

A QUICK GUIDE FOR  
LOCAL GOVERNMENT UNITS

# Good Governance Practices in Managing Coastal and Marine Resources

Governance Functions	SAMPLE PRACTICES			
	Functionality	Transparency	Accountability	Public Participation
Licensing, Permitting and Issuance of tenure and allocation rights	<ul style="list-style-type: none"> <li>Functional office for fishers registration/licensing, permitting and tenure issuance</li> <li>Efficient procedure for licensing, permitting and tenure issuance/One-stop shop</li> <li>Database on tenure holders/licensees/permittees in a format useful for planning and decision-making</li> </ul>	<ul style="list-style-type: none"> <li>Posting of information on license/permits applications</li> <li>Posting of information/flowchart on system and procedure for permit/license/tenure issuance</li> <li>Public disclosure of names of permittees/licenses/tenure holders</li> <li>Public disclosure of information on performance of permittee/licensee/tenure holder</li> </ul>	<ul style="list-style-type: none"> <li>Clear roles and accountabilities of permit/license/tenure holders</li> <li>Clear roles and accountabilities of office/staff for permit, license and tenure issuance</li> <li>Clear system for permit/license/tenure issuance</li> <li>Regular monitoring of performance of permittees/licenses/tenure holders</li> <li>Checks and balances</li> </ul>	<ul style="list-style-type: none"> <li>Regular public feedback/consultations</li> <li>Multisectoral monitoring bodies</li> <li>Dialogue with permittees/licensees/tenure holder</li> <li>Capability-building support to small fishers/tenure holders/licensees</li> </ul>
Law enforcement	<ul style="list-style-type: none"> <li>Formulation and updating of ordinances consistent with national laws</li> <li>Laws and ordinances strictly enforced and violators punished</li> <li>Logistical requirements of law enforcers being met</li> <li>Regular and sufficient budget for law enforcement</li> <li>Training for law enforcers</li> </ul>	<ul style="list-style-type: none"> <li>Public posting of proposed ordinances</li> <li>Public hearing</li> <li>IEC on local ordinances enacted</li> <li>Posting of law enforcement statistics</li> </ul>	<ul style="list-style-type: none"> <li>Clear roles and accountabilities of law enforcers</li> <li>M&amp;E of status of law enforcement</li> <li>Sanctions for erring law enforcement officers</li> <li>Reward for good performers</li> </ul>	<ul style="list-style-type: none"> <li>Public consultations/hearings/Pulong-pulong sa barangay</li> <li>Deputized law enforcers</li> <li>Multisectoral collaboration/ Inter-LGU alliance</li> <li>Incentives for people participation in law enforcement</li> <li>Telephone hotlines/text brigade/complaint boxes</li> </ul>

## DEFINITION

### Functionality

- Measure of the extent to which an LGU management system (e.g. rules, office/body/structure, process/procedure) is in place and achieving desired results or "products"

### Transparency

- Measure of the extent to which the public has access to relevant, timely, accurate and complete information about LGU operations as well as actions and decisions.

### Public Participation

- Measure of the extent to which the general public is effectively and meaningfully able to take part in governance processes. Requires processes and mechanisms that are strategic, regular, known, timely, and accessible to people.

### Accountability

- Measure of the extent to which officials are able to demonstrate and take responsibility for their decisions and actions and for the performance of their office vis-à-vis set targets and standards.
- Can be achieved: 1) through clear delineation of authority, functions and responsibilities; 2) by establishing criteria for performance measurement; 3) by implementing oversight mechanisms to ensure that standards and checks and balance are met; and 4) by implementing feedback loops, rewards and sanctions.

For more information, please contact:  
The Philippine Environmental Governance 2 Project (EcoGov 2)  
Unit 2401, Prestige Tower, F. Ortigas Jr. Road, Ortigas Center, Pasig City 1605  
Tel.: (632) 635-0747 ■ Fax: (632) 637-8779  
Webpage: [www.ecogov.org](http://www.ecogov.org)

**G**ood governance in coastal resources management means the implementation by LGUs and communities of their responsibilities in a manner that is functional, transparent, accountable, and participatory (FTAP).

The matrix found below summarizes the five basic **governance functions** that LGUs are mandated to perform: 1) Planning, plan implementation and monitoring, 2) Budgeting, disbursements, financial management, 3) Contracting, bidding, procurement, 4) Licensing, permitting and issuance of tenure and allocation rights, and 5) Law enforcement. Within each category of functions, examples of 'good practices' that LGUs can adopt to satisfy the good-governance principles of FTAP are listed below.

