

Good Practices on Local Governance:
Facility for Adaptation and Replication -
Local Environmental Planning and Management
(GO-FAR/LEPM)



PROJECT COMPONENT 3:
Capacitating the League
of Cities of the Philippines



A project component managed by the
League of Cities of the Philippines (LCP)



With funding support from
**United Nations Human Settlements Programme
(UN Habitat)**



Through the
**Bureau of Local Government Development
Department of the Interior and Local Government**

PREFACE

The Department of the Interior and Local Government (DILG) and the United Nations Human Settlements Programme (UN Habitat) signed an Agreement of Cooperation last January 2005 to implement the Good Practices on Local Governance: Facility for Adaptation and Replication - Local Environmental Planning and Management (GO-FAR/L-EPM). GO-FAR/L-EPM will run for twelve (12) months. It took off from the Sustainable Cities Programme (SCP) Project when three barangays in Cagayan de Oro City were piloted to implement environmental programs at the local level.

GO-FAR/L-EPM helps LGUs to address their environmental concerns by replicating and using L-EPM tools and processes. It is a replication tool that disseminates and makes use of the lessons generated from good practices in the area of local environmental planning and management.

The project consists of four components:

1. Sustain the gains of L-EPM process in Cagayan de Oro City (*through DILG Region X*);
2. Up scale knowledge on L-EPM process and expand projects to other barangays in Cagayan de Oro City (*through the Local Government Academy*);
3. Capacitate the League of Cities of the Philippines (LCP) to perform advocacy works in the replication of L-EPM program, tools and processes (*managed by the League of Cities of the Philippines*); and
4. Provide financial and technical assistance (facility) to strengthen capacities and capabilities of other interested LGUs and their partners to address priority environmental issues through replication, adaptation, and/or demonstration projects (*through the Bureau of Local Government Development*).

Component No.3 involves capacitating some staff of the LCP to perform advocacy works for the replication of L-EPM program, tools and processes to other cities. LCP's role in advocacy is essential because of its clout to city governments as well as its wide experience in coordinating environmental and development programs. In particular, LCP has been an active partner in the implementation of the Sustainable Cities Programme (SCP) and the localization of the Philippine Agenda 21 through the L-EPM.

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ACRONYMS

ASF	Advocacy Strategy Framework
BLGD	Bureau of Local Government and Development
BSSPD	Barangay Self-Sufficiency Program for Development
CRM	Coastal Resource Management
DENR	Department of Environment and Natural Resources
DILG	Department of the Interior and Local Government
ENRO	Environment and Natural Resources Office
GA	General Assembly
GO-FAR	Good Practices on Local Governance: Facility for Adaptation and Replication
IEC	Information, Education and Communication
KMC	Knowledge Management Center
LCEs	Local Chief Executives
LCP	League of Cities of the Philippines
LCP-E/U	League of Cities of the Philippines – Environment Unit
LEPM	Local Environmental Planning and Management
LGA	Local Government Academy
LGC	Local Government Code
LGUs	Local Government Units
LRIs	Local Resource Institutions
NEB	National Executive Board
PDO	Planning and Development Office
PMT	Project Monitoring Team
RA	Republic Act
ROs	Regional Offices
SCP	Sustainable Cities Programme
SWM	Solid Waste Management
SWMB	Solid Waste Management Board
TF	Task Force
UN	United Nations
UNEP	United Nations Environment Programme
UN Habitat	United Nations Human Settlements Programme

1.0 ADVOCACY STRATEGY FRAMEWORK

The League of Cities of the Philippines (LCP) is organization whose membership is the cities themselves and not just the political personalities. Although LCP is an institution-based membership, it is still the local chief executives (LCEs), i.e., the city mayors, who are the official representatives of the cities to General Assemblies (GA) and National Executive Board (NEB) meetings.

This setup is advantageous because any activity undertaken to capacitate both the elected and appointive officials will have the consent and support of the LCEs.

The diversity of LCP's members is also of strategic importance to the cities because of a wealth of experiences and expertise across all administrative levels of the city – down to the barangay level. Furthermore, the League already has regular activities that provide many venues in promoting good urban governance.

Figure 1 shows the Advocacy Strategy Framework (ASF) for Good Practices on Local Governance: Facility for Adaptation and Replication (GO-FAR) – Local Environmental Planning and Management (LEPM).

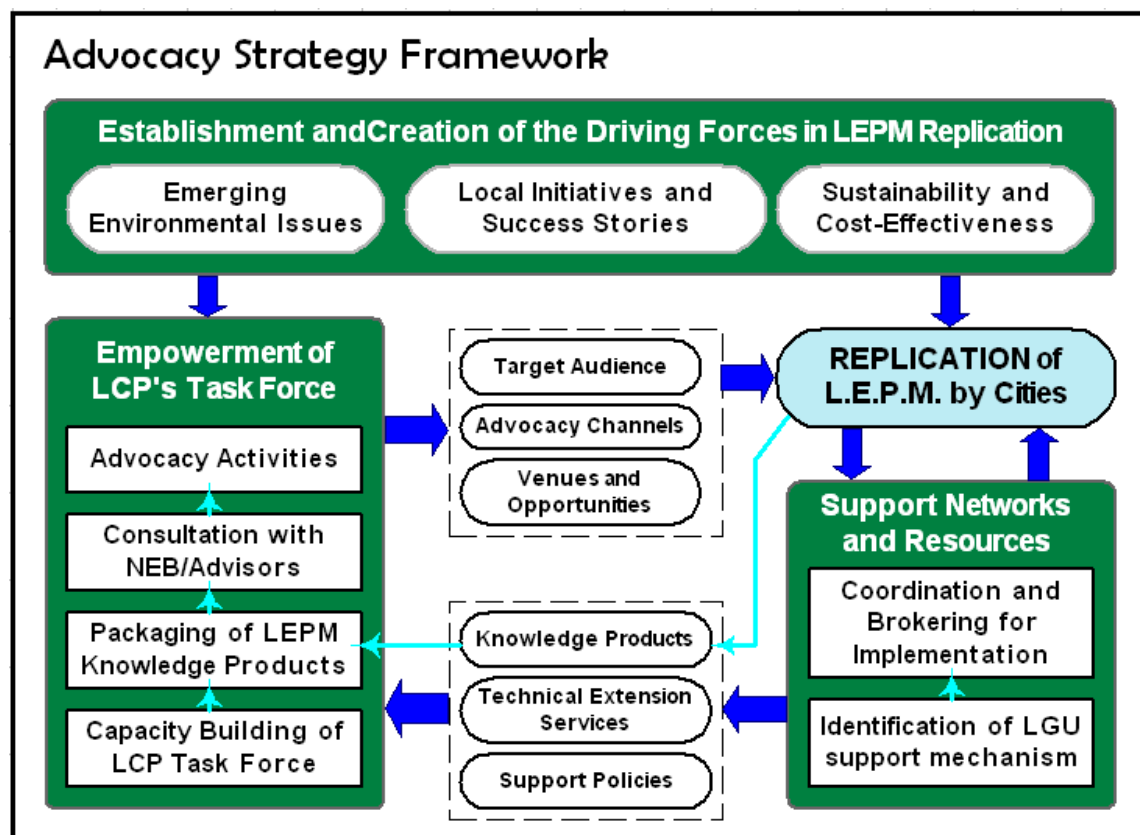


Figure 1. LCP's GO-FAR/LEPM Advocacy Strategy Framework

The principles and strategies in promoting LEPM among cities were pre-solicited from the different local government units (LGUs). Informal surveys and interviews were used to identify the important aspects and channels in GO-FAR/LEPM advocacy. The ASF was then presented to the LCP Task Force to validate and improve the conceptual framework.

