

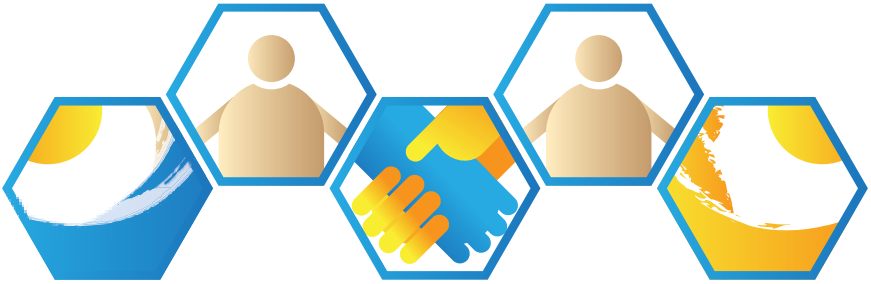
# **FORUM ON LESSONS LEARNED, GOOD PRACTICES AND SUCCESS STORIES**

**"PARTNERING STRATEGIES FOR PROJECT SUCCESS"**

**Integrated Coastal Resources Management Project (ICRMP)**  
*The City of Mati, Davao Oriental Experience*



**DEPARTMENT OF ENVIRONMENT AND NATURAL RESOURCES**  
**FOREIGN-ASSISTED AND SPECIAL PROJECTS SERVICE**



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On **December 5, 2018**, the Department of Environment and Natural Resources - Foreign-Assisted and Special Projects Service (DENR-FASPS) conducted the forum on lessons learned (LL) from, good practices (GP) in, and success stories (SS) in the implementation of the **Integrated Coastal Resources Management Project (ICRMP)** in the **City of Mati** under the theme "Partnering Strategies for Project Success". ICRMP has been the test case for FASPS to perform proactive documentation of this kind of knowledge products.



In addressing environmental issues, there is no such thing as a one-fix-all solution due to multi-dimensional problems and factors that can arise during and after project life. Unpredictable challenges highlight the importance of Partnership with the various stakeholders and agencies which can be tapped to address challenges and to achieve targets within schedule. The convergence of concerned sectors aids in improving project implementation through sharing of expertise and tools that benefit involved sectors in the field of research and practice.

In this mini forum, we tackle the importance of **Partnering Strategies** on how it can be harnessed to achieve project success.

A species known for being hardworking and utilizing **Partnering Strategies** are **Honeybees**.

Honeybees operate as one unit and work together to ensure that even if there are separate functions performed by different kinds of Honeybees (forager, nurses, guards, construction workers and undertakers), each effort counts to achieve the main goal of the Hive. The bread and butter of Honeybees are collecting honey and the fruit of their labor are stored inside the Hive within their Honeycombs.

Emulating the Honeybees, a mini forum serves as a day inside the Hive where our Panel Members, the hardworking Honeybees, will take us into a tour and showcase the harvested honey -- the **Lessons Learned, Good Practices and Success Stories** of the **Integrated Coastal Resources Management Project (ICRMP)** in the **City of Mati, Davao Oriental** that feature the importance of **Partnership** as a strategy for project success.

## RATIONALE AND OBJECTIVES

- Part of the core function of the Foreign-Assisted and Special Projects Service is the documentation of Lessons Learned (LL), Good Practices (GP), and Success Stories (SS).
- Challenges and issues encountered during project implementation are transformed into lessons and can be used to further improve the implementation of the project or during project development.
- Good Practices from projects may be replicated to further innovation and project Success Stories may be shared for inspiration.
- The Forum on LL, GP, and SS of completed FAPs is a valuable tool to impart knowledge and to build awareness on how to apply these experiences and strategies to leverage project implementation.
- The presence of knowledge experts, project managers, project recipients and DENR management in this Forum is an advantage to broaden perspectives regarding the project.



Ms. Jeslina B. Gorospe introducing the goals and objectives of the forum and the post-project video documentation of ICRMP.

