

Annex 3.8:

REVIEW AND DOCUMENTATION OF SCP/EPM EXPERIENCES AND LESSONS LEARNT IN TAGBILARAN CITY, BOHOL PROVINCE

1. INTRODUCTION

The Sustainable Cities Programme (SCP) is a world-wide technical cooperation activity of the United Nations. It aims to strengthen the city's capabilities for environmental planning and management (EPM). The SCP-EPM promotes a city management methodology (process) where priority environmental issues are effectively addressed (UN-HABITAT and UNEP, 1999).

UN-HABITAT (1999) forwards that the SCP/EPM is built on the following basic premises, to wit:

- Sustainable cities are fundamental to social and economic development...*the cities are the engines of growth.*
- Environmental degradation adversely affects economic efficiency and social equity...*it obstructs the development contribution of cities.*
- Environmental degradation is not inevitable...*a proactive management approach that focuses on the interactions between development and environment is required.*

In 1998, Tagbilaran City in Bohol province (in the Visayas region) was selected as one of the three (3) cities in the Philippines to be included in the SCP-EPM demo cities. The other two cities are Lipa in Batangas province (in Luzon) and Cagayan de Oro in the Mindanao region. It was during the time of then Tagbilaran City Mayor Jose V. Torralba that the field validation was conducted prior to finally being selected as one of the SCP project demos.

The validation results revealed, among others, the following:

- the city has a strong political commitment to undertake the SCP/EPM project/programme;
- there were various environmental projects in the city;
- it has established good relations with civil society/private sector and encouraged their participation; and

- allotment of resources for the EPM project including strengthening the LGU staff capability with the creation of the local EPM unit under the Office of the Mayor.

The review and documentation of the SCP/EPM in Tagbilaran city has the following objectives:

- To strengthen the SCP/EPM programme impact in Tagbilaran city;
- To identify future strategy for Capacity Building initiatives; and
- To further strengthen the city's EPM process through the experiences and lessons learnt.

1.1. METHODOLOGY

The review and documentation study shall be undertaken through various data collection methods like:

1.1.1 Review of SCP/EPM related documents/reports and records

The SCP/EPM documentation team conducted a review of data/information from secondary sources such as the Tagbilaran City Environmental Profile, Solid Waste Management Profile, Coastal Resources Management Plan and other related reports and/or documents. Likewise, minutes of meetings of the City Consultations (CC), Working Group (WG) meetings, mini-consultations and the like would provide useful information in the review. The review primarily focuses on the processes as well as tools/methods used in the SCP/EPM process. These would validate the results of the survey/interview with WG members, WG coordinators and/or the SCP/EPM project team members.

1.1.2 Survey/interview questionnaires

The survey/interview protocol covers all the information needed. The questionnaires consist of both open-ended and close-ended questions, some having multiple choice formats. The WG coordinators and/or LGU-SCP/EPM project team members and at least two (2) members of each working group will be surveyed/interviewed.

Reliance on recall techniques will be resorted to during the survey/interview in cases where initial baseline data on SCP/EPM process are inadequate.

There are two (2) types of survey/interview questionnaires to be distributed to the LGU-SCP/EPM team members/WG coordinators and the WG members:

1.1.2.1 Survey Questionnaire for WG members

This consists of a thirteen (13) page survey questionnaire. About 122 questions/items are necessary for documenting the SCP/EPM process as well as the tools/methods and implementation instruments used by the working groups.

1.1.2.2 Survey Questionnaire for WG Coordinators and/or LGU-SCP/EPM Project Team Members

This is an eight (8) page survey questionnaire which basically covers the information needed to be gathered based on the identified objectives. It has about 69 questions/items. This aims to seek more conclusive information on the processes involved in the implementation of the SCP-EPM – from the preparation of the Environmental Profile and the identification of stakeholders, to the conduct of city/public consultations, the creation of issue-specific working groups and up to the formulation of strategies/action plans and institutionalizing the EPM process.

If so desired by these key persons, such interviews/surveys could be extended to include their views on the processes and practices followed in implementing the SCP/EPM project. Key informants can also provide insights into the effectiveness of processes and to the community-wide impacts of the project. Ideas on how to improve the SCP/EPM implementation for future projects will likewise be sought from the key informants.

1.1.3 Questionnaire for Documenting Demonstration Projects

A separate survey questionnaire for documenting demonstration projects will be used for the LGU-SCP/EPM project team members and/or WG coordinators. This includes a three (3) page questionnaire with about twenty-nine (29) items. This will provide the data needed to determine any difficulties as well as lessons learnt from implementing demonstration project. It could

also provide factors/considerations that would be necessary for up scaling and replication of the demonstration project.

1.1.4 Capacity Building Assessment Survey

This will assess how far the learning that took place during a capacity building activity had an impact on the performance of the participants' work as well as on their organizations/institutions. Likewise, any needs for capacity building could also be identified, thus, providing an opportunity to plan and program succeeding capacity building initiatives. The assessment shall target the WG members, WG coordinators and/or LGU-SCP/EPM project team.

1.1.5 Survey Procedure and coordination with LGU officials/staff

Initial communication with Tagbilaran city hall officials were made to inform them about the series of visits of the UP-SURP project team. Also, requesting them that prior arrangements for meetings with the stakeholder/working groups concerned are made for the smooth and expeditious conduct of the survey/interview.

The respondents for the survey for WG members included two (2) members for each working group. The meeting/survey would be conducted on a designated time at the city hall. The assistance of the City Planning and Development Coordinator was sought to schedule the meeting. Likewise, a separate survey/interview schedule with the WG coordinators and/or LGU-SCP/EPM project team was also conducted. These would expedite the documentation process.

1.2. REPORT STRUCTURE

The report is organized according to the suggested format by the UN-HABITAT. Chapter 1 provides the background and rationale of the SCP/EPM programme, the objectives of the documentation study and the methodology followed in conducting the study. Chapter 2 deals with a short background of the Philippines and its governance structure.

The third chapter focuses on the city of Tagbilaran, i.e., its characteristics, urbanization initiatives and the main outputs of the SCP/EPM. Chapter 4 presents the results of the documentation and review of the SCP/EPM in Tagbilaran city. The final chapter, Chapter 5,

discusses the accomplishment and any constraints in the implementation of the Sustainable Cities Programme/Environmental Planning and Management (SCP/EPM). Photos are also provided as part of the documentation. Sample survey/interview instruments are found in the annex.

