparations for Validation	Metro Manila
Mon	04 June	Travel to Tagbilaran (M. Pido, R. Quicho)	Bohol
Tue	05 June	Validation	Bohol
Wed	06 June	Key Informant Interviews (Johnny Obispo, Mayor Dumaluan, Giselle Samonte-Tan) Travel back to Manila (M. Pido, R. Quicho)	Bohol
Mon	18 June	Meeting/Debriefing with FPE and UNDP	Metro Manila
Wed	20 June	Submission of revised draft	Metro Manila
Fri	6 July	Presentation of the revised draft to the Tri-Partite Meeting	Metro Manila
Wed	9 Aug	Submission of Final Evaluation Report	Metro Manila

## **ANNEX 6: GLOSSARY OF TERMS**

Barangay	<i>Lowest, village-level unit of local government</i>
Danggit	<i>A species of siganid</i>
Sangguniang Bayan	<i>Municipal council; the legislative body of a municipality</i>
Sangguniang Panlalawigan	<i>Provincial council; the legislative body of a province</i>

## ANNEX 7: REFERENCE DOCUMENTS

<b>Date</b>	<b>Title</b>	<b>Author/ Publisher</b>
	1 <sup>st</sup> Quarter Accomplishment Report for BMT. January-March 2003.	BANGON
	2 <sup>nd</sup> Quarter Accomplishment Report for BMT. 2003.	BANGON
	3 <sup>rd</sup> Quarter Accomplishment Report for BMT. July-September 2003.	BANGON
	4 <sup>th</sup> Quarter Accomplishment Report for BMT. September-December 2003.	BANGON
	BMT Project Annual Reports, 2001-2002.	
	BMTTP Operations Manual.	BMT PMO
	CO Assessment Report.	BMT PMO
June 2004	Conservation in the Philippines: Lessons from UNDP GEF Biodiversity Projects	
2004	Creating the Bohol Marine Triangle Management Board (Executive Order No. 22, s. 2004)	Office of the Governor, Province of Bohol
	Dao Community-Based Coastal Resource Management Plan.	
June 2003	Daruma: "Assessment of Capacity Building Needs for Biodiversity Conservation and Management in the Philippines: Final Report."	
November 2002	Final Report. Preparation of Sustainable Financing Mechanism (SFM) Model and Business Feasibility Studies for Alternative Livelihood.	JEP Consultants & Trainers
March 2005	Guidelines for Implementing Agencies to Conduct terminal Evaluations	GEF
1991	Local Government Code (RA 7160)	
	Management Plan of San Isidro-Dao Community-Based Marine Sanctuary	

	Municipal Coastal Resource Management (CRM) Planning Workshop (workshop documentation). November 13-14, 2003, Villa Alzhun Tourist Inn and Restaurant.	
March 2005	Measuring and Demonstrating Impact, UNDP/GEF Resource Kit (No. 2)	UNDP
June 29, 1992	NIPAS Act (Republic Act No. 7586) of 1992 and its Implementing Rules and Regulations (Department Administrative Order 25, s. 1992).	
December 8-10, 2003	Participatory Municipal Coastal Resource Management (CRM) Planning Workshop (workshop documentation). Mercedarian Retreat House, Union, Dauis, Bohol.	
February 20 – April 20, 2006	Performance Evaluation Building Partnerships in Environmental Management for the Seas of East Asia (PEMSEA)	Kullenberg, G. et.al.
1996	Philippine Agenda 21.	
Year 1997	Philippine Biodiversity: An Assessment and Action Plan.	DENR and UNDP
May 2003	Project Implementation Report, May 2003. Biodiversity Conservation and Management of the Bohol Marine Triangle (BMT) Project (PHI/00/G37).	
	Reflections and Insights on Certain Issues Related to the Implementation of the Bohol Marine Triangle Project.	BANGON, PROCESS-Bohol and ELAC
	San Isidro Community-Based Coastal Resource Management Plan	
	Supplemental UNDP/GEF M&E Questionnaire – Biodiversity	
January 2004	Terminal Report. Implementation of the Sustainable Financing Mechanism (volume 1) and Alternative Livelihood Project Implementation (Volume 2).	JEP Consultants & Trainers, Inc.
June 2006	The Bohol Marine Triangle Coastal Resource Management Plan	
January 2004	The Bohol Marine Triangle: Habitats and Resources	Calumpong, Hilconida P. (ed)
	UNDP: PHI/00/G37: Biodiversity Conservation and Management of the Bohol Islands Marine Triangle (BMT) Project (project document).	UNDP