## EXECUTIVE SUMMARY

The Forum was an avenue for sharing the Lessons Learned, Good Practices, and Success Stories of the six-year project **Integrated Coastal Resources Management Project (ICRMP)** in one of its sites, the **City of Mati, Davao Oriental**.

Through revisiting of Mati and post-gathering of valuable project experiences from resource persons, a video documentary which identified the project's Lessons Learned, Good Practices, and Success Stories in the City of Mati was created and premiered during the Forum.




Resource persons from the DENR Regional Office XI, City of Mati LGU, the Academe, and People's Organization were also invited to share their experiences through a series of question and answer from FASPS and guests. It was an opportunity for the Regional Office to give their insights regarding project management and the livelihood aspect of the project; for the City of Mati LGU to explain their role in Coastal Management and Protection; for the academic sector to acknowledge the aid that came from FASPS in improving the quality of research and the standing of the state college; and for the People's Organization representatives to talk about their collaboration with the government and the academe in protecting their environment and maintaining a sustainable livelihood as stakeholders.





That said, the importance of working together and building strong partnerships to achieve one goal has been appreciated through this sharing of experiences. As well, further documentation of project's Lessons Learned, Good Practices, and Success Stories is very much necessitated for the creation of innovation and improvement of future project performances.

## THE PANEL MEMBERS

DENR Region XI's **Mr. Redentor Magno** (technical staff and planning officer during the ICRMP implementation) and **Ms. Myrna Erlinda Arbiol** (Regional ICRMP Coordinator). They saw through the implementation of ICRMP in Region XI by conducting monitoring of the project and providing assistance to LGUs, local project implementing offices on the ground, PENRO, and CENROs. 



CiENRO, **Mr. Eddie Cobacha** and **Mr. Carlos Tuazon** from the LGU of the City of Mati. The LGU of the City of Mati declared legislations/city ordinances to protect the environment, including the marine mammals, hired environmental guards (bantay dagat & bantay gubat), and got involved with the Menzi-Dahican Peninsula Masterplan. With partnerships with the DENR, academe, PENRO and CENRO, they gave awareness to the locals and instill environmental consciousness and discipline. 

Regional Integrated Coastal Resource Management Center (RIC) Director **Dr. Lea Jimenez** from Davao Oriental State College of Science and Technology (DOSCST), City of Mati. The RIC, through the assistance of the ICRMP was established and since then the Center has been conducting and producing researches that aid in creating sustainability plans. IEC materials were also produced to better environmental awareness and protection. 



## THE PANEL MEMBERS

Amihan sa Dahican Surf, Skim and Fisherfolks Association Founder and President **Mr. George “Jun” Plaza** represented the People’s Organization. Mr. Plaza, as the head of the Dahican PO is the on-site head of protection of the Dahican beach area. The Amihan Sa Dahican boys entertain tourists and teach them to care for the environment especially through Pawikan Conservation.



Mr. Conrado Bravante, Jr. interviewing the panel members regarding experiences from ICRMP. [L-R FASPS-PMD Chief Mr. Conrado Bravante, Jr., Amihan sa Dahican Founder Mr. George Plaza; Coastal Resources and Foreshore Section of the Coastal and Development Division Chief Mr. Redentor Magno; and Licenses, Patents, and Deeds Division Chief Ms. Erlinda Myrna Arbiol from the DENR Region XI Office; ICRM Center Director Dr. Lea Jimenez, CIENRO Mr. Eddie Cobacha and Assistant City Planning Development Coordinator Mr. Carlos Tuazon of the local government of the City of Mati]



# INTEGRATED COASTAL RESOURCES MANAGEMENT PROJECT

## CITY OF MATI, DAVAO ORIENTAL

### OVERVIEW

The Philippines is part of the **Coral Triangle**, also known as the **“Amazon of the Seas”** for having the most number of marine resources. About 70% of the country's citizens live in coastal areas where fishing is the only known livelihood. Despite being endowed with rich natural resources, the Filipino people still consider themselves poor.