Governance Functions	SAMPLE PRACTICES			
	Functionality	Transparency	Accountability	Public Participation
Planning	<p>Formation and mobilization of CRM Planning Technical Working Group</p> <p>Regular work schedule/timeframe set</p> <p>Formulation of management plan and programs, including policies on use rights and management zones</p> <p>Sufficient budgetary and technical support</p> <p>Clear and doable vision, mission, goals and objectives</p>	<p>Publication/announcement of meetings and public consultations well ahead of schedule</p> <p>Public posting of proposals/plans/zoning maps/</p> <p>IEC on planning activities and results (e.g., minutes of meetings, bulletins, posters, leaflets; placements in radio, local newspaper</p>	<p>Clear roles and accountabilities of planning bodies/TWGs</p> <p>Formal designation (e.g., thru Executive Order or Special Order) of officials, offices, and bodies</p> <p>Clear schedule of activities and performance standards/key result areas</p> <p>Sanctions and incentives defined</p>	<p>Multisectoral composition of TWC</p> <p>Conduct of stakeholders' analysis</p> <p>Participatory resource appraisal/planning (including vision, mission, goals and objectives setting)</p> <p>Public forum/hearing/ consultations</p> <p>Social preparation activities</p> <p>Community validation of resource assessment results, issues, plans, priorities</p> <p>Inter-LGU planning/integrated coastal management planning approach</p> <p>Establishment of conflict resolution/management mechanisms</p> <p>Consensus-building</p>
Implementation and Monitoring	<p>Regular progress in implementation of plan, program, projects, activities</p> <p>Strict enforcement of ordinance, laws, use rights/ones</p> <p>Establishment and mobilization of functional CRM office/management bodies</p> <p>Regular meetings and work schedule</p> <p>Updating and refinement of plans, programs, and policies based on M&amp;E results</p> <p>Regular patrolling and IEC</p> <p>Social and biophysical targets being met</p> <p>Sufficient budgetary and manpower support</p> <p>Standard processes/ procedure/ working protocols/rules formalized and regularly communicated through written instructions/formal documents</p> <p>Intra and inter-office dialogues/ communication and feedback</p> <p>Working database</p> <p>Capability-building activities</p> <p>Working mechanisms for resolving internal (e.g., within office) and external conflicts (e.g., among stakeholders)</p>	<p>Publication/Announcement of progress/monitoring reports (e.g., on LGU web site, local paper, radio, etc.)</p> <p>Public access to database</p> <p>Proactive dissemination of information to the general public</p> <p>Annual State of CRM Governance Report</p>	<p>Clear roles and accountabilities of implementation bodies/offices/staff</p> <p>Performance monitoring of officials/offices and multisectoral bodies</p> <p>System of incentives and sanctions and checks and balances</p> <p>M&amp;E, Response and Feedback System</p> <p>Complaint box</p>	<p>Establishment of public feedback system or citizens' watch</p> <p>Regular public dialogue/consultations</p> <p>Social preparation/community organizing/PO federations/capability-building activities for citizens and stakeholders</p> <p>Multisectoral monitoring</p> <p>Multisectoral task forces/ implementation bodies</p> <p>Deputization of citizens as law enforcers</p> <p>Inter-LGU/Interagency/Public-Private sector collaboration/networking/alliance</p>
Budgeting, Disbursements, Financial Management	<p>Allocation of sufficient manpower and budget to priority activities</p> <p>Implementation of sustainable financing mechanisms</p> <p>Sound fiscal management</p> <p>Periodic budget review</p>	<p>Publication/Posting/ Announcement of date of budget hearing in advance</p> <p>Publication/Posting/ Announcement of LGU proposed budget and actual expenditures</p> <p>Regular posting of audit results</p> <p>Periodic publication/posting of financial statements/audit reports</p>	<p>Clear roles and accountabilities of budget officers</p> <p>Rules on budgeting and disbursement</p> <p>Monitoring of expenses against targets</p> <p>Third party audits</p>	<p>Public hearing</p> <p>Sectoral consultations</p> <p>Multisectoral budget prioritization workshops</p> <p>Regular public feedback</p>
Contracting, Bidding, Procurement	<p>Functioning Bids and Awards Committee</p> <p>Standard CBP procedures being followed</p>	<p>Publication of bidding systems and procedures including selection criteria</p> <p>Publication of bidding needs and results of transactions/bidding/ procurement</p> <p>Electronic procurement</p>	<p>Clear roles and accountabilities</p> <p>System of checks and balances</p> <p>Incentives and sanctions system enforced</p>	<p>NGO members in Bids and Awards Committee (BAC)</p> <p>Citizens' Procurement Watch/Public oversight</p>