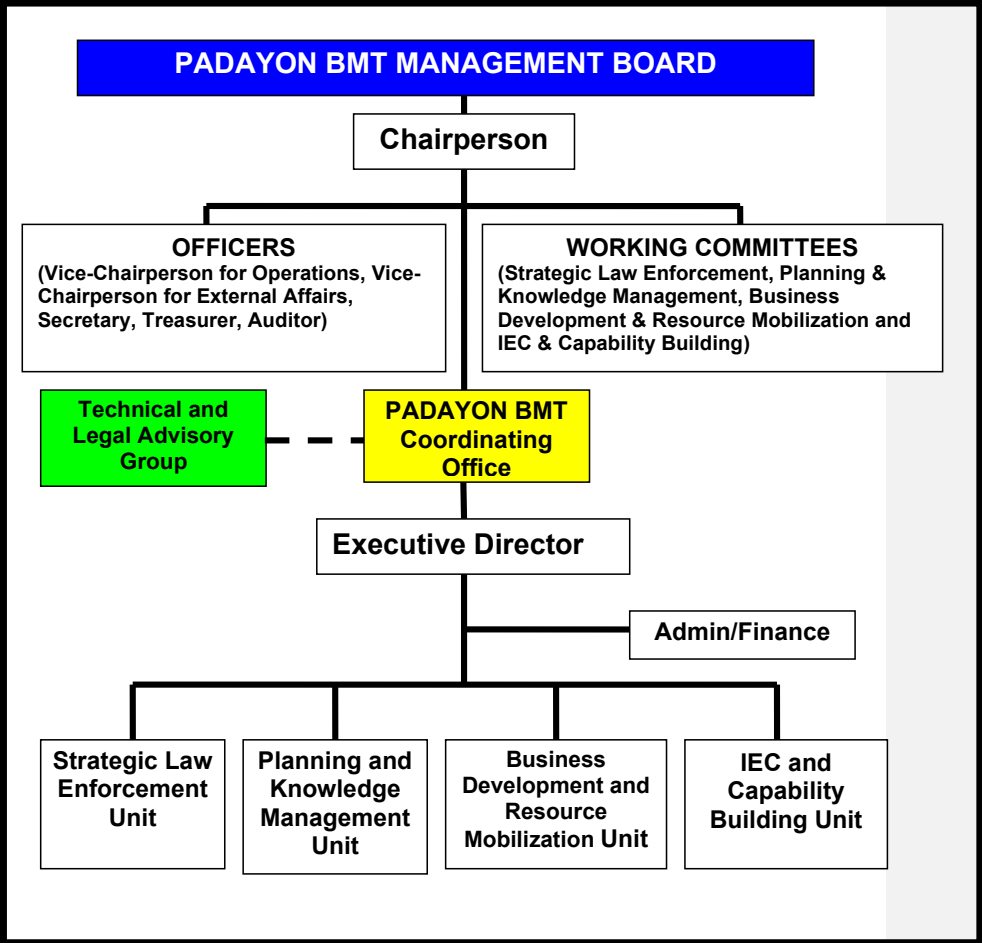
- 2005 Global Environment Facility Guidelines for Implementing GEF Agencies to conduct Terminal Evaluations
- Undated Sustainable Financing of Protected Areas: A global review of challenges and options. Peter Valentine, Series Editor. Best Practice Protected Area Guidelines Series No. 13. World Commission on Protected Areas Emerton, Lucy, Bishop, Joshua and Lee Thomas.

## ANNEX 8: MPAS IN THE BMT AND THEIR SIZES

Marine Protected Area	Year Established	Area (ha)
<b>Baclayon Municipality:</b>		
1. Pamilacan Island Sanctuary	1985	11.9
<b>Dausi Municipality:</b>		
1. Bingag Marine Sanctuary	1997	6.7
2. San Isidro-Dao Marine Sanctuary	2003	10.9
3. Tabalong Marine Sanctuary	2003	15.52
4. Biking Marine Sanctuary (expansion)	2003	7.99
5. Catarman Marine Sanctuary (expansion)	2005	7.73
<b>Total Dausi</b>		<b>48.84</b>
<b>Panglao Municipality:</b>		
1. Balicasag Island Marine Sanctuary	1986	3.4
2. Bil-isan Marine Sanctuary	1998	7.76
3. Bolod Marine Sanctuary	1998	5.43
4. Danao Marine Sanctuary	1998	8
5. Doljo Marine Sanctuary	1998	7.7
6. Looc Marine Sanctuary	2003	2.5
7. Poblacion Marine Sanctuary	1998	12.1
8. Tawala Marine Sanctuary	1998	68.3
<b>Total Panglao</b>		<b>115.19</b>
<b>BMT-wide Total</b>		<b>175.93</b>