The ASF comprises of three core activities in LEPM advocacy to LGUs: (1) identifying and reinforcing the driving forces of LGUs to replicate LEPM, (2) capacity building and empowerment of appointed GO-FAR/LEPM Task Force of LCP, and (3) coordination and networking with support organizations and information hubs.

1.1 Establishment of the Driving Forces in LEPM Replication

The main driving force for LGUs to replicate or adopt LEPM is their performance of duties and responsibilities mandated to them by national laws, including the growing number of environmental functions that are being devolved to them.

Tangible environmental degradation caused by urbanization and population growth also puts pressure on local policy makers and executives to design and undertake comprehensive, cost-effective and sustainable environmental programs. Many local leaders have already begun to recognize that environmental sustainability objectives are easily met when *multi-stakeholder participation* and the *bottom-up approach* are taken into consideration.

On top of these, it is a well-known experience of the League that cities tend to be better teachers to their counterparts. The success story of one when shared with another, leads to a snowballing effect of replication and mentoring. Such also reflects the typical Filipino culture of ‘testing the waters’ and ‘following successful examples’.

1.2 Empowerment of LCP’s Task Force on GO-FAR/LEPM

It is ideal that the League’s GO-FAR/LEPM Task Force comprise of local key actors that cut across all units of city government. It is already imperative that these city representatives were selected on account of their active involvement in implementing environmental programs in their respective LGUs, or have direct knowledge on GO-FAR/LEPM, or both.

Even so, all potential task force members should be capacitated with the concepts of GO-FAR and LEPM for them to have a bird’s eye view of what they are advocating. Figures 2 and 3 show the League’s generic Capacity Development Framework Process Flow Diagrams.

When they have fully appreciated the GO-FAR/LEPM processes, they will then effectively package all the available information materials for a wider dissemination. Such knowledge products may be consolidated from partner organizations, support networks or from their own experiences.

Each GO-FAR/LEPM activity need to be consulted with the Task Force's Board of Advisors and/or the LCP National Executive Board for refinement and institutional backing. This step will also ensure that they are mandated to carry out tasks in addition to their regular workload at their respective local governments.

Advocacy activities will specifically include the identification of specific target audiences, identifying opportunities from the regular programs and policy dialogues of the League, and finding appropriate channels of communication for social marketing.

1.3 Working with Support Networks

Advocacy just aims at selling a social product or concept. It is still providing logistical and advisory support to prospective LEPM takers, which dictates the success of the program.

Various organizations are already undertaking GO-FAR/LEPM-related support services. First and foremost is the Department of the Interior and Local Government (DILG). DILG's Bureau of Local Government Development has established its Knowledge Management Center (KMC), which is repository of information on LEPM local case studies. DILG's Local Government Academy (LGA) has pool of experts who can either directly train LGUs on LEPM or leverage it with their network of local resource institutions (LRIs). Most importantly, DILG's Regional Offices (ROs) have already been trained to assist interested LGUs in replicating any replicable best practices in local governance, including environmental management.

There are also a number of notable institutions that work on assisting LGUs in GO-FAR/LEPM. This includes the United Nations Development Programme (UNDP), United Nations Human Settlements Programme (UN Habitat), the Philippine Urban Forum, financial institutions, non-government agencies and local stakeholders.

The Task Force can either refer these support organizations or information hubs to LGUs or serve as a bridge between the LGUs and the service providers.

2.0 TASK FORCE CAPACITY BUILDING PROGRAM

Capacity building of the GO-FAR/LEPM Task Force is of top priority before any advocacy work is undertaken. The League of Cities has adopted the recommendation of previous studies on LEPM in the context of a local government association.

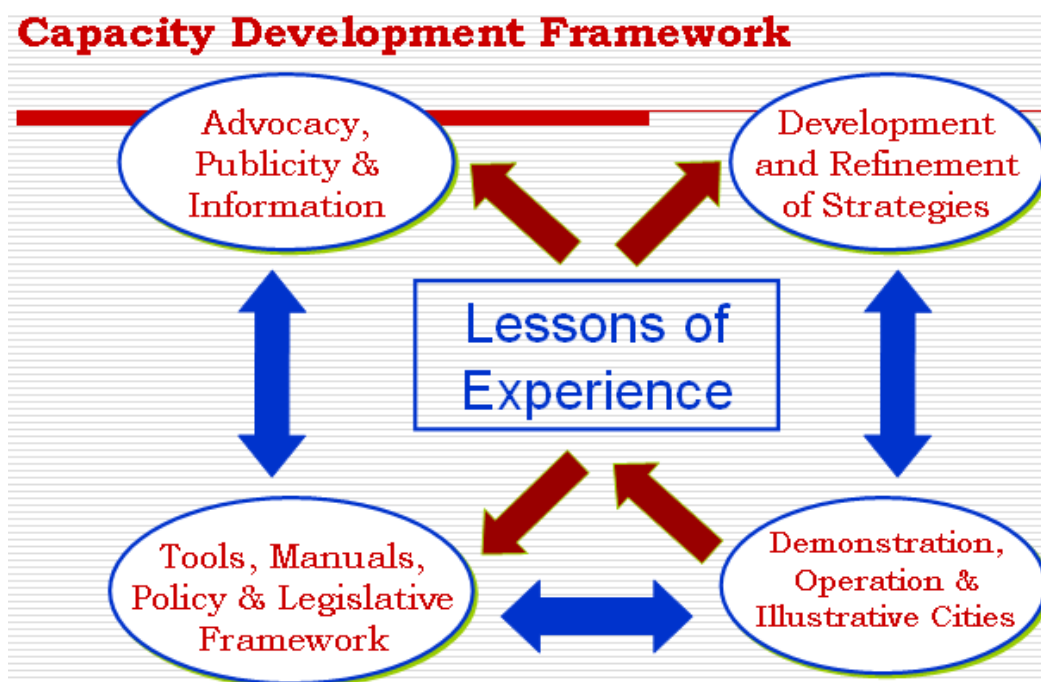


Figure 2. LCP's Generic Capacity Development Framework

The generic capacity development framework for LCP is shown in Figure 2. The diagram shows the major role of the League as an agent of change, capitalizing on the wealth of experiences of its member-cities. It is the League's role to facilitate the direct exchange of information among and between its members as well as in packaging these experiences into knowledge products, which can be stored for latter dissemination.

The capacity building component of cities as institutions is made more effective when focus areas, key objectives and key actors are analyzed. Focus areas consist of knowledge management, networking, and replication, i.e., both at the local and national levels. Key objectives and key actors are then identified in relation to these focus areas.

As shown in Figure 3, capacity building commences with the sources of expertise and experiences. These are the thematic experts and researchers. A venue for capacity building or training, or the channel for information dissemination will then be established to reach the intended audience.