2. BACKGROUND

2.1. THE PHILIPPINES: Development Strategies

The Philippine Millennium Development Goals affirm the country's commitment towards eradicating extreme forms of poverty and the worst types of human deprivation. It is the country's commitment to the UN Millennium Summit held in September 2000. The MDGs also provide a standard for governance and in providing for a better quality of life for all Filipinos most especially the poor.

Based on the Philippine Progress Report on the MDGs (UN, 2003) the following are among the country's goals:

- Goal 1: Eradicate extreme poverty and hunger
- Goal 2: Achieve universal primary education
- Goal 3: Promote gender equity
- Goal 4: Reduce child mortality
- Goal 5: Improve maternal health
- Goal 6: Combat HIV/AIDS, malaria and other diseases
- Goal 7: Ensure environmental sustainability
- Goal 8: Develop a global partnership for development

Congruent to the country's MDGs, the SCP/EPM programme objectives covers some, if not all, of the goals mentioned in the MDG report. Particularly important to the SCP/EPM program are goals 3, 7 and 8, i.e., promoting gender equality, ensuring environmental sustainability and developing a global partnership for development, respectively.

2.2. GOVERNANCE

The Environmental and Natural Resources (ENR) powers and functions have been devolved to the local government units (LGUs) by virtue of Republic Act 7160 otherwise known as the Local Government Code (LGC) of 1991. Such ENR functions and powers can be found in specific provisions in the LGC from the provincial to the barangay levels.

In addition, various legal documents also stipulate the ENR functions devolved to the LGUs. These are Memorandum Circular No.

30 (prescribing the implementing guidelines of the LGC); DAO 90-32 which details the devolved functions and DAO 2000-102/SO 2000-1334 which instructs the Department of Environment and Natural Resources to assist the LGUs in their environmental planning and management.

3. THE SUSTAINABLE CITIES PROGRAMME IN THE PHILIPPINES

3.1. CHARACTERISTICS OF TAGBILARAN CITY



On 01 July 1966, Tagbilaran City became a chartered city by virtue of Republic Act (RA) 4660. It has a total land area of 3,270 has. (about 327 sq. kms). Tagbilaran city consists of fifteen barangays with a population of 74,318 in 1998. Only four (4) of the city's barangays are classified as urban, in which 46.51% of the total city population resides, while the rest of the barangays are considered rural (CEP, 1999).

Tagbilaran city boasts of its role as Bohol province's "gateway of development" (CEP, 1999). As a major eco-tourism destination, the city has achieved significant progress and economic development. To support the province's eco-cultural tourism and agro-industrialization, the city provides necessary services, economic structures as well as infrastructure to the entire island of Bohol.



The city is blessed with natural resources as well as a rich cultural and historical heritage. For example, nine barangays of the city are coastal barangays. The city has an approximate coastline distance of about thirteen (13) kms. Many residents rely on fishing as their income source. Tagbilaran also source some of its potable water requirements



from aquifers/groundwater. Although the city does not have a forest area, it was able to maintain greenbelt areas such as small tree farms near schools and in some private lots as well as a park near the town center.

Finally, Tagbilaran city hosts a number of tourism related services and activities. It has the Banat-I Hills, Eilley Hill, a mangrove plantation in Manga and Bool and a few caves in Cabawan. The famous marker of the Blood Compact between datu Sikatuna and Miguel Lopez de Legaspi can be found in Boot District.

3.2. MAIN OUTPUTS OF THE SCP DEMO PROJECT



The Bio-Composting and Organic Fertilizer Production facility in Dampas District is the main output of the SCP/EPM of Tagbilaran city. As Tagbilaran city became a favorite destination of not only tourists and investors but also of settlers from nearby provinces, solid waste and garbage disposal has become a pressing concern. The existing dumpsites

may no longer able to sustain the increasing volume of solid waste. Thus, the demo project was aimed to partially reduce the city's biodegradable solid waste and converts/utilizes it to become organic fertilizers for the farmers in the province.

Also, interviews with city officials and staff who were involved in the SCP-local EPM project also claims that the Coastal Resource Management Plan (CRMP), which is the blueprint for the city's coastal development and management, can also be considered as an important output of the programme.

3.3. OTHER URBAN INITIATIVES IN TAGBILARAN CITY

Tagbilaran city has continuously undergone changes in development and urban structure. Such development initiatives have considerable impact on the environment, thus, giving rise to environmental issues and problems. The creation of the Local Environmental Planning and Management (Local EPM) unit/office in the city is a big step in ensuring that addressing urgent city environmental concerns are part of the city planning and management activities. It further affirms the city's commitment to institutionalize the EPM process into the city government structure.

The CEP (1999) specifies that the core of the city's development includes three (3) vital sectors namely; (a) education, (b) tourism and recreation, and (c) commerce and industry. It also provides almost all of the province's major services such as telecommunications,



transportation, finance, hotel and recreation, health, power, housing trade and others. The presence of dynamic economic activities has become a catalyst to the influx of people not only from within the province but also from neighboring cities and provinces. In fact, the Census of Population and Housing (CPH) in 2000 revealed that Tagbilaran city has a total population of 77,700 and a population density of 2,129 persons/square kilometer (NSO, 2000). The city's population density is much higher compared to the province's which has about 277 persons/km² and the country's total density of 255 persons/km². Data from NSO (2000) further revealed that Tagbilaran city has a percent change in population of about 16.5% from 1995-2000. This has prompted the city to expand existing infrastructures and well as other services to provide for the escalating needs of its populace.

On 27 November 1998, one of the city's major initiatives for urbanization is the creation of the Tagbilaran City Environmental Management Office (TCEMO) through Executive Order (EO) No. 10. The office was created in support of the Local Environmental Planning and Management (EPM) project of the city which was in coordination with the UNDP. Headed and supervised by a Project Coordinator and assisted by a Project Manager, the TCEMO is also assisted by three (3) coordinators for (1) Solid, Toxic and hazardous waste, (2) Air Quality and Traffic, and (3) Coastal resources, Water Quality and Liquid Wastes (CEP, 1999). However, these personnel are only temporarily (seconded) assigned to the office.

Finally, the Committee on Environment Protection and Development of the Sangguniang Panlungsod, the city's legislative body, provides the needed policy and legislative support for addressing the most pressing concerns on the city's environment.