The **Integrated Coastal Resources Management Project (ICRMP)** was implemented to address the critical issues on sustainable management of coastal resources and to help mitigate poverty in the Philippines.

### CHALLENGES IN THE COMMUNITY

The **City of Mati** in Davao Oriental is part of the Eastern Mindanao Biodiversity corridor. The province was devastated by Typhoon Pablo in December 2012.

The following are the major challenges encountered by the community before project implementation:

- Unsustainable management of coastal resources to help mitigate poverty
- Weak partnership of various agencies (e.g. Environment and Natural Resources Offices, Local Government Units (LGUs), and People's Organizations (POs), and the community to provide environmentally-friendly and sustainable alternative sources of income to communities



## RESPONSES TO CHALLENGES

In response to these challenges, ICRMP promoted the **“ridge-to-reef” approach** for sustained management of coastal resources which helped in the rapid recovery of the affected community.

### PROJECT LIFE

**6 YEARS**

(June 2007 - June 2013)

**EXTENSION**

(July 2013 - June 2014)

### TARGETED MUNICIPALITIES IN DAVAO ORIENTAL

**11**

**Boston, Cateel, Baganga, Caraga, Manay,  
Tarragona, Banaybanay, Lupon, CITY OF MATI,  
San Isidro and Governor Generoso**

The project was led by the Department of Environment and Natural Resources (DENR) and implemented jointly with the Department of Agriculture-Bureau of Fisheries and Aquatic Resources (DA-BFAR) and the Department of Finance-Municipal Development Fund Office (DOF-MDFO), in support of 79 Local Government Units (LGUs), and community stakeholders such as bantay-dagat, people’s organizations (POs) and self-reliant groups (SRGs).



The four components of ICRMP: (i) policy and institutional strengthening and development, (ii) integrated coastal resource management (ICRM) and biodiversity conservation, (iii) enterprise development and income diversification, and (iv) social and environmental services and facilities.

## LESSONS LEARNED

### Community Participation

- Sustainable livelihood and environmental protection should be given equal importance



### Local Governance

- Develop a communication plan to promote project objectives and to address change in leadership as this may affect continuity of project activities and initiatives (e.g. implementation of environmental codes and management plans)
- LGUs should ensure the adoption of ICM plans
- Community involvement should be encouraged for proper and successful project implementation



### Community Acceptance

- Communication with the community beneficiaries and stakeholders should be regularly conducted to correct any wrong impressions



## LESSONS LEARNED

### Convergence

- Upland and coastal management should be done altogether
- The LGU's political will and influence to enforce environmental legislation and ordinances is important to mobilize the project.



## GOOD PRACTICES

### Ecotourism Strategy

- Introduce environment-friendly alternative sources of income to the community
- Enhance capacities of the locals in providing ecotourism services and goods

#### Culinary



#### Nature's Village



#### Reef Discovery



## GOOD PRACTICES

- Establish and assist POs to manage the Marine Protected Area (MPA) at the community level
- Educate the POs on coastal and marine resource protection



## Community Participation

- Involve POs in developing ecotourism management plans



### OUTPUT PRODUCED

Sustainable Development Management Plan of the Mayo Bay



- Orient tourists or visitors on environmental protection and wildlife preservation, Marine Protected Area (MPA), and proper fishing zones



## GOOD PRACTICES

### Local Governance



- Keep lines of communication open and give project updates to LGU through meetings and orientations

### Convergence

- Protect the environment and ecotourism areas through local legislations
- Produce Information, Education and Communication (IEC) materials in partnership with major stakeholders (e.g. mascots for school-to-school campaign) and develop strategies to promote coastal and marine resources protection and conservation



## SUCCESS STORIES



### Ecotourism Strategy

- Created an alternative source of income for the community in Brgy. Tamisan through **"reef discovery"**

## SUCCESS STORIES

- Eradicated illegal fishing methods
- Sustained MPA management by the People's Organization