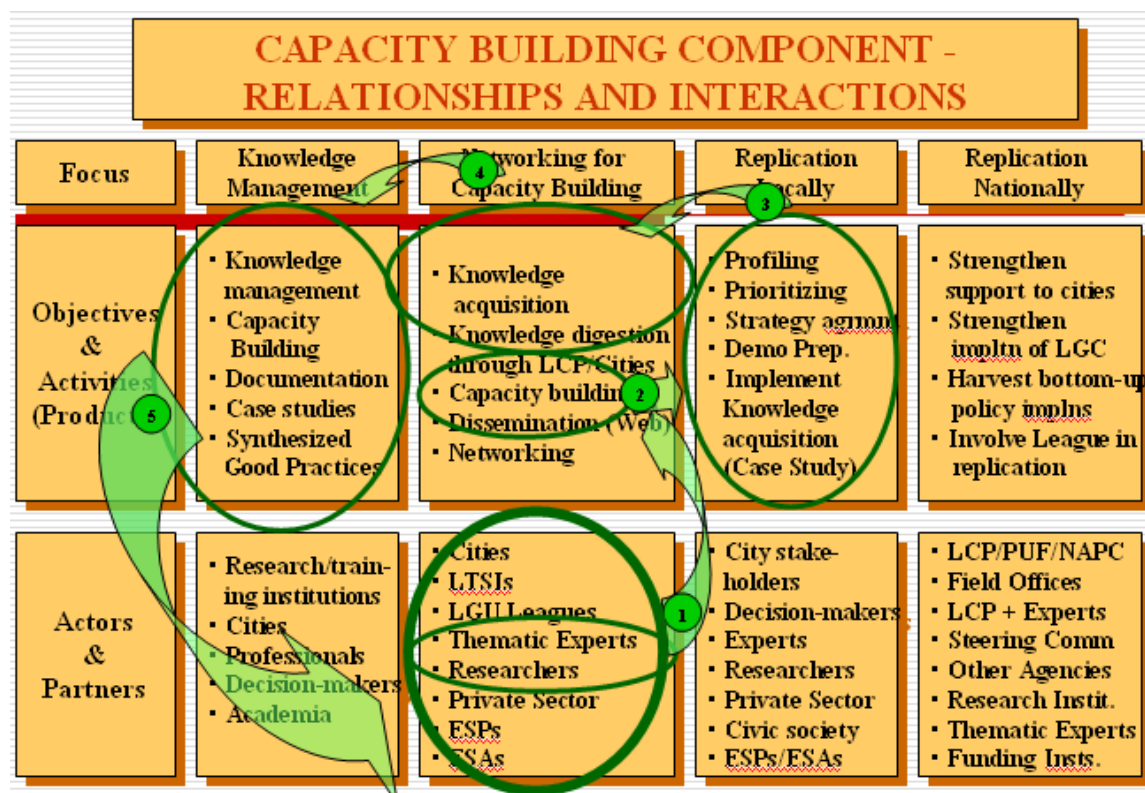


Figure 3. LCP's Generic Capacity Building Process

Local replication is the next critical step. Champions are developed when they themselves have experienced implementing the GO-FAR/LEPM process in their own respective localities. Local replication includes profiling, prioritization of activities, preparations as demonstration sites, and implementation of knowledge acquired. This process enables the champions to acquire empirical knowledge and digest the lessons they have learned along the way.

Packaging of the social product is the final step in the capacity building process. The lessons, good or bad, will be documented as reference for other LGUs. These materials will be presented in the form of case studies, success stories, and synthesized good practices.

Building more champions and experts closes the process loop. This is done by enhancing or refreshing the capacity of these LEPM experts or finding new sets of local officials who can be the new champions.

3.0 LCP CORE GROUP ADVOCACY PLAN

Based on the validated Advocacy Strategy Framework (ASF), the members of the LCP Task Force Core Group came up with the following Advocacy Plan:

Table 1. Matrix on LCP's GO-FAR/LEPM Advocacy Plan

Advocacy Plan for LEPM Replication to Other Cities				
Objectives	Audience	Activities/ Intervention	Timeframe	Remarks
Legitimization of the LCP's GO-FAR/LEPM Task Force	LCP: Focal Mayors for Environment Unit and LEPM Project	Issuance of NEB Resolution	Month 1	LCP-E/U Program Manager and TF President
	DILG: BLGD and Office of the Secretary	Draft Department Order or Memorandum Circular	Month 1	LCP-E/U Program Manager and TF Secretary
Resource Mobilization and Generation	LCP DILG Donor Agencies	Have fund sourcing activities/ budgeting	Month 2 onwards	LCP Advisors
		Conduct capability building of TF	Month 5 (tentatively in Samal)	BLGD and LCP-E/U Program Manager
		Procure supplies, materials and other logistical support		LCP
Adoption/ replication of LEPM	LGUs: City or Barangay	Executive Order, City Resolution	Month 6	LCP/BLGD
City LGUs (identification)	Members of TF	Recommendation from BLGD re: letter of intent from prospective LGUs		
Firm up Agreement between TF/LGU MOA	Members of TF	Draft MOA Conference with potential replication LGUs	Month 6 onwards	TF President and TF Regional Rep.

4.0 ROLES AND RESPONSIBILITIES OF THE TASK FORCE

The League of Cities of the Philippines (LCP) is an organization of 118 cities, founded on July 25, 1987 under Executive Order 262 and activities were started on September 1988. It evolved from the League of City Mayors of the Philippines until it was institutionalized as the League of Cities of the Philippines under the Local Government Code of 1991. Consequently, the change in nomenclature transformed the character of LCP from an organization of political personalities, to a membership-based institution where the cities, and not the political leaders, are the accountable entities.

The LCP's GO-FAR/LEPM Task Force will be the core group of the League in promoting, mentoring or brokering the acceptance of GO-FAR/LEPM concepts and processes to interested cities. The roles and responsibilities of the task force rely on their definition of advocacy in the context of GO-FAR/LEPM, their perceived roles as advocates, and the multi-level or sectoral dynamics that support the plans of the Task Force.

4.1 Definitions of 'Advocacy' and 'Advocates'

Based on the workshop conducted with the GO-FAR/LEPM Task Force, the following items represent the interpretation of the participants as to what 'advocacy' is and as to who the 'advocates' are.

Table 2. Definition of 'Advocacy' and 'Advocates'

FACETS OF ADVOCATES		DESCRIPTION
1.	Enhancer and penetrator	- the messenger of good news
2.	Program supporter	- one who speaks for the program
3.	True-to-life implementer	- defends the position carried out in the advocacy
4.	Advertiser	- the objectives is to raise awareness on the people
5.	Seller	- selling a product, e.g., social marketing product
6.	Promoter	- to convince others about the idea
7.	Campaign manager	- to believe in something, to indoctrinate concepts
8.	Doer and practitioner	- practicing what one preaches, living by doing
9.	Mentor and advisor	- sharing appropriate information
10.	Believer	- love and dedication: commitment to advocate
11.	Competent coordinator	- well-versed and reliable information, to let them know the right information
12.	Idea marketer	- knows the positioning of a product, associated with the idea in the product. To change the behaviour, perceptions, educate.