4. RESULTS

WORKING GROUP CHARACTERISTICS

On The WG Coordinators

The documentation study surveyed/interviewed all four (4) Working Group (WG) coordinators/local EPM project team members. All are male and are working for the city government of Tagbilaran (LGU). Two (2) of the respondents hold rank and file positions, one (1) is a junior officer and one (1) holding a middle (supervisory) position. The WG coordinator-respondents claim that they have personal, though some may be limited, access to

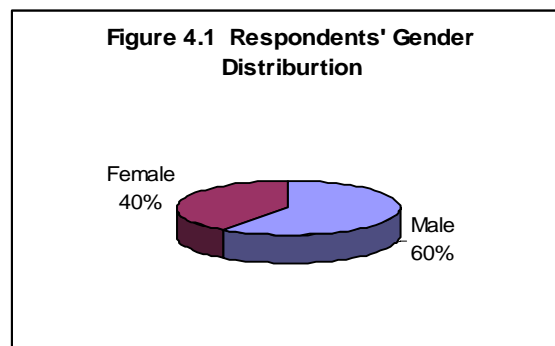
relevant information, as well as expertise on the specific WG issues. Majority (3) of the coordinator-respondents has experience in city planning and development.

All of the coordinator-respondents agree that the WG members were identified and chosen based on the following factors: (a) they are significantly affected by the issue (b) their organizations/institutions affect the environmental issue; (c) their knowledge and expertise on the issue; and (d) the resources that they can bring to address the issue.

Though majority (3) of them added that factors like: (a) their responsibilities and powers related to the issue; (b) the implementation powers and the instruments that they control; and (c) the number of people's interest that they represent was also considered. One (1) respondent claimed that some WG members were chosen through the recommendation of other members/stakeholders. All of the coordinator-respondents concurred that the WG members have, or were at least given, authority to speak/decide on behalf of the organization/institution that they represent.

On The WG Members

There were a total of ten (10) Working Group members who were surveyed. Other members were not available at the scheduled time of the survey/interview. Of the total number of respondents, four (4) are females and six (6) are males.



Majority (6) of the WG member-respondents are working for the local government. Others are connected with the private sector (2 respondents) and the non-government sector (2 respondents). Most of the respondents hold senior (managerial) level positions. Other respondents are in the supervisory (2 respondents), junior (1), and rank and file (1) positions. Also, two (2) of them hold technical positions. All of the respondents claim that they were given authority to speak on behalf of their organizations, although some respondents belong to the junior or staff (rank and file) positions.

Further, the results of the survey/interview revealed that all of the WG member-respondents have good linkages/network in the sector they represent and they all have personal access to relevant information as well as expertise on the issue of their working groups. Likewise majority (7) of the respondents have experience in city planning and development. This shows that the WG members and coordinators are capable in undertaking comprehensive city planning and development.

Based on the results of the survey/interview of the WG members, six (6) of them are members of the WG for Solid Waste Management, two (2) are from the Coastal Resources Management, 2 from the institutional and 1 is from the Information and Education or IEC. The representative for air quality working group was not able to attend the survey because of the conflict in schedule. This, however, would not affect the result of the survey as all the other Working Groups are represented.

According to the WG coordinator-respondents, the WG for Coastal Resource Management (CRM) have a total of 32 members (with 10 females and 22 males). On the other hand, the WG for Solid Waste Management (SWM) has 30 members; 12 of which are females and 18 are males. These figures revealed to be much higher than the optimal number of 10 to 12 members for each WG or a maximum size of 14 (SCP Source Book Series, 1999, Volume 3, p.33). Other respondents have no reply on the question on the number of members in their respective WG.

The WG member respondents all claim that they have attended more than ten meetings and these meetings are usually held at the city hall or at restaurants/hotels. They started with the WG since 1999. They also know the official designation of their respective WG coordinators.

4.1. INFORMATION AND EXPERTISE

4.1.1. Environmental Profile

Majority (6) of the WG member-respondents claim that participated in the preparation of the City Environmental Profile especially in the collection of relevant information/data. One respondent even conducted a Co-PAR (Community Participation) in coastal barangays for gathering related data on Coastal Resource Management issues.

The information/data in the City Environmental Profile (CEP) was used by the WGs in the clarification of issues and the negotiation of strategies among stakeholders. The CEP was also utilized in the analysis of the problem (its cause and effects),

formulation of policy options and strategies, consultations, action planning as well as in conducting IEC at the community level. Although not all of the members of the WGs were given copies of the CEP, other agencies like the UNCHS, DENR as well as the Sangguniang Panlungsod (SP) were furnished copies of the CEP. Despite this, however, the members of the WGs became more aware and better informed about the issues because of the CEP.

All of the WG member-respondents accord that the CEP contained sufficient information and it created awareness among all stakeholders and their respective organizations/sectors. WG members revealed that they have assumed various roles in creating awareness:

- Conducted IEC in NGO/PO meetings and the CEP was used as basis in planning and management;
- Provided lectures on priority environmental issues;
- Provided technical inputs for addressing the issues;
- Acted as facilitator in meetings and consultations; and
- Shared information/data

Consequently, the CEP has not been updated since it was first prepared in 1999. In fact, majority (3) of the WG coordinator-respondents feels that there is no plan of updating it at this time. On the contrary, the WG member-respondents feel that the current city leadership plans to revitalize the EPM process and update the CEP.

Some of the problems/constraints that were encountered in the preparation of the CEP are:

- Information/data were either scattered, incomplete, outdated/not applicable or inaccessible (thus, making data collection a difficult task);
- The time allotted for data-gathering is insufficient; and
- Only a few individuals participated in writing the CEP

The WG coordinator-respondents suggested that in order to improve the preparation of the CEP the following may be done:

- The Working Groups could be used as a tool for pooling and sharing of existing information and maintaining an updated Environmental management Information System (EMIS). This would provide a broad base of relevant and accessible information for updating the CEP.
- The preparation of the CEP should involve a wider and broader participation of stakeholder groups/organizations.

- Ample time should be allotted for the data gathering phase of the CEP preparation.
- Key information gathered from local residents in the area during barangay consultations should also be acknowledged.
- Issues and even data may need to be updated as these may no longer be applicable at a given time.
- Strengthen the network with media and other stakeholders
- The policies formulated to address the issues should cascade to the grassroots level.