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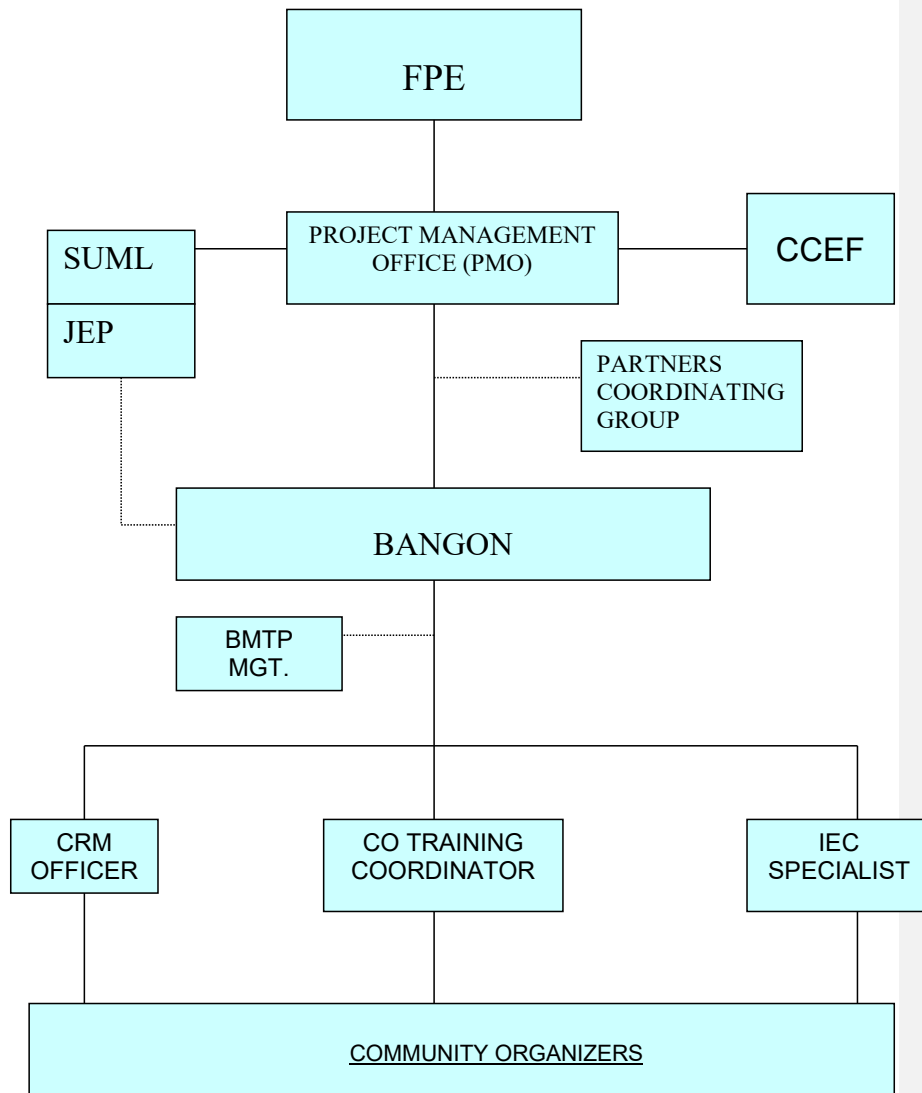
**ANNEX 9: ORGANIZATIONAL STRUCTURE OF PADAYON BMTMB**