4.2 Perceived Roles of the GO-FAR/LEPM Task Force

The LCP representatives also provided inputs as to their perceived roles as GO-FAR/LEPM advocates, either as a group or as a member.

Table 3. Perceived Roles of LCP's GO-FAR/LEPM Task Force

ROLES as a GROUP	ROLES as a MEMBER
Advocate (Introduce L-EPM vision)	Trainor/Practitioner/Promoter
Mobilizer (look for funding)	Planner/ Implementer
Enforcement (at the local level)	To Cooperate
Enforcers (at policy level; bottom-up approach)	Good Follower
Address environmental issues (guidance)	Coordinator
	Facilitator and Organizer
Educators (knowledge)	Motivator/Mobilizer
Promoter/motivator/leader (L-EPM and others)	Setting Good Example
	Model (practice what you preach)
Organize meetings	Participate in all TF activities
Coordinate within the group	Diligently perform responsibilities
Implementing arm	Recommend LEPM initiatives
Formulate action plan	Organizer/ facilitator
Capacity-building of LGUs (technical services)	Resource Person
	Vanguard
Sellers of idea	Contribute ideas
	Information campaign

The LCP TF as a group becomes the central hub in coordinating LCP's initiatives related to LEPM promotion, advisory and leveraging. Secondary to this is the possible roles as resource person and mentor to GO-FAR processes in LEPM.

4.3 Composition and Structure of LCP's GO-FAR/LEPM Task Force

The GO-FAR/LEPM Task Force of LCP shall be composed of different key actors in city and barangay-level government, including city mayors, council members, environment and natural resources officers (City ENROs), planning and development officers (CPDOs), barangay chairpersons, barangay council representatives, community organizers, etc. They will fill in the proposed structure of the TF as shown below.

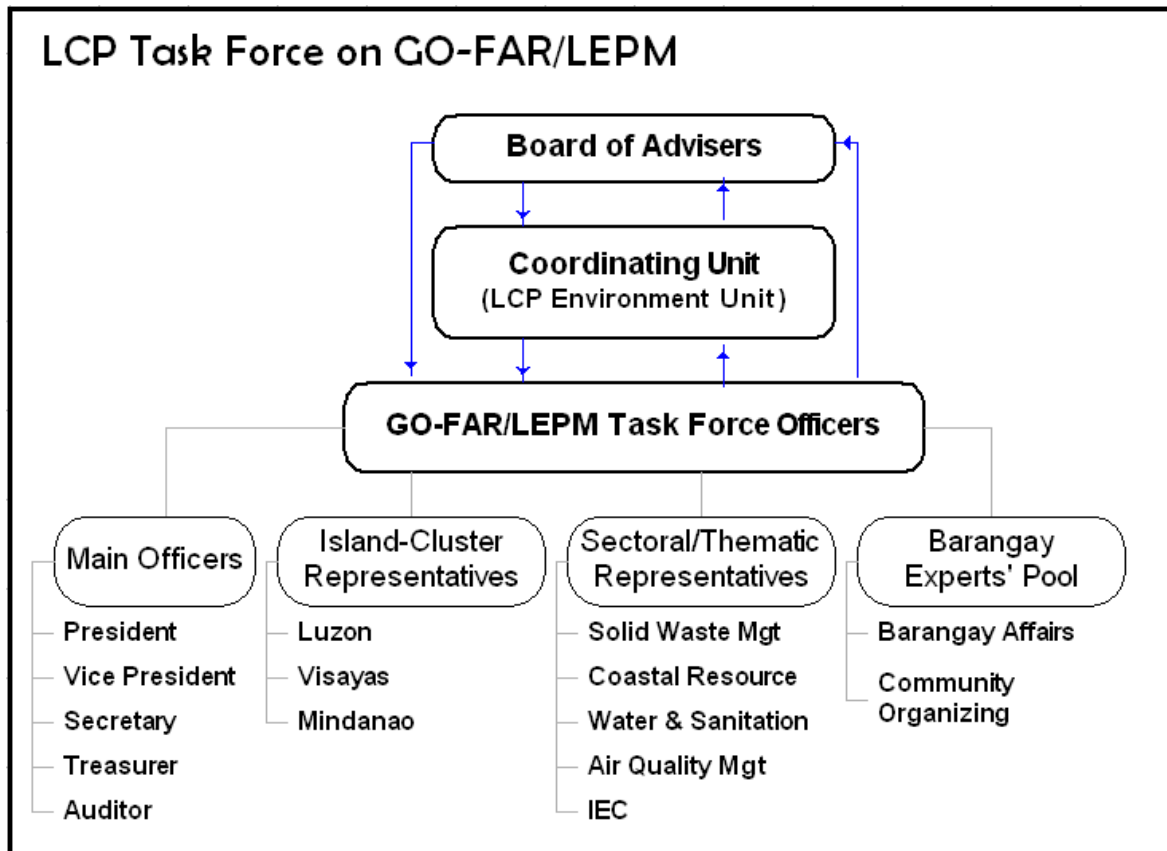


Figure 4. Proposed Structure of LCP Task Force on GO-FAR/LEPM

Administrative- and sectoral-level representations in the different tiers of the TF were deemed practical and effective in order to maximize the potential of the TF in advocating LEPM to cities as well as to address the cross-level issues concerning GO-FAR/LEPM implementation.

Board of Advisers

The Board of Advisers are tasked to oversee and supervise the overall activities of the TF. It should consist of officials with representations to the LCP National Executive Board (NEB), LCP National Secretariat and the DILG. Identified key positions for the slot are:

a. The LCP Focal Mayor for the Environment Unit

- He/she is selected by the fellow mayors to oversee environmental project implementation within the League as a whole.

b. The LCP Focal Mayor for the GO-FAR/LEPM Project

- He/she is selected by the fellow mayors to oversee and advise on matters related to advocating GO-FAR/LEPM at project-specific level.

c. The LCP Executive Director

- As non-mayor head of the LCP secretariat, he/she is tasked to mobilize the human resources of the secretariat in support of LEPM-related activities.

d. The Key Official(s) from the Department of the Interior and Local Government (DILG), e.g., Bureau of Local Government Development (BLGD) and Local Government Academy (LGA)

- DILG has a mandate over local governments in the country and has a network of regional offices, which are trained in GO-FAR processes.
- The DILG can also issue memorandum circulars to formalize the appointment of elected and appointive officials of local government units to support their activities.
- The BLGD and LGA have a hub of databases and experts when it comes to providing capacity building and technical assistance to LGUs.

Coordinating Unit

The LCP presently has its own Environment Unit (LCP-E/U), which is assigned to work exclusively to proactively address policy, technical, information, and institutional environmental concerns of all the cities nationwide.

The LCP-E/U is composed of the LCP Focal Mayor for the Environment Unit, the LCP Executive Director, and the Program Manager for the LCP-E/U. The Program Manager holds the sensitive responsibility of developing intervention initiatives for the benefit of Philippine Cities in the area of environmental planning and management and in strengthening the technical capacity of city and League staff in the form of training, knowledge management, and development planning. He is also assigned to manage the environmental webpage within the LCP website: <http://www.lcp.org.ph/eu>, formulate the Business Plan for this semi-autonomous unit and implement programs that will ensure the sustainability of its activities in collaboration with partner organizations.