4.1.2. City Consultation

All of the WG member-respondents were involved and participated in the City Consultation. The results also showed that the issues of concerns of the stakeholders/WG members were given focus through the presentation of relevant information as well as proposition/core papers.

The results further revealed that the issues raised during the City Consultation concerned the WG members and their organizations. The stakeholders also felt that they as well as their organizations have a responsibility to addressing the issue/problem. Aside from these, sub-issues also arose during the City Consultations and these reflect the most pressing concerns of the city of Tagbilaran.

4.1.3. GIS/EMIS

Most (7) of the WG member-respondents were involved in the initial discussion and design of the Environmental Information Management System (EMIS)/Geographical Information System (GIS). The city government has also purchased equipment to enhance their GIS capabilities. However, these have not been fully utilized since the local EPM office was temporarily non-operational.

4.1.4. Demonstration Projects

The demonstration project is the *Bio-Composting and Organic Fertilizer Production* in Dampas district. The demo project seeks to address the increasing amount solid waste that the city generates. The amount of waste generated by the city in 2003 was about 92.4 tons daily (10-year ISWM-Tagbilaran City, 2003). The city dumpsite in Dampas district has almost reached its volume

limit, i.e., expected to be full by 2005 and is on the verge of over-filling. It could no longer accommodate the burgeoning city waste (Project Proposal, undated).

The Bio-Composting project aims to reduce the amount of bio-degradable and recyclable (which are about 60% and 15%, respectively, of the total waste composition) solid wastes generated and reuse it as an organic fertilizer for use by the province's farmers. Thus, the city could easily attain the 25% waste diversion requirement of Republic Act 9003 otherwise known as the Solid waste Management Act of 2000.

The primary beneficiaries of the project are the farmer groups/associations as well as the city constituents. The farmers have access to lower priced organic fertilizers and the city was able to reduce its bio-degradable wastes. The Bio-composting project was chosen to be the demo project because (a) it is "do-able" (with limited financial and resources requirements; (b) it is area specific-applicable in a limited geographic area; (c) it deals with a priority issue of wider significance; (d) it was easily agreed upon by the key stakeholders; (e) it is suitable for up scaling and replication; and (f) it is pro-poor, gender-responsive and promotes good governance. However, since its implementation, the demo project has not been up-scaled nor replicated in other areas.

Further, an important factor in choosing the area for the demonstration project is the capacity of the community. Specifically, it is the community's capability and willingness to segregate at source in order to contribute to reducing its amount and their expressed interest in processing this waste to organic fertilizers.

4.1.5. Issue-Specific Working Groups Concept and Stakeholder Identification

The WG members were approached by the SCP/EPM Project Support Team through formal letters of invitation, via phone invitation, and personal visit or meeting. Those who are working for the city government were issued an official order for their participation to the SCP Working Groups. The survey also revealed that the WG members decided to participate in the SCP/EPM in order to:

- Push their organization's interest/advocacy
- Gain or share their knowledge and expertise

The WG member-respondents claim that their organizations did not incur any cost for their participation. However, those WG members who come from the city government say that the costs incurred included: logistics (such as cost of gathering of stakeholders, e.g., food during meetings, materials needed for the different activities as well as technical assistance in the facilitation of these activities.

Despite the costs incurred, the following benefits have been gained by the member-respondents and their organizations:

- The EPM has been recognized by the community as an integral part of city planning.
- WG members were able to gain knowledge on coastal waste management
- Enhanced knowledge as well as skills in environmental planning
- They were able to advance their organization's interest and advocacy on Coastal Resource Management,
- Built a stronger linkage with the LGU on various programs and projects

The WG member-respondents reported the following expectations in participating in the WG:

- Priority issues are addressed appropriately
- A consensus will be arrived at
- Theirs and others' views, opinions and suggestions are heard and considered

The results of the survey/interview of the WG coordinators revealed that the following modes were utilized to inform, familiarize and mobilize the WG members: (a) meetings/personal visit; (b) through consultations/ discussions about their roles; (c) they were given copies of reports/data and other information materials; and (d) their commitment/confirmation to participate was sought. One (1) respondent added that invitations from referrals were also undertaken.

The WG were initially organized as a consultative group during the city cross-sectoral orientation/forum. The different WG members represent all sectors concerned on the issue being addressed.

The survey/interview of the WG members generated the same results. It confirmed that the WG members were invited and have attended a series of workshops and seminars on the SCP/EPM processes; they have received documents/information regarding the specific issue of their respective WG; they also confirmed having been a member of a consultative group prior to joining the WG. Also, the WG member-respondents have identified and suggested other stakeholders that could be included in the WG. The WG member-respondents were unanimous in claiming that the composition of the WG represented all appropriate stakeholders from private, public as well as community level.

The WG coordinators' survey/interview results revealed that the composition of the WG changed during the following stages in the EPM process: (a) data gathering; (b) clarification of issues/sub-issues; (c) review and formulation of strategies/policy options; and during the (d) development/negotiations of action plans. The same results are generated from the survey/interview with the WG members. These changes in composition were necessary in order to (a) broaden the base of the stakeholders, (b) include minority groups including as women or the private sector (c) the original members turned out to be not the right representative for the issue and (d) some of the other original members were assigned to other places. All of the respondents, i.e., both WG coordinators and members, agreed that these were positive changes.

The WG coordinator and member-respondents claimed that the local SCP/EPM processes as well as the WG activities are gender-responsive and/or sensitive. To illustrate this, according to the WG coordinator-respondents, the WG used gender disaggregated data in their analysis, equal participation of women and men in the decision-making process was also observed; there is balanced allocation, management and utilization of resources and gender balance is promoted in enhancing institutional capacities.

Some of the problems and constraints raised by the WG coordinators and members in the identification and/or mobilization of WG member/stakeholders are:

- Difficulty in convincing other institutions/agencies who refuse to be a member of the WG in solid and hazardous wastes;
- The absence of a database of all local private sector organizations, i.e., NGOs and Pos; and
- Financial/budget constraints.