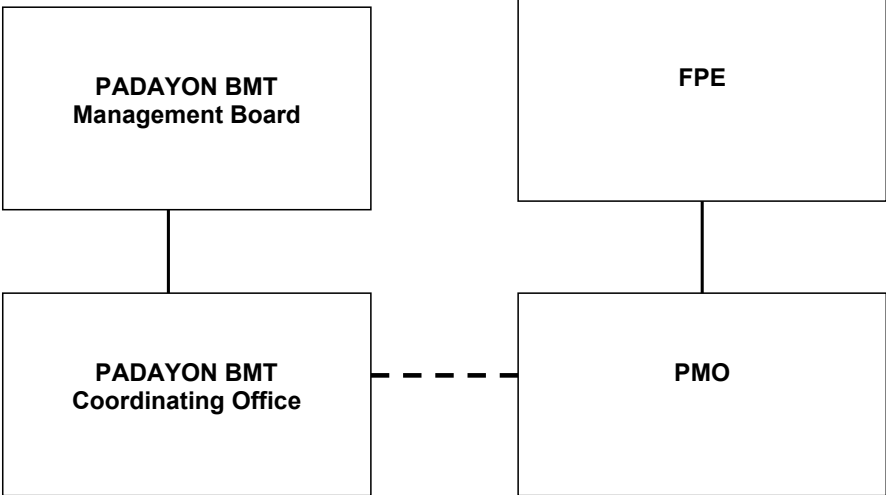
**ANNEX 10:EXISTING/OPERATING PLANS IN THE BMT IN RELATION TO MASTER PLAN**

	<b>Development plans</b>	<b>Other Plans</b>
Regional	1 Regional Physical Framework Plan (NEDA)	
Provincial	1 Bohol Provincial Development Plan	Sectoral Plans
Municipal	<div style="border: 1px solid black; background-color: #e0f2f1; padding: 5px; text-align: center; width: fit-content; margin: 0 auto;"> <b>Bohol Marine Triangle CRM plan</b> </div> <ul style="list-style-type: none"> <li>• Baclayon Municipal Development Plan</li> <li>• Dauis Municipal Development Plan</li> <li>• Panglao Municipal Development Plan</li> </ul>	Sectoral Plans per municipality (e.g., CRM plans, infrastructure plans, etc)
Barangay	<ul style="list-style-type: none"> <li>• Barangay Development Plans (2 in Baclayon)</li> <li>• Barangay Development Plan (10 in Dauis)</li> <li>• Barangay Development Plan (2 in Panglao)</li> </ul>	Barangay CRM plans

**ANNEX 11:BMTP MANAGEMENT STRUCTURE (2003)**



**ANNEX 12:BMTP MANAGEMENT STRUCTURE (2005)**



## ANNEX 13:FINAL EVALUATION TERMS OF REFERENCE

### Background and Rationale

The **Biodiversity Conservation and Management of the Bohol Marine Triangle Project (BMTP)** is a special project of the Foundation for the Philippine Environment with funding from the United Nations Development Program (UNDP) under the Global Environment Facility (GEF). The project was designed to set-up a system of governance for biodiversity conservation of species-rich but threatened marine areas spanning the islands of Panglao, Balicasag and Pamilacan in Bohol Province in Central Philippines. The system is not part of the National Integrated Protected Areas System (NIPAS), and is intended to be managed by a body consisting of local communities, non-government organizations and local government representatives.

There are seven strategic outputs for which the project is responsible. A more effective, equitable and sustainable planning, implementation, monitoring and enforcement of biodiversity conservation is established in the project through these outputs:

- a. strengthened government and community institutions to facilitate application of a coastal management framework, with the establishment and maintenance on marine reserves as a major component;
- b. development and application of policies and guidelines that will facilitate the elimination of destructive activities
- c. relevant and reliable information for monitoring and inventory as basis to establish sustainable harvesting
- d. compliance with environmental guidelines improved through a programme of education and awareness building
- e. alternative conservation –enabling livelihood activities are sustained through established benefit sharing and revolving fund schemes
- f. targeted ecosystem rehabilitation will improve overall ecosystem health and contribute to improve well-being of local communities
- g. an integrated Master Plan for BMT is established and operationalized

The Monitoring and Evaluation (M&E) policy at the project level in UNDP-GEF has four objectives: i) to monitor and evaluate results and impacts; ii) to provide a basis for decision making on necessary amendments and improvements; iii) to promote accountability for resource use; and iii) to document, provide feedback on, and disseminate lessons learned. Final Evaluations are intended to assess the relevance, performance and success of the project. It will primarily look at the impact and sustainability of results, including contribution to capacity development and achievement of global environmental goals. It will also identify/document lessons learned and make recommendations that might improve design and implementation of other UNDP/GEF projects.

Like any project monitoring and evaluation activity, this final evaluation is conducted in accordance with established UNDP and GEF procedures and is to be undertaken by the project team and the UNDP CO, who will commission an independent consultant, with support from UNDP/GEF. The Logical Framework matrix provides performance and impact indicators for project implementation along with their corresponding means of verification. These, along with the objectives, procedures and tools described in the M&E plan presented in the project document will form the basis on which the proposed final evaluation will be built.