The LCP-E/U Program Manager, therefore, becomes the secretariat support to coordinating LEPM initiatives of the LCP Task Force on GO-FAR/LEPM.

Core Group of the Task Force

The Core Group of LCP's GO-FAR/LEPM Task Force consists of the main officers, regional and sectoral representatives, and barangay champions or experts' pool.

a. Main Officers

- The main officers compose of an elected President, Vice President, Secretary, Treasurer and Auditor of the LEPM TF. They are tasked to provide administrative and planning support to LEPM activities of the League. In addition, they can also extend other technical services to the plans and programs of the TF.

b. Regional Representatives

- Cities in the Philippines are informally subdivided according to the three main island clusters: Luzon, Visayas and Mindanao. Regional representations are important in immediately responding to the needs of member-cities.

c. Sectoral Representatives

- It was identified that urban environmental management encompasses many cross-cutting sectors. The League has ample experts from different cities in the areas of Solid Waste Management (SWM), Coastal Resource Management (CRM), Water and Sanitation (W&S), Air Quality Management (AQM), etc. Additional sectors will be identified later and will depend on the demand of member-cities.

d. Barangay Experts' Pool

- The heart of the LEPM process depends on the ability of barangays to take on responsibilities when it comes to environmental planning and management. Harnessing the potential of barangays is effectively done by identifying champions or experts from executive, legislative and community organizing positions from this level of local government.

5.0 CAPACITY BUILDING TRAINING/WORKSHOP

The identified champions from all administrative levels of city government – from city mayor to barangay officials – underwent a three-day capacity building workshop on GO-FAR/LEPM. These champions would be the advocates of GO-FAR/LEPM on behalf of the League.

These representatives were selected on account of their active involvement in implementing environmental programs in their respective cities, or have direct knowledge on GO-FAR/LEPM, or both.

The Capacity Building Training/Workshop aimed at orienting the participants with the fundamental concepts of GO-FAR/LEPM, learning on the experiences of the pilot barangays of Cagayan de Oro City, trained at how to effect the opinions of local officials and stakeholders on LEPM through social marketing, and developing a strategy to reach the target audience.

The activity consisted of four major sessions, which are detailed in the following sections. A total of 62 participants and resource persons attended this Capacity Building Program on GO-FAR/LEPM from October 18-20 in Maharlika Training Center and Resort in Surigao City. Full report of the proceedings of the training workshop are attached as ***Annexes A to D***.

5.1 Session 1: Orientation on GO-FAR/LEPM Concepts and Processes

This session aimed at orienting the participants on the objectives of the GO-FAR/L-EPM project with special emphasis on Component 3: Capacitating the League of Cities of the Philippines. The session also provided an interactive avenue to introduce the concepts of GO-FAR/LEPM.

5.2 Session 2: Sharing of Experiences of the Barangays in Cagayan de Oro City on LEPM Implementation

Case studies from the different barangays in Cagayan de Oro (CDO) City were shared with the representatives from the two replicating cities: Gen. Santos City and Surigao City. The experiences of CDO in barangay-level LEPM implementation also gave the LCP Task Force an idea on the areas for advocacy at the national level.

5.3 Session 3: Training on Social Marketing and LEPM Advocacy

This session aimed at capacitating the key actors in the LCP Task Force on the different approaches in social marketing and advocating LEPM within the perspective of the

League's functions. The lessons learned in this session served as inputs to Session 4, which was the formulation of an advocacy framework for the League.

5.4 Session 4: Creation of LCP's LEPM Task Force and Finalization of Advocacy Framework

This session aimed at introducing the key players of LCP on the potential roles of the LEPM Task Force in advocacy at the National Level and during the project duration, in Mindanao. Workshops are included to get inputs on the opportunities and types of media that can be used for advocacy. Officers of the LCP's LEPM Task Force will be elected, who will then finalize a doable action plan for the proposed Advocacy Strategy Framework (ASF) for LCP.

6.0 ADVOCACY MATERIALS, TOOLS, PROCESSES AND STRATEGIES

In the advocacy initiatives and programs of the League of Cities of the Philippines (LCP) to its intended audience, the Task Force shall be making use of the different materials available to bring Local Environmental Planning and Management (LEPM) to its intended audience – the local government units (LGUs).

The social marketing products, which will be advocated by the LCP Task Force, are classified according to knowledge products, policy products, demonstration sites, and information centers and networks.

6.1 LEPM Knowledge Products

Knowledge products provide the prospective adopters of GO-FAR/LEPM concepts with a complete set of information on how to plan, implement and monitor any LEPM good practice within their respective jurisdictions.

6.1.1 UN's SCP Sourcebook Series

The Sustainable Cities Programme (SCP) Source Book series published by United Habitat and the United Nations Environment Programme (UNEP) in 1998 provides detailed operational guidance for the benefit of people implementing city-level projects within the SCP.

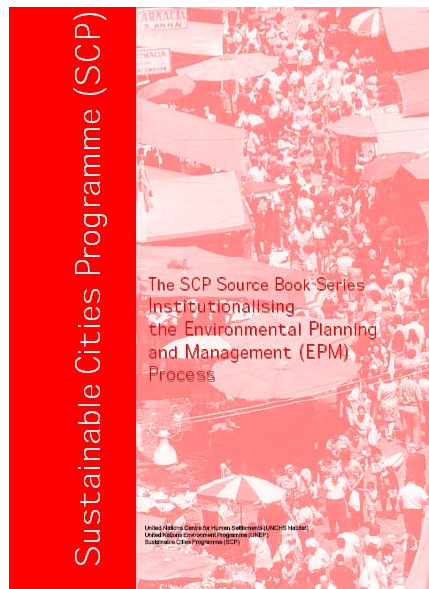


Figure 5. SCP Source Book Series

It consists of the following volumes, which discuss the SCP process and the pertinent components in implementing urban environmental planning and management programs:

- Volume 1: Preparing the SCP Environmental Profile
- Volume 2: Organising, Conducting and Reporting an SCP City Consultation
- Volume 3: Establishing and Supporting the Working Group Process
- Volume 4: Formulating Issue-Specific Strategies and Action Plans
- Volume 5: Institutionalising the EPM Process
- Volume 6: Managing Air Quality
- Volume 7: Building Environmental Management Information Systems
- Volume 8: Integrating Gender Responsiveness in EPM
- Volume 9: Measuring Progress in EPM

The volumes contain empirical data on how SCP was implemented in many countries worldwide. Although SCP is implemented at the city level, it was the precursor to LEPM programs in the Philippines. Certain modifications need to be adopted when the intended audience are the barangay-level stakeholders and when support mechanisms need to be established between the city- and barangay-levels.

6.1.2 DILG's GO-FAR Replication Manual with Focus on LEPM

The Bureau of Local Government Development (BLGD) is currently in the process of revisiting its Good Practices on Local Governance: Facility for Adaptation and Replication (GO-FAR) Replication Guidelines and how it can be modified to readily suit Local Environmental Planning and Management (LEPM) requirements.