In order to address these issues and improve the identification and mobilization of WG members/stakeholders, the WG coordinator-respondents suggest that:

- Voluntary membership for each sector be undertaken;
- Establish and maintain an updated database on local cross-sectoral organizations and individual technical experts;
- The youth sector should also be involved/represented in the process particularly on environmental issues;
- Organization of small focused groups for convenience in mobilizing stakeholders;
- The expertise as well as the commitment of stakeholders must be established prior to mobilization; and
- Counterparts from the barangay local government (BLGU) may be invited to broaden stakeholder participation especially during barangay consultations.

4.1.6. Improved Decision-Making

The coordinator-respondents claim that not all WG members were able to attend/participate in most, if not all of the meetings. Reasons to this include (a) they hold very senior positions in their organizations and (b) most meetings were in conflict with the members' schedules. These, coupled with the personal commitment of the members themselves.

In order to handle/tackle the non-participation/attendance of WG members to the meetings, the coordinators either required that a representative/stand-in was delegated, secured the commitment of the members as well as their institutions/organizations and/or explained the importance of the members' attendance/active participation in the WG meetings.

The coordinator-respondents played important roles in the WG process as they (guide and manages the activities of the WG, facilitates the discussion/meetings, ensures that the contribution of the members are coordinated and that any overlaps/linkages between the issues of the different working groups are coordinated.

4.2. STRATEGY DEVELOPMENT

4.2.1. Issue specific City Consultation

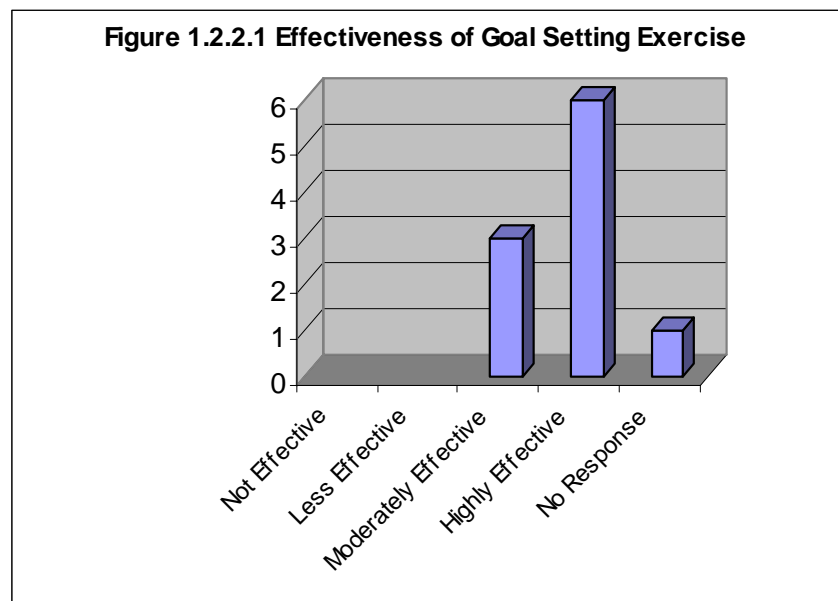
Among the priority sub-issues that arose and were agreed upon by the stakeholders during the City Consultation (CC) are: (a) solid waste management (waste disposal, segregation at source and on-time garbage collection); (b) coastal resource management; and (c) air quality. Any conflicts that arose during the CC were resolved through a consensus among the different stakeholders.

The WG member-respondents also affirmed that the list of priority issues included their needs in terms of natural resource problems. The list of priority issues that was finalized during the City Consultation was agreed upon (a consensus was achieved) by the various stakeholders.

4.2.2. Issue and Strategy Clarification and Consensus

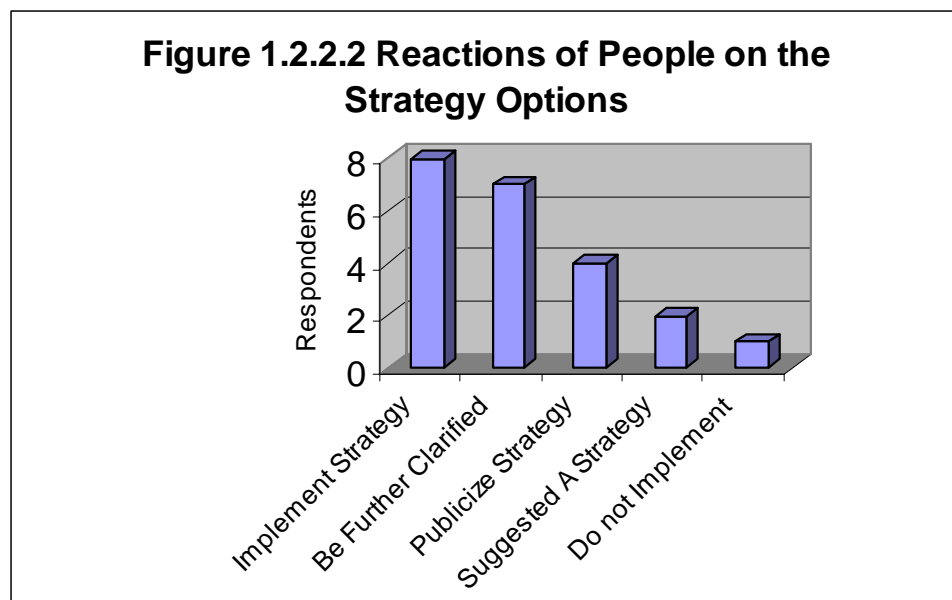
In analyzing the priority issue(s), the WG used the following analytical tools/methods: (a) utilized the information in the CEP; (b) baseline surveys were undertaken; (c) made issue-specific profiles; and (d) used GIS/maps.

Majority (8 respondents) of the WG member-respondents participated in the formulation of the goals and objectives. In fact, most of the WG member-respondents rated the goal setting exercise as highly effective. See Figure 1.2.2.1 below.