The final evaluation is a *systematic and participatory learning exercise*. Given this challenge, this exercise will be structured in such a way that it *generates relevant knowledge for project partners* while at the same time ensuring that this knowledge can and will be *applied in practical and immediate ways*. A consultative rather than an advisory process would dispel fears among some partners that evaluation is about finding fault and a proxy for measuring individual or institutional performance, rather than a sharing of knowledge and experiences amongst peers.

## Objectives

### **9.1 Main Purpose**

The purpose of the evaluation is to analyze and assess the relevance, sustainability, impact and effectiveness of the strategies, project design, implementation methodologies and resource allocations that have been adopted for the purpose of achieving the objectives stated in the project document.

The specific objectives of the evaluation are as follows:

- To identify and evaluate the effectiveness and outcome of strategies and activities of the project.
- To identify and evaluate the constraints and problems, which have been or are being encountered, the effectiveness of resource utilization and the delivery of project outputs.
- To assess progress towards attaining the project's global environmental objectives per GEF Operational Programme concerned (OP Nos. 3 and 4).
- To assess policy, institutional and financial instruments which have been identified and developed both at the national and local levels to ensure long-term sustainability of project-initiated activities beyond the life of the programme;
- To identify the manner and extent to which the project has leveraged co-financing and policy changes
- To assess the level of public involvement in the project and recommend on whether public involvement has been appropriate to the goals of the project;
- To review and evaluate the extent to which project impacts have reached the intended beneficiaries, both within and outside project sites;
- To assess the likelihood of continuation of project outcomes and benefits after completion of GEF funding;

In pursuit of the above, the following key issues should be carefully looked at:

1. Changes in the enabling environment such as policy changes, increasing stakeholder involvement, alternations in institutional capacity
2. Within the 5 years of implementation, how has the state of biodiversity changed? Proxy indicator to use changes in human behavior (i.e. changes in pressures and responses)
3. What has been the contribution of UNDP & GEF to those changes?
4. Impact: Aside from direct and obvious impacts, the project may have generated indirect or collateral impacts. These are difficult to quantify, but may be usefully illustrated according to types and examples and evaluated using narrative approaches, through case studies, evaluations, for example. A few examples of indirect or collateral impacts of GEF activities include:
  - *Political influence*: Contributing to an enhanced political profile for biodiversity and the CBD;
  - *Higher profile* of biodiversity concerns;
  - *Enhancement of information and access to it*: Generating and disseminating new data on biodiversity and its status that contributes to the global and regional information base



- *Replication*: Promoting the adoption of successful GEF approaches in other locations and projects
- *Catalytic effects*: Generating other positive steps, catalyzing state legislation that is outside the project's objectives
- *Financial leverage*: Prompting the availability of new and additional resources and co-financing, but possibly causing a negative diversion of funds, as suggested by some NGOs (Further analysis is needed to explore this and identify solutions.)
- *Synergy*: Fostering positive synergies across conventions and focal areas.
- *Empowerment*: Boosting the stature and power of focal points and ministries through finance, information, and projects (not only in terms of resources, but a “place at the table”)

## **B. Expected Outputs**

The following are the expected outputs:

1. An Inception Report with a detailed work plan for the evaluation period indicating the schedules, specific roles and responsibilities \ of the evaluation team ;
2. A draft terminal evaluation report in the format following Section IV below, including a discussion on the special issues to be submitted to UNDP Manila on \_\_\_\_\_, with copies furnished to FPE and the PMO;
3. A final Terminal Evaluation Report addressing the comments and recommendations of GEF/UNDP and FPE within 15 days from receipt thereof.

The draft Terminal Evaluation Report will be circulated to the other key stakeholders for comments to be consolidated by the PMO and, together with the comments of GEF/UNDP, shall be transmitted to the team leader. The Team Leader shall finalize the Terminal Evaluation Report addressing the comments of the key stakeholders. Any discrepancies between the impressions of the evaluators and findings of these parties should be explained in an annex attached to the final report.