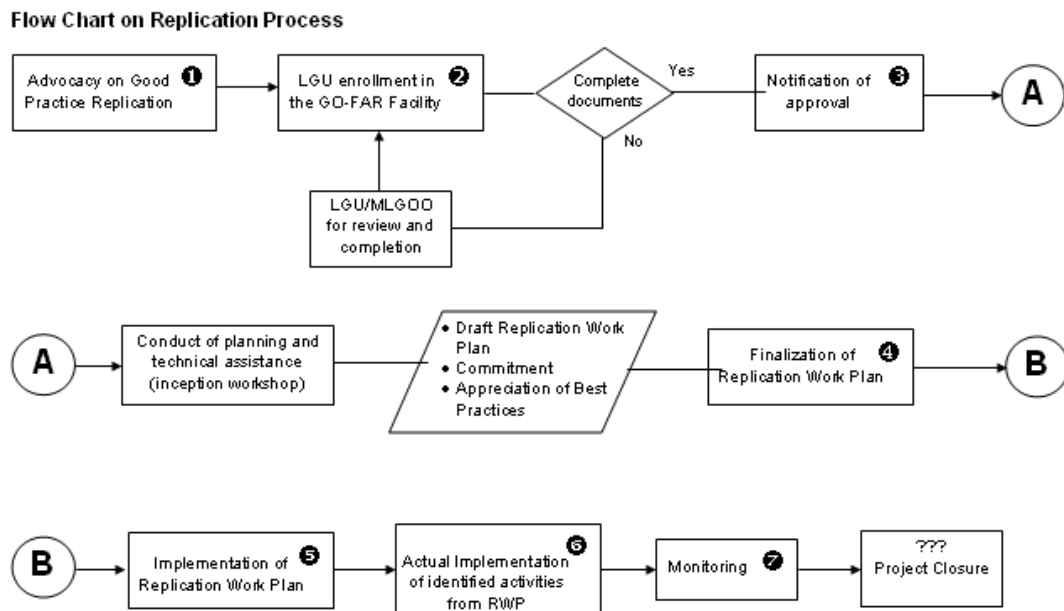


Figure 6. GO-FAR/LEPM Replication Guidelines

The LCP Task Force shall make this document available for LGUs so that the target groups can have a bird's eye view of the GO-FAR/LEPM replication process before coordinating with the regional offices of the DILG for assistance.

Activity	Expected Output	Time Frame	Person Responsible	Budget Requirement
Reconstitution of ISWM Board/ <i>TWCs</i>	ISWM Board and Committees created	3rd Week of August	Office of the Mayor	P 1,000.00
Revisiting and revision of ISWM Plan	Revised and approved ISWM Plan	Last week of September	ISWM Board/Committees	P 3,000.00
Strengthening of environment office	Task force created and deputized, training/site visits conducted	2nd week of October	Office of the Mayor/SERMS	P 15,000.00
Increase the level of people's participation	IEC conducted	3 rd week of October 2006-2 nd week of Feb 2006	SERMS	P 30,000.00
Amendment of existing environment related ordinances	Environmental Code enacted and published	September	SB/SWM Board	P 9,000.00
Setting up of material recovery and composting center	MRF/Composting center established	Jan-Dec 2006	SERMS/Committees	P 250,000.00
Launching of LUSAD INITAO Program	LUSAD INITAO launched	March 2006	Office of the Mayor/SERMS	P 30,000.00
Monitoring and Evaluation	Program monitored/evaluated	Monthly/Bi-Annual	ISWM Board/SERMS	P 3,000.00

Figure 7. GO-FAR/LEPM Inception Workshop Design

In addition, they will be introduced to the Generic Design of the Inception Workshop to acquaint them with the most important preliminary step in the GO-FAR/LEPM Process – the preliminary or preparatory workshop itself.

6.1.3 Documented LEPM Best Practices in the Philippines

There is no more effective way of encouraging LGUs to adopt LEPM into their local governance agenda than to learn of the successes of other Philippine LGUs.

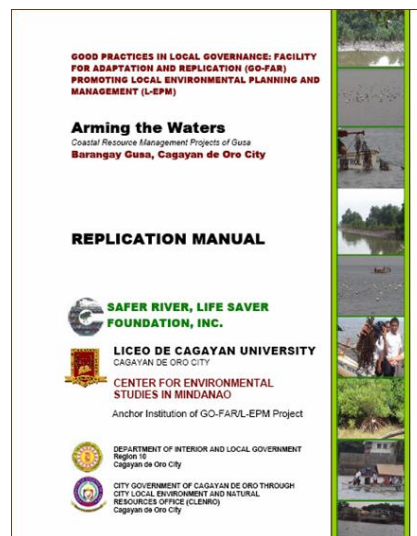


Figure 8. Documented LEPM Case Studies in the Philippines

A number of cities, municipalities and barangays have actually implemented SCP or LEPM. But there are many more that have undergone the LEPM process or activities similar to LEPM, which are worthy of emulating and documenting.

One of the components of this GO-FAR/LEPM Project, through the Local Government Academy, is actually to document the previous initiatives of LGUs on LEPM and LEPM-related initiatives. The ones most inspiring and readily available are the four LEPM case studies of the three pilot barangays in Cagayan de Oro City, which are:

- ✓ “Arming the Waters” <Coastal Resource Management Project of Brgy. Gusa>
- ✓ “Turning the Heap: The Other Side of Garbage” <Solid Waste Management Project of Brgy. Gusa>
- ✓ “Wasteful Challenge” <Solid Waste Management Project of Brgy. Bugo>
- ✓ “Getting through Urban Waste” <Solid Waste Management Project of Brgy. Lapasan>

6.2 LEPM Support Policies

There are a number of policies, mandated or otherwise, which will help the LCP Task Force in promoting LEPM to LGUs.

6.2.1 Laws and Regulations

Getting back to the mandates and devolved environmental functions to LGUs will certainly remind the local officials and stakeholders of the roles they are entrusted to perform. The most important of this is the Philippine Local Government Code (LGC) of 1990 or Republic Act (RA) 7160.

There are also a number of environmental laws that provide the basis and vested powers of local authorities with regard to environmental protection. These include the Philippine Clean Air Act of 1999 or RA 8749, the Philippine Ecological Solid Waste Management Act of 2000 or RA 9003, and the Philippine Clean Water Act of 2004 or RA 9275, and various other devolved functions such as community-based forest management, environmental impact assessment, coastal resource management, etc.

6.2.2 Policy Studies

There are also a number of policy studies related to promoting LEPM to LGUs. These include the evaluation of the functionalities and effectiveness of Solid Waste Management Boards (SWMB), Making RA 9003 Work, Community-led environmental initiatives, and Empowerment of Barangays in City/Municipal Environmental Management Programs.

6.3 Available Sites for Study Tours and Site Visits

The concept of “Seeing is Believing” will also be supported by the LCP’s GO-FAR/LEPM Task Force. In coordination with the DENR, DILG and other agencies, a list of “replicable” sites in the different cities and municipalities in the country will be prepared. This information will be disseminated to the LGUs, identifying the area, its outstanding feature, and contact persons for possible immersion of local officials.