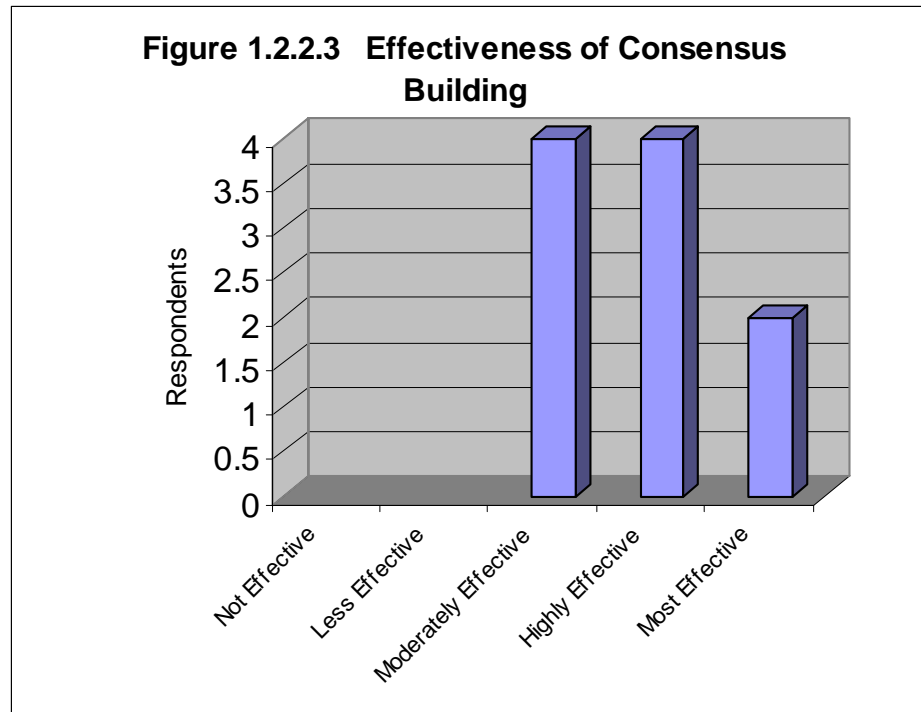


They rated the exercise because (a) they felt that the issues/concerns were identified and a consensus was reached; (b) the exercise involved a multi-sectoral group of stakeholders and (c) it is very participatory in approach. The WG members were also able to propose not only strategy options but also tools/methods for evaluating and formulating strategies. The WG member-respondents also revealed that their strategy proposals were considered. Much of the success of the activities could be attributed to the training assistance given by UNDP and the city government to the WG members for a smooth and systematic facilitation of the WG activities.

Strategy options were evaluated/negotiated using the goal option matrix and the SWOT analysis. In the same manner, the WG member-respondents claimed that in order to formalize the strategies agreed upon it is important that these are communicated to relevant institutions/stakeholders in order to get their commitment to implement the strategy. In so doing other stakeholders who were not included in the WG were involved in the strategy formulation. Aside from this, the strategies were discussed in larger audiences such as Mini-consultation meetings and review workshops. The people/community in these meetings was very keen in implementing the strategy, although they wanted to be further clarified about the issue/strategy. (See Figure 1.2.2.2 below)



The WG member-respondent rated the consensus building method as being moderately to highly effective as shown in Figure below. Figure 1.2.2.3 below shows the rating of the respondents.



The WG coordinators were able to regularly involve the decision-makers in the different steps of the issue clarification and strategy formulation by: (a) distributing for their comments the draft strategy papers; and (b) holding special sessions where strategies were presented/ discussed.

4.3. IMPLEMENTATION AND MONITORING OF STRATEGIES

4.3.1. Implementation and Monitoring of Demonstration Project

The demonstration project is the Bio-composting and Organic Fertilizer Production facility. The issue being addressed by the demo project is the increasing volume of solid waste. The community, CBOs/Pos and other stakeholders played important roles in the implementation of the demo project. For example, the group of market vendors is responsible for the segregation of biodegradable waste at the source. The city's Solid Waste Management Office (SWMO) is responsible for the collection of biodegradable waste. Finally, the Bohol Initiators for Sustainable Agriculture and Development, Inc. (BISAD) is directly in-charge with the actual operation of the bio-composting facility, i.e., from the

production process, promotion and marketing of the finished product (organic fertilizers).

A series of mini-consultation and meetings were held in order to promote stakeholder participation. Although the documentation of the demo project was not translated to the local dialect, the WG process was able to disseminate information that made the community socially aware about the project. The capacity of the community was considered in selecting the demo project which includes the level of support of the barangay council and the community, the acceptance and participation of the community and the area's labor resource potentials.

Monitoring is done at regular intervals and assessment and evaluation of the implementation of the demo project was also conducted. The reduction in the amount of waste, particularly biodegradable waste, is noticeably a physical improvement that resulted due to the implementation of the demo project. The city was able to utilize its bio-degradable waste and convert it to fertilizers for the farmers. The beneficiaries of the project include the market vendors and the farmers. The project helped the vendors in the reduction of market waste through segregation and utilization of biodegradable refuse. The farmers, on the other hand, gained access to cheaper organic fertilizers. Aside from these, the community also benefited from the project as the problem of solid waste was addressed.

More importantly, it has improved the participation and ownership of the stakeholders. In fact, it has built the trust between the citizens and the city government. Although, actual figures on savings earned from implementing the project is not available, the demo project has generated income to the BISAD.

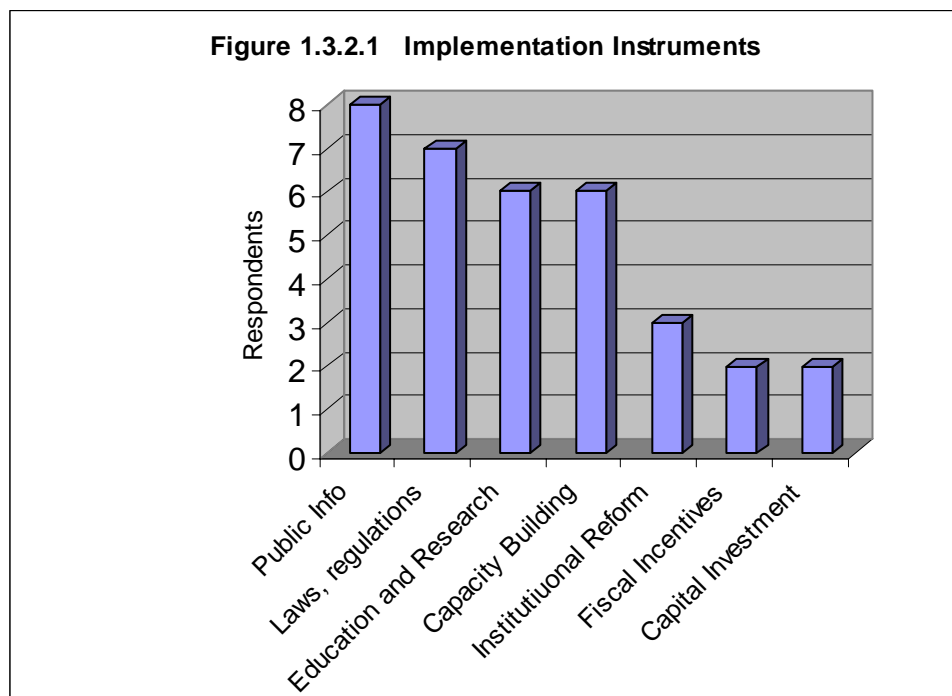
On the other hand, since the BISAD is the implementing or anchoring institution for the demo project, the city government does not need to include its cost of operation in the city budget. Despite this, the demo project has resulted to certain policy formulation/changes like the ordinance on segregation of wastes which includes incentives as well as sanctions. It has also improved the city government's response to the needs of its populace and improved information-sharing among the stakeholders.