### Community Participation

- Community ownership in guarding the MPA from unwanted intruders
- Increased fish catch, production and population

### Local Governance

- Integrated coastal management plan adopted by seven municipalities in Davao Oriental

### Convergence

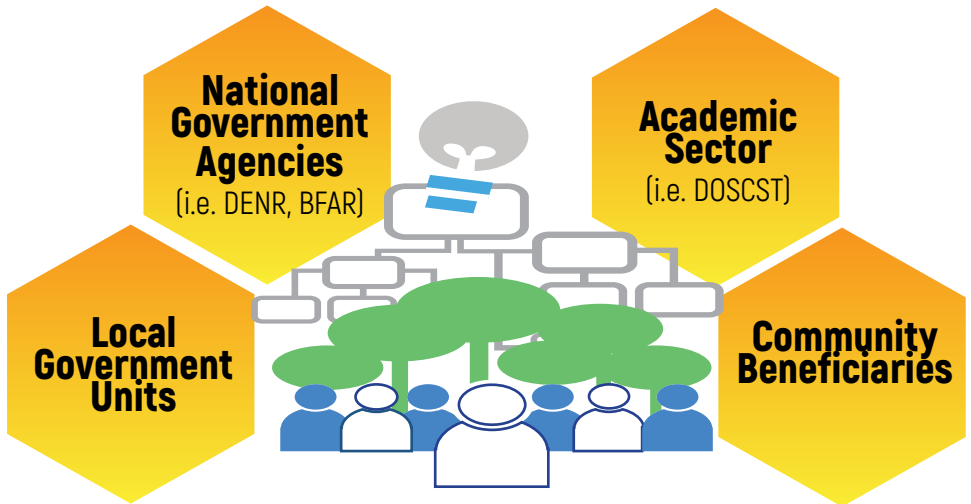
- The collaboration of different national government agencies (NGAs), LGUs, and beneficiaries and academic sector contributed to project success
- Established ICRM Center for research and development of coastal and marine resources



## SUCCESS STORIES

### Ecotourism Strategy

- Strengthened partnerships of different national government agencies, LGUs, beneficiaries and academic sector contributed to project success



**National Government Agencies (NGAs)** - project implementation and production of IEC materials to promote coastal and marine resources protection and conservation

**Local Government Units (LGUs)** - creating legislations and ordinances

**Academic Sector** - management of ICRM center for research and development

**Community Beneficiaries** - partners in protecting the environment and ecotourism areas



## FORUM PROPER

The Forum focused on the LL, GP and SS, specifically on partnering strategies which paved the way to the project's achievement that made an impact to the community.

A video presentation featuring the LL, GP and SS of ICRMP in the City of Mati, Davao Oriental is titled "Crests and Troughs: the Mati Story", was introduced by For. Jeslina B. Gorospe - Chief, PMED-FASPS. It contains insights and testimonies from stakeholders (i.e. People's Organizations: Tamisan Protected Area Fisherfolks Association/TAMPAFAS and Amihan sa Dahican Surf, Skim, and Fisherfolks Association), implementing sectors (DENR Regional Office, PENRO Davao Oriental, CENRO Mati, LGU), the project-involved academic sector (Davao Oriental State College of Science and Technology), and foreign tourists. It also reveals convergence/partnerships behind the successes of the Project.

After the video presentation, a Question & Answer portion with the panel members was conducted to attest the video presentation and give the participants a better understanding and deeper analysis of the concept of LL, GP and SS. Other Forum participants also joined in the discussion and interacted with the panel members.

### QUESTIONS FOR DENR REGION XI

**Question #1:** Sa pakikipag-ugnayan sa iba't ibang ahensya at beneficiaries, ano ang pinakamahalagang bagay na dapat tandaan o ikonsidera ng isang Project Manager sa pagpagpatupad ng proyekto? *(When coordinating with different agencies and beneficiaries during project implementation, what is the most important thing for a Project Manager to remember or consider?)*

#### Response from Ms. Erlinda Myrna Arbiol:

A project's vision and objectives should be clearly stated, as well as its expected outcomes, considering the limited implementation period. The concept of the project, including said main elements should be leveled-off among the DENR, the stakeholders, and other partners involved. As well, there should be a participatory decision-making by all parties involved to ensure that by the end of a project, partnerships formed are still intact and there are good relationships established for future collaborations.