### Approaches and Methodology

The approaches and methodology to be employed by the team in undertaking the evaluation will include:

1. Develop a work plan for the team indicating the schedules, specific roles and responsibilities of each member;
2. Brief and debrief UNDP, FPE, BMTP- PMO and relevant key stakeholders if deemed necessary;
3. Complete a desk review of the relevant documents regarding the project;
4. Conduct interviews with relevant project management and staff FPE and UNDP officers, and key stakeholders, partner NGOs and peoples’ organizations in the field, local government unit (LGU) officials, church leaders, and other groups as necessary.
5. Conduct field visits in at least one site (barangay) in Panglao, Balicasag and Pamilacan for on-site evaluation, field interviews and information gathering on project management and other related activities.

## **IV. Evaluation Products**

A Final Evaluation Report (no more than 30 pages, excluding Executive Summary and Annexes) structured as follows:

- (i) **Acronyms and Terms**

- (ii) **Executive Summary (no more than 4 pages)**  
The Executive Summary should briefly explain how the evaluation was conducted and provide the summary of contents of the report and its findings.
- (iii) **Project Concept and Design Summary**  
This section should begin with the context of the problem that the project is addressing. It should describe how effectively the project concept and design can deal with the situation
- (iv) **Project Results**  
Progress towards attaining the project's regional and global environmental objectives and achievement of project outcomes. It should also try to answer the question: What has happened and why? The performance indicators in the logframe matrix are crucial to completing this section.
- (v) **Project Management**  
This section covers the assessment of the project's adaptive management, partnerships, involvement of stakeholders, public participation, roles and responsibilities, monitoring plans, assistance from UNDP and IMO , etc.
- (vi) **Recommendations**  
Here, the evaluators should be as specific as possible. To whom are the recommendations addressed and what exactly should that party do? Recommendations might include sets of options and alternatives.
- (vii) **Lessons Learned**  
This is a list of lessons that may be useful to other projects.

List of Annexes (Terms of Reference, Itinerary, Persons Interviewed)

#### **V. Evaluation Team**

The Final Evaluation Team will be composed of two (2) local consultants with expertise on legal and policy environment, natural resource management and Monitoring & Evaluation. Specific qualifications are as follows:

At least ten years of proven experience with:

- Legal and policy analysis in natural resource management
- The logical framework approach and other strategic planning approaches;
- M&E methods and approaches (including quantitative, qualitative and participatory);
- Planning, design and implementation of M&E systems;
- Experience and training on M&E development and implementation and/or facilitating learning-oriented analysis sessions of M&E data with multiple stakeholders;
- Data and information analysis
- Report writing.

She/He must also have:

- A solid understanding of environmental management , with a focus on participatory processes, joint management, and gender issues;
- Familiarity with and a supportive attitude towards processes of strengthening local organizations and building local capacities for self-management;
- Willingness to undertake regular field visits and interact with different stakeholders, especially primary stakeholders;
- Computer skills in word processing and other basic MS Word Office operations
- Leadership qualities, personnel and team management (including mediation and conflict resolution);

- Excellent writing and reporting skills in the English Language is required.

Desirable:

- Extensive substantive knowledge of the biodiversity focal area in which the project operates;
- Understanding of UNDP and GEF procedures;
- Experience in data processing and with computers.
- Experience in the evaluation of technical assistance projects, preferably with UNDP or other United Nations development agencies and major donors. If possible, experience in the evaluation of GEF-funded biodiversity conservation projects or international waters projects.

## VII. Implementation Arrangements

The UNDP Manila shall be the main operation point for the evaluation, which shall be responsible for liaising with the evaluation team and relevant persons to set-up the stakeholders interviews and meetings, arranging field visits in coordination with FPE and BMT-PMO.

BMT PMO shall provide the necessary logistical support (for field arrangements and stakeholders interviews and meetings). It shall also provide all project information and documents for review by the evaluators.

The evaluation will be conducted for a period of twelve (12) days commencing on \_\_\_\_\_.

## VII. Proposed schedule and itinerary of Final Evaluation Team

The evaluation shall be accomplished following the implementation schedule proposed below:

DATE & TIME		ACTIVITIES
Day 1		Briefing at UNDP * Courtesy Call * Meeting with Environment Unit and FPE <i>Agenda: TOR, Expected Outputs, Workplan/ Schedule and other Logistical Requirements</i>  Initial Data Gathering and Document Review
Day 2		Travel to Bohol Meeting with PMO and BMT Management Board
Day 3		Meeting with Partner NGOs Documents Review and Data Gathering
Day 4		Site Visit and Interview
Day 5		Site Visit and Interview
Day 6-10		Debriefing with PMO, FPE and UNDP Preparation of the Draft Report
Day 11		Travel to Manila Presentation of the draft Report
Day		Submission of the Final Report