The following are the difficulties experienced during the implementation of the demo project: (a) proper segregation of waste at source, i.e., non-biodegradable wastes is mixed with biodegradable waste and (b) the collection of waste is not on-time. Although, certain steps are now being undertaken to address these difficulties such as the timely (scheduled) waste collection and expansion of waste segregation scheme to the barangay level. Therefore, there is a need to strengthen stakeholder capacity on information and education campaign. Such technical assistance for IEC can enhance not only maximum participation of the community but also the efficient and effective implementation of the demo project.

Consequently, the demonstration project has not been up scaled nor replicated to other areas.

4.3.2. Applying the full-range of Implementation Instruments

The WG coordinator-respondents claimed that the stakeholders kept their commitment to implement the strategy by making implementation instruments available. The institutions/implementers were capable of using such instruments and they were able to get the commitment of the different actors/implementers to carry out the action plan. Figure 1.3.2.1 shows implementation instruments that were considered.



In order to strengthen and formalize the commitment of the different actors/implementers, the following approaches, according to the WG coordinator-respondents, were undertaken: (a) conduct of an action planning workshop; (b) sectoral work programming; and (c) a pledge of commitment/memo of understanding.

The community based organizations (CBOs) in target communities participated in the implementation of the plan according to the coordinator-respondents. The extent of their participation was exemplified by their attendance in meetings, seminars and workshops; gathering of relevant data especially on solid waste generation; and through information dissemination about the plan to the larger community.

Regular meetings among the WGs were held in order to coordinate the implementation of the plan. During these meetings, special roles were given to CBOs in implementing the plan. To monitor the implementation of the plan, the WGs established specific indicators of progress and delays as well as regularly reported the progress of the plan. Technical assistance project and the establishment of a data base were some of the concrete actions or projects that were implemented.

The WGs started with a strategy to mobilize resources during the action planning stage, i.e., separate estimates for each activity and actors were formulated. Although the estimation of costs and available resources were done at strategy assessment and analysis, the detailed cost estimates per year were made during the project formulation.

The following factors influenced the outcome of the resource mobilization process: (a) higher level political support; (b) community involvement; (c) partnership with private sector; (d) commitment of budget and other resources. In addition, the support of government agencies like DENR and foreign institutions like UNDP contributed to mobilizing resources.

Further, in as much as the implementation of the plan to be successful, different interventions of the various working groups should be mutually supportive and must reinforce each other. In order for this to happen, the different WGs shared information, resources and the capacities of institutions/implementers.

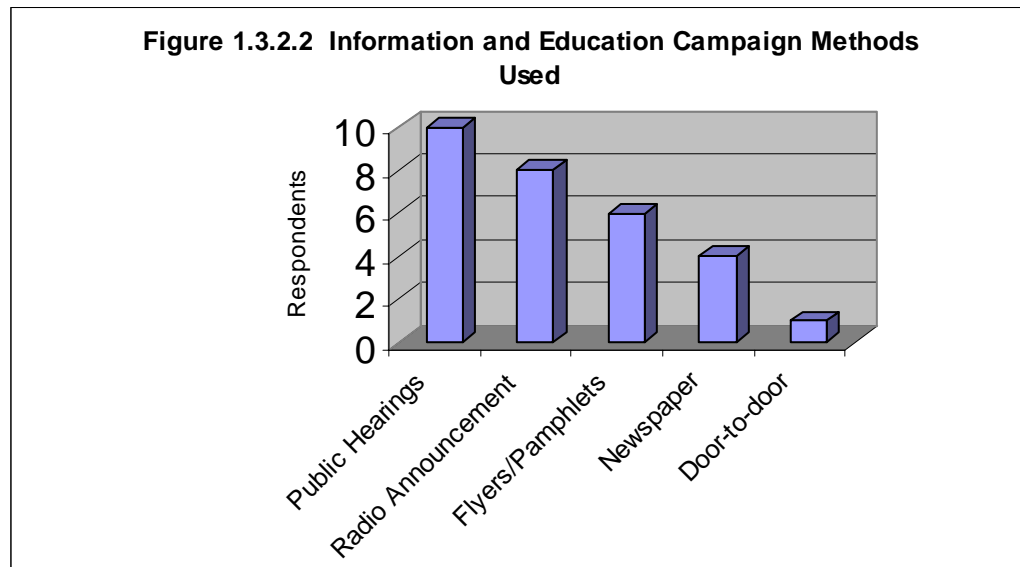
In evaluating each resource and implementation instrument, the WG, according to the coordinator-respondents, used the following method/tool: (a) determined the availability of resources (i.e., human resources, equipment, institutional capabilities, etc.); (b) estimated the cost of each resource, including capital investment, operating and other related costs; and (c) identified possible sources of funds.

Majority (3) of the WG coordinator-respondents affirmed that the WG members have access to or control over the implementation instruments. However, the WG coordinator on air quality claimed that they invited other key stakeholders who were in possession of the implementation instrument since not all of the members in the WG have access to this. All of the respondents confirmed that the implementation instruments proposed by the WG members were fully supported by their respective institutions/organizations.