## FORUM PROPER

**Question #2:** Ang 'livelihood' o pangkabuhayan ay isa sa mga pangkaraniwang component ng isang proyekto. Kung ikaw ay programang pangkabuhayan ng isang proyekto, ano ka, bakit, at paano mo ima-market ang iyong sarili? (*'Livelihood' is one of the most common components of projects. If you were a livelihood program of a project, what are you, why and how would you promote yourself?*)

**Response from Mr. Redentor Magno:**

I choose an ecotourism program. Being a tourist guide enables one to promote the undiscovered beauty of Davao Oriental especially in Mati and uplift the economic condition of the community. Through ecotourism, there is an opportunity to strengthen capabilities of People's Organizations and also promote their products and services. Moreover, what's good about ecotourism is that it enables us to discover the potentials of our natural resources while maintaining the soundness of the environment.



**Follow up Question:**

*Are there guidelines formed and followed for ecotourism? If so, who creates these?*

**Response from Mr. Redentor Magno:**

Guidelines are indeed important especially for protected areas. For such, the Protected Area Management Board (PAMB) spearheads guidelines matters. For local conservation areas, coordination among the DENR, local government units, city tourism offices/services, and other agencies which have an ecotourism mandate, are made to manage such areas.

## QUESTIONS FOR THE LGU

**Question #3:** Ano sa iyong palagay ang pinakamahalagang kontribusyon ng lokal na pamahalaan ng City of Mati, Davao Oriental sa pangangalaga at pangangasiwa ng mga yamang-dagat? Anu-ano ang mga hakbang na ginawa upang panatilihin at paigtingin ang mga resulta nito hanggang sa ngayon? (*What do you think is the most important contribution of the local government of the City of Mati, Davao Oriental in protecting and managing the marine resources? What were the steps taken by the city government of Mati to maintain and enhance the results of its best contributions until the present?*)

## FORUM PROPER

### Response from Mr. Eddie Cobacha:

The most important contribution of the City of Mati LGU is the operation of the ICRM Plan. This document gives direction to the implementation of projects and activities towards sustainable development.

- Three years ago, the City of Mati provided two motorboats to TAMPAFAS as an aid and added input of the city government to the enforcement of environmental protection.
- Drafting of the tripartite agreement
- Waste Management
- Community Participation and Institutional Policy (coastal zoning component)
  - delineation of the municipal waters approved by NAMRIA and signed by involved mayors
  - watershed and shoreline management participated in by the community



The steps taken to cultivate and sustain good results is done by seeing through the three core strategies:

- 1. Creation of units in charge of particular aspects of the ICRM Plan** such as the promotion and implementation.
- 2. Environmental Management and Protection** is the core strategic plan through which we aim to restore and rehabilitate the existing coastal resources. This is under the habitat management component.
- 3. Convergence.**
  - Through the partnership with the CENRO, we are trying to identify a new marine area to protect.
  - Likewise, through a partnership with the ICRM Center research of local significance. In fact, the legislation of Mayo Bay as a local conservation area is the fruit of the collaborative efforts of the ICRM Center and the local government of the City of Mati.
  - Participation of both public and private sectors is also important. Private sectors deliver basic services (e.g. electricity, water) to aid the activities initiated by the government.