Figure 9. Recommended Study Sites for LEPM

This includes the following pilot sites of SCP in the Philippines:

- ✓ Cagayan de Oro City
- ✓ Lipa City
- ✓ Tagbilaran City

In addition, there will be other sites to be identified together with other agencies. Information will be based, but not limited to, the following:

- ✓ Reports from DILG Regional Offices
- ✓ National Solid Waste Management Commission
- ✓ Search for Eco-Barangay Winners
- ✓ Gawad Pangulo Para sa Kapaligiran (Presidential Award for the Environment)

6.4 Information and Assistance Portals

The social marketing products for the LEPM Task Force are either individually disseminated and coached to prospective LGUs or made available for wider audience. This includes repository and extension centers such as information hubs and support networks.

6.4.1 *Knowledge Management Centers*

The Environment Unit of LCP has its own webpage within the LCP website: <http://www.lcp.org.ph/eu> . This webpage is the portal for all environment-related activities of the League, as well as online repository of information on environmental policies and information for use by local governments.

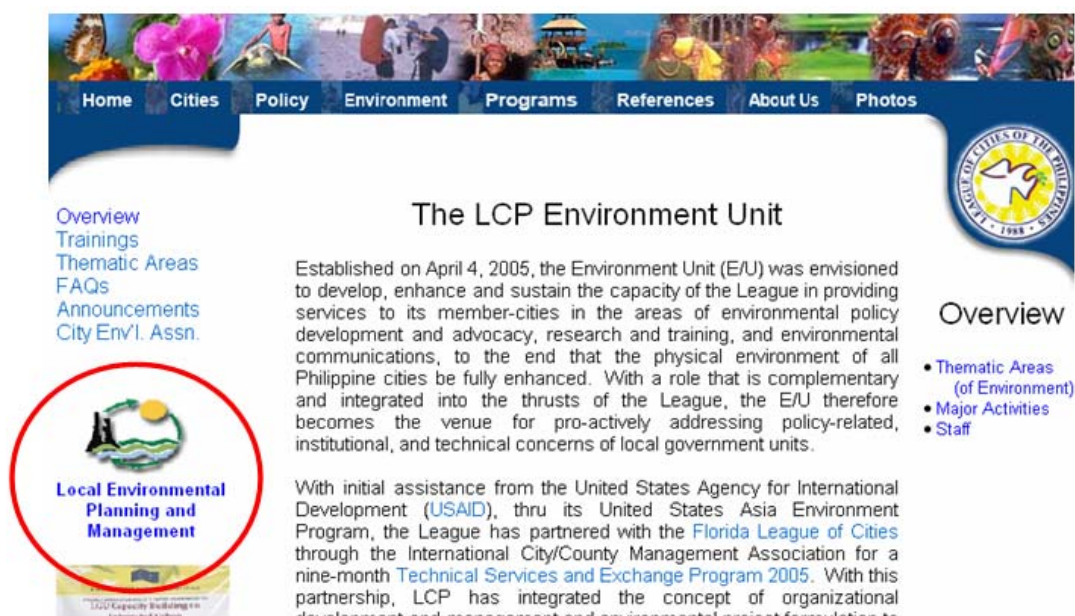


Figure 10. LCP Environment Unit website

In coordination with the BLGD, this website was linked to the Knowledge Management Center (KMC) of the DILG: <http://www.dilg.gov.ph/blgd/lepm.htm> . The KMC website contains very useful information on GO-FAR and LEPM, including localized LEPM implementation, documented case studies, success stories, etc.

6.4.2 Support Networks

The LCP Task Force can refer or work with various organizations, which can help local governments in putting up its own LEPM program. Among the more active ones are the Regional Offices (ROs) of the Department of the Interior and Local Government (DILG) and other international organizations.

Below are the information that can be used by the LCP Task Force as guidance in brokering LEPM initiatives for Philippine cities:

DILG ROs:

- Markets exemplary practices in a replication program.
- Has application and selection systems for potential replicating LGUs.
- Training management for LGUs interested in adopting LEPM
- Taps outside resources (experts, possible cost-share, etc.).

International Organizations:

- Financial assistance in the conduct of inception workshops.
- Study visits to replicating sites (travel, etc.)
- Capacity building of LEPM Team at barangay, city or league level.
- Direct Technical Assistance
- Building of pool of expertise of task force

7.0 LCP OFFICIAL NEWSLETTER

“The Advocate” is the official quarterly newsletter of the League of Cities of the Philippines and aims to disseminate various articles and information related to good urban governance to the local chief executives.

In its Jul-Aug 2006 issue, an article regarding the GO-FAR/LEPM Project was included in the newsletter, which was entitled “LCP, DILG Implement L-EPM Advocacy Component”.

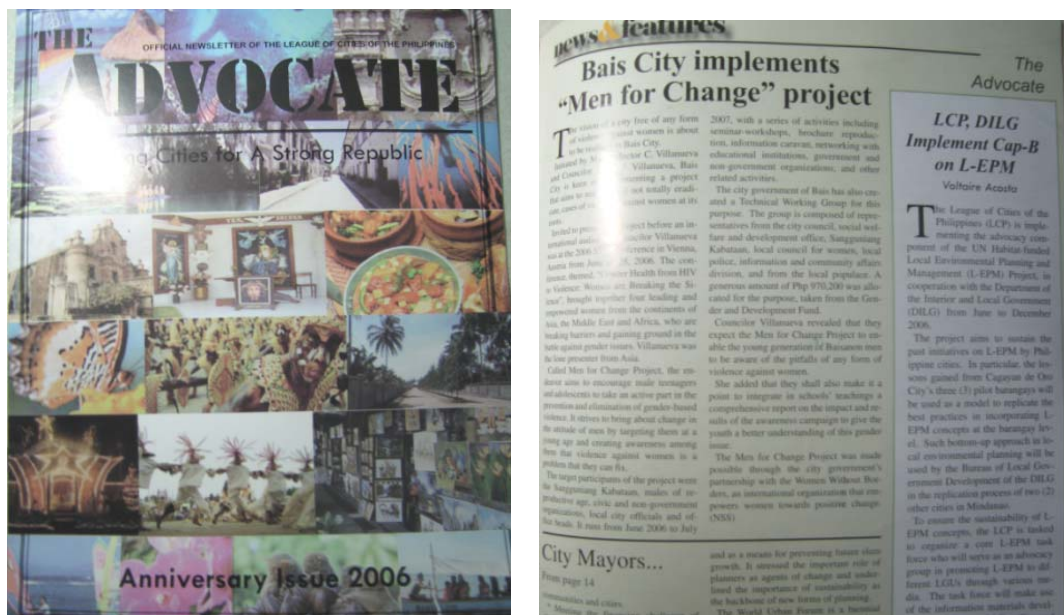


Figure 11. July/August 2006 issue of “The Advocate” Newsletter

Its release was in time with the holding of the LCP’s 50th General Assembly at the Trader’s Hotel, Manila on September 1, 2006. One of the presentations during the plenary session for the city mayors was the orientation about the project, appreciation of the GO-FAR/LEPM process, and encouraging the executives present to implement LEPM, which was delivered by Mr. Leocadio Trovela of BLGD.

Additional plans to feature the complete LEPM process and case studies in latter “The Advocate” issues are under way.

8.0 COMPILATION OF THE PROCEEDINGS OF THE GO-FAR/LEPM CAPACITY BUILDING OF CITIES

During the conduct of the Capacity Building of Cities on GO-FAR/LEPM, reference materials and presentations were compiled into a CD format, which was distributed to participants.