The Action Plan was prepared by the WG using the following methods: (a) use of action profile; (b) conduct of action planning workshop including sectoral workshops; (c) identification of implementers and their roles; and (d) determination of the needed resources. The plan was given a one year time frame for implementation. All of the WG member-respondents claim that they participated as much in action planning as in strategy formulation. They have also identified the factors that contributed to the success in the implementation of the strategy/plan as, among others:

- Political will and commitment of the LGU
- Commitment and participation of the stakeholders
- Consensus among stakeholders
- Capacity of the implementers/actors to carry out the plan

In order to monitor the implementation of the plan/strategy, a progress report is prepared regularly using established indicators of success. Technical assistance project (especially in bio-composting) was the concrete action implemented by the SCP/EPM team. It was selected as per the need of the city considering the burgeoning issue on solid waste and it has a high percentage of success. The city residents/public knows of the implementation of the project as information campaign was widely undertaken. Various info campaign processes were conducted as shown in Figure 1.3.2.2



However, the WG member-respondents have identified some glitches or problems in implementing and monitoring of the action plan such as:

- Change in city administration that resulted to a change in priority
- Change in policy
- The lack of institutional support for the local EPM office that has the responsibility of implementing and monitoring the plan.

4.4. INSTITUTIONALIZATION THE EPM PROCESS

4.4.1. Strengthening System-Wide Capacities

The WG members received a number of training and capacity building activities. Most of the WG member-respondents were involved in the capacity building strategy development. These activities were funded by the UNDP. Further, The city government has integrated participatory approaches to planning and management throughout the following stages: (a) strategic planning; (b) identification of issues and concerns; (c) the formulation of organizational goals and objectives; and (the implementation of projects/programs. In fact, the views/opinions as well as suggestions and comments of all stakeholders were heard or considered.

As a commitment of the city government of Tagbilaran, several tasks were undertaken to institutionalize the EPM process such as the creation of the local environmental planning and management office, the implementation structure, enactment of local ordinances and forging of the Memorandum of Agreement (MOA). In addition, a number of capability building initiatives were implemented to coordinate the different interventions of all working groups. The WG members also revealed that participatory approaches were integrated in their organization's management structure/process in their strategic planning including the formulation of goals and objectives and implementation of programs. Although the coordinator-respondents claimed that there were some pressures, both politically or socially, that were experienced in instituting these changes.

The WG coordinator and member-respondents has identified that a pressing concern on the institutionalization of the EPM process is that the local EPM office that was created is inactive/non-operational at present. Coupled with the fact that it lacks budgetary and logistical support, the local EPM office has not been able to respond to the environmental planning needs of the city. Some of the beneficiaries are also indifferent to the EPM which may be attributed to the lack of understanding of the barangay leaders to the concept of EPM. This could have been a reason on the negative attitude/behavior of the community towards the EPM process.

4.4.2. Institutional Anchoring

The local government unit (city government) particularly the TCEMO/EPM is the lead implementor/anchoring institution for the EPM process. The main tasks of the office include, among others, program coordination, networking, capacity building and monitoring of achievements. The WG member-respondents expected that the anchoring institution would provide full support and cooperation to the projects identified, effectively implement the policies and programs, sourcing of funds for project implementation, and enforcement of the implementation instruments.

4.4.3. Partnerships

Partnership with the local Pos/NGOs was established as a result of the EPM process specifically the BISAD which operates the Bio-composting facility. Notwithstanding the good relationship that was established by the city government with the stakeholders.

These are valuable lessons that would help the city government in providing their constituents with better service.

4.5. USE OF RESOURCES FOR EFFECTING CHANGE

4.5.1. Utilizing Special Opportunities

The assistance of experts on the specific issue/strategy was sought as a means to utilize the human resource capabilities of the city. The various POs in the city were encouraged to prepare project proposals to funding institutions. This is a good way of securing financial assistance to implement projects.

4.5.2. Applying Specific Leveraging Strategies

Since the SCP/EPM process involved the stakeholders from the early stage of issue prioritization to strategy formulation up to action planning and implementation, the LGU did not have a difficult time in gaining their support and commitment. Another leveraging strategy was the initiative and support of the city government to pursue environmental planning and management as one of its important role. This was affirmed by the creation of the local EPM office.

4.5.3. Networking

Tagbilaran city has established a network with other neighboring cities/municipalities and also on a region-wide basis (regional level). This was facilitated through the conduct of meetings, internet (e.g., e-mail), working with consultants/experts and implementing technical assistance programs, phone conversations and sharing of reports and other information/data. Having built a good networking relationship with other cities, it has enhanced the skills, capabilities and knowledge of the city government's staff, e.g., improving the solid waste collection system.

Aside from these gains, the city personnel were able to share their expertise to other cities/municipalities and it has facilitated the SCP program to eventually become a catalyst of similar programs. Although it has not encouraged the replication of the demonstration project to other areas, other cities/municipalities followed Tagbilaran's capability building initiatives and techniques of stakeholder participation during the League of Cities' National Sharing Assembly.

Some of the lessons and recommendations made by the coordinator-respondents are as follows: sharing of experiences, production of guidebooks and applicable tools, documenting and sharing info, and demo cities must mobilize and coordinate external assistance, especially in the form of technical expertise and related specialist resources.

4.5.4. Making Strategic Use of Local and External Resources

In clarifying the strategy options, the WGs considered the following resources:

- Land resources
- Financial assistance/sources
- Untapped human resources
- In-kind economic support (facilities, equipment, etc.)
- Public agencies that could help in implementing the strategies, e.g., coastal law enforcement facilities.

In considering the resources to be used to implement the strategy/plan, the WG members used the following evaluation methods: (a) determined the availability of resources in terms of human resources, equipment, institutional capabilities, etc.; (b) Estimated the cost of each resource, e.g., capital investment, operating and other costs; (c) used the task-actor matrix to identify potential actors/implementers; and (d) identified possible sources of funds. Thus, a rough estimation on the amount resource needed for the strategy was made.

Some of the problems identified by the WG member-respondents in considering resources and implementation instruments include:

- Difficulty in convincing stakeholders
- Political will especially the city council's approval of the proposals presented
- Local ordinances are not fully implemented while some need to be changed in order to implement the strategy
- Insufficient funding and difficulty in sourcing of funds
- Staff are only temporarily assigned/detailed

The WG members suggested some improvements/changes in the process of identifying local and external resources as:

- Getting the commitment of the stakeholders and actors to implement the strategies
- Reactivation/operationalization of the local EPM office to undertake the environmental planning and monitoring functions

- Sourcing of external funds to implement