## FORUM PROPER

**Question #4:** Ang bawat species ay may kanya-kanyang papel na ginagamapanan sa pagpapanatili ng ecosystem. Sa anong yamang dagat mo maiihalintulad ang lokal na pamahalaan ng City of Mati base sa mga naiiambag nito sa pangangalaga sa natural resources? *(All species have a particular role in the balance of the ecosystem. With what coastal resource would you liken the city government of Mati based on its contributions in the protection of natural resources?)*

**Response from Mr. Carlos Tuazon:**

The local government of the City of Mati conducted a participatory coastal research assessment in May 2010 which resulted to the creation of the Coastal Resource Management Plan [the predecessor of the Integrated Coastal Resource Management Plan]. And for this reason mainly, I would say that our LGU is comparable to coral reefs.



Coral reefs serve as a habitat for fishes. The city government of Mati serves like a home to the citizens from which they may take shelter from when they need. By shelter, I mean that the LGU provides aid and comfort through helping people enhance their livelihood, while also protecting the environment, thus, shielding the people by preventing calamities/dangers. When coral reefs are maintained and taken care of, they function better. For the city government, collaborations with other significant partners strengthen its function as a shelter provider to the community.

## QUESTIONS FOR THE ACADEME

**Question #5:** Ano ang posibleng paksang pagsasaliksik o thesis statement ang inyong maimumungkahi para sa mga susunod na proyekto na makatutulong sa inyong komunidad. Bakit? *(What is a possible topic for research or a possible thesis statement would you suggest to be answered by a project that may help your community? Why?)*

Dr. Lea Jimenez took the opportunity to thank DENR-FASPS for the prior support which strengthened the regional ICRM Center. The Center has opened opportunities for national and international collaborations for research and has strengthened the Davao Oriental State College of Science and Technology. All the research documents submitted to endorse the academic institution as a university were from the Center.

## FORUM PROPER

### Response from Dr. Lea Jimenez:

At present, our data is still very limited – what we have right now is mostly on coastal assessment.

The ICRM Center's current priority is the same as DENR's which is the ridge-to-reef approach. Comprehensive research on ridge-to-reefs ecosystem-based approach for environmental integrity. In the City of Mati, research is focused on Balete Bay, Mayo Bay, and Pujada Bay and the interrelatedness of the mountains and seas, the upland and lowland, and how these relations affect the communities. This supports the LGUs and POs for the creation of a workable legislation to sustainably manage the resources in the said areas.



**Question #6:** Ang ICRM Center ay mayroong mga mascot advocates na ginagamit para sa IEC Campaign sa komunidad at mga paaralan. Kung papipiliin ka sa tatlong mascot na sina Amigong the Dugong, Buding the Butanding, at Amikan the Pawikan, sino ang pipiliin mong isuot para sa isang social awareness campaign at bakit? (*ICRM Center uses mascot advocates for IEC Campaigns in the community and in schools. Among the following mascot advocates – Amigong the Dugong, Buding the Butanding and Amikan the Pawikan, what will you choose to wear for a social awareness campaign? Why?*)

### Response from Dr. Lea Jimenez:

We have a team of mascot advocates. The creatures they represent are interrelated, and so it would be difficult to pick just one. Although, there are factors to consider such as conservation status to identify the creatures that should be prioritized. For example, nowadays, dugongs are most vulnerable for extinction. We also have to consider the reproductive capability of the dugongs which is fewer and slower – compared to others, they have lesser chance of survival. With their depleting number, we need to focus on dugongs because they are the most critically-endangered.

And aside from the ambassadors of protection and conservation of marine wildlife, we should also protect their habitat. If we do not protect the sea grass meadows, gone will be the dugong. We should study about them comprehensively.

We have another mascot from the LGU, which is Duping the Dolphin. And we are planning to have a symposium as a good opportunity to meet other mascot advocates from other regions and create a network of "ambassadors" for marine environment.

## FORUM PROPER

### QUESTIONS FOR THE PO

**Question #7:** Sa paanong paraan nagkakaroon ng karagdagang kita ang inyong samahan o Peoples Organization (PO)? Ano ang sistema ng pagbabaha-bahagi ng kita para sa bawat miyembro? Sa mga Gawain ng PO? *(What do you do to earn additional income for the group? What system do you use in the distribution of income among the members of the group? In allocation for the group's activities?)*

#### Response from Mr. Jun Plaza:

Our organization continues to grow with the help of the DENR and DOT in the issuance of licenses as tourist guides. We request that the issuance of the licenses be extended to other groups as well because ecotourism in Mati is beginning to be popular.