Figure 12. CD of Compiled LEPM Materials and Presentations

The CD contains the following:

- ✓ GO-FAR/LEPM Handouts
 - PMT Reports
 - GO-FAR Field Guide
 - LEPM Replication Manual
 - SCP Source Book Series
 - Social Marketing Notes
 - Making Social Change
 - Introduction to Social Marketing
- ✓ GO-FAR/LEPM Presentations
 - Programme of Activities
 - Introductory Concepts
 - The GO-FAR/LEPM Project
 - Overview of SCP/LEPM
 - The GO-FAR Process
 - The GO-FAR Experiences of DILG ROs
 - The GO-FAR/LEPM Experiences of Cagayan de Oro City

- Presentations of Cagayan de Oro City's Pilot Barangays
 - Brgy. Gusa's Solid Waste Management Program
 - Brgy. Gusa's Interface between LEPM and BSSPD
 - Brgy. Gusa's Key Implementation Steps (GO-FAR/LEPM)
 - Brgy. Gusa's Coastal Resource Management Program
 - Brgy. Bugo's Solid Waste Management Program
- Presentations on Social Marketing and Advocacy for LEPM
 - Advocacy Planning for Local EPM to City LGUs
 - "Marketing" Exemplary practices in a Replication Program
- ✓ GO-FAR/LEPM Capacity Building Workshop Photo Gallery
- ✓ Documented Workshop Outputs
- ✓ Directory of Participants
- ✓ LCP Task Force Officers

This CD is already a knowledge product developed and compiled by the League of Cities of the Philippines. Copies of this CD were already provided to the Knowledge Management Center of BLGD-DILG.

The CDs are also planned to be distributed to LCP member-cities.

9.0 LIST OF LCP APPOINTED PERSONS

LCP Task Force on GO-FAR/LEPM Advocacy (CORE GROUP Interim Officers)

Main Officers

President:	Ms. Raquel A. Naciongayo City Environment and Natural Resources Office (City ENRO) Pasig City
Vice President:	Ms. Alphaninia V. Farrales Department of Public Services (DPS) City of Manila
Secretary:	Ms. Jovene C. Sagun City Planning and Development Office (City PDO) City of Puerto Princesa
Treasurer:	Hon. Rodney S. Cabrera City Councilor Science City of Muñoz
Auditor:	Engr. Felix Jonases P. Senajon City Environment and Natural Resources Office (City ENRO) Panabo City

Regional Representatives

Luzon (North):	Engr. June M. Mico City Environment and Natural Resources Office (City ENRO) Science City of Muñoz
Luzon (South):	Mr. Ernesto R. Reyes City Planning and Development Office (City PDO) Lipa City
Visayas:	Mr. Valentino L. Gamutin Legislative Assistant IV Tagbilaran City
Mindanao (North):	Engr. Alan R. Sombito City Environment and Natural Resources Office (City ENRO) Surigao City
Mindanao (South):	Mr. Romeo M. Abarquez Coastal Resource Management Officer (CRM Officer) Panabo City

Sectoral Representatives

WWM/CRM: **Engr. Mario Pacaldo**
Planning Officer IV
Island Garden City of Samal

SWM: **Mr. Ion Joseph T. Bollos**
Senior Environmental Management Specialist
Bayawan City

AQM: **Mr. Marlon M. Dacio**
Department of Public Services (DPS)
City of Manila

IEC: **Mr. Eric B. Tubalinal**
City Planning and Development Office (City PDO)
Science City of Muñoz

Barangay Champions / LEPM Experts' Pool

Barangay Affairs: **Hon. Juan V. Evangelista**
Association of Barangay Chairpersons (ABC) President
Science City of Muñoz
<To Be Identified>
Chairman, Barangay <Name of Barangay>
Surigao City

Community Organizing: **Mr. Edwin Dael**
L-EPM Expert
Cagayan de Oro City
Hon. Enrico D. Salcedo
Chairman, Barangay Gusa
Cagayan de Oro City
Hon. Marlo L. Tabac
Kagawad, Barangay Gusa
Cagayan de Oro City
Ms. Antonieta D. Go
Community Organizer, Barangay Gusa
Cagayan de Oro City

Advisers

LCP Board: **Hon. Edward S. Hagedorn**
Puerto Princesa City Mayor
LCP National Chairman and Focal Mayor for the Environment Unit

LCP Board: **Hon. Alfonso S. Casurra**
Surigao City Mayor
LCP VP for Mindanao and Focal Mayor for GO-FAR/LEPM Project

BLGD-DILG: **Mr. Leocadio T. Trovela**
Assistant Director, Bureau of Local Government Development
Department of the Interior and Local Government

LCP Secretariat: **Atty. Gil-Fernando C. Cruz**
Executive Director
League of Cities of the Philippines

Coordinator

LCP Secretariat: **Engr. Voltaire L. Acosta**
Program Manager, Environment Unit
League of Cities of the Philippines

Support Group

LCP Secretariat: **Ms. Hazel M. Biniza**
Programs Department
League of Cities of the Philippines

LCP Secretariat: **EnP Ronald M. Cartagena**
Policy Officer
League of Cities of the Philippines

LCP Secretariat: **Mr. Jaime Paulo B. Mora**
Policy Officer
League of Cities of the Philippines

10.0 BARANGAY-LEVEL ADVOCACY PLAN

During the training-workshop, it was synthesized that the LCP need not design island-cluster or chapter-based advocacy plans for GO-FAR/LEPM. The dynamics among cities is not differentiated according to chapters or geographic distribution but more by income brackets.

However, it was identified that advocacy plans be developed for LEPM replication at the barangay level. The representative barangays from the pilot cities of Surigao and Cagayan de Oro have come up with their own generic barangay-level advocacy plans as follows:

Table 4. Matrix on LCP's GO-FAR/LEPM Barangay-Level Advocacy Plan

Issue	Stakeholders and Why?	Channel	Action	Message	Technical Assistance	Remarks
Clarification of roles, functions, responsibilities of implementing structure	Mayor/ SWM Board/ SWMTF (Deciding Factor) CPDO (Technical) CENRO DILG (Technical)	Evaluation Forum Orientation/capacity building of implementing agency	Executive Order Training Activities Orientation 9003/ Ordinance/ SWM Plan		External SWM Implementing Agency/Organization Coordinate with local DENR/EMB	Review Solid Waste Management/ implementing structure/ c/o ENRO City Ordinance adopting, approving SWM Plan c/o ENRO AIP 2006-2007 Budget
	CENRO	Discussion with CPDO and CENRO to agree on the issue				
To address possible resistance and non-cooperation of the community members	Barangay Officials and constituents (deciding factor) NGOs	General Orientation on SWM Plan RA 9003 Prepare Barangay SWM Plan Implementation	CENRO (reproduction) IEC/ RA 9003 Brgy. SWM Plan		TA from CENRO-LGU	
	Simbahan		Partnership			
	Principal		School Curriculum			

Barangay-level action plans do not only guide the pilot barangays in implementing LEPM within their locality. It also provides a guide for other barangays to follow the process steps and replicate on their own.