I wasn't able to attend the first part of the program yesterday because I needed to assist important visitors. As per the LGU, we should be observant and careful in guiding our visitors especially celebrities and VIPs. Fortunately, we have never encountered accidents during the tours since our group was established. We always consider the waves and the safety of our visitors.

In 2013, we have realized and experienced the life of being local tourist guides. We have a lot of support groups such as LGUs and DENR. We only need to issue more licenses so that our operations will be organized and legalized.



We earn Php500.00 per hour per visitor. Half of the amount will proceed to the tourist guide and half will be remitted to the group's fund. We also adjust to their preferences and fears (e.g. fear of sharks). Moreover, if the visitors are satisfied with the ecotourism services provided, they give gifts and tips. Thus, these make us more independent and able to sustain the operations of our group.

If we have licenses given after trainings, our guests will be secured and comfortable. As of now, we minimize the volume of tourists in Mati because licensed tourist guides must be first produced to assist the visitors and to protect the environment.

## OPEN FORUM

### Forum Highlights:

- CENRO Amy stated that environmental protection in Boracay failed because the involved institutions keep on "passing the buck" regarding the issuance of business permits and processing of other documents. She also emphasized that the participation of the active players in Davao Oriental is important and the integrity of the environment should be always protected. Mr. Cobacha said that they are still improving and strengthening their partnerships with other stakeholders to harmonize the system in the issuance of business permits and their documents as each institution has its own mandate regarding this.
- CENRO Amy also mentioned about many conversion issues to be addressed.
- Dr. Lea Jimenez added that their part in the academe is to present the results of the research they have conducted to the LGU for policy making purposes. (e.g. Macroplastic and Microplastic Research in the College of Biology and Environmental Science)
- For. Antolin, Technical Chief of Compostella Valley, mentioned about the livelihood opportunities from coastal resources. She asked if how much portion of the group's income goes to the revenue of the LGU to sustain the programs and activities in the coastal areas of Davao Oriental. As per Mr. Jun Plaza, 5% of their income as a group goes to LGU and 5% to the barangay. They also collate the receipts of their payments to BIR. During trainings, financial matters were also discussed and taught to PO members.
- Mr. Ruel Colong, CENRO Digos, appreciated the success of the project and emphasized on the importance of partnership of different stakeholders. He also mentioned about the following matters:
  - Lessons learned should be noted and the successes of the project should be sustained. There is no such thing as perfect success because there are always lessons learned which serve as opportunity to improve replicated projects.



## OPEN FORUM

- The training of responsibility and accountability in the local government and empowerment in the community harmonize stakeholders' participation.
- Having the Davao Oriental State College of Science and Technology Mati is beneficial for research and the most number of researches from DOSCST is the Pujada Bay.
- Regarding the livelihood factors of the project, equal distribution of benefits, whether in big or small amounts, should be clearly stated.



Awarding of Certificates and Tokens of Appreciation to the panel (L-R: FASPS-PAMD Chief Ms. Imelda dela Cruz; FASPS-PMED Chief Ms. Jeslina Gorospe; PENRO Davao del Sur Mr. Victor Billiones; Amihan sa Dahican Founder Mr. George Plaza; Coastal Resources and Foreshore Section of the Coastal and Development Division Chief Mr. Redentor Magno and Licenses, Patents, and Deeds Division Chief Ms. Erlinda Myrna Arbiol from the DENR Region XI Office; ICRM Center Director Dr. Lea Jimenez, CiENRO Mr. Eddie Cobacha and Assistant City Planning Development Coordinator Mr. Carlos Tuazon of the local government of the City of Mati; CENRO Mati Mr. Zaldy Lumaan; and FASPS-PMD Chief Mr. Conrado Bravante, Jr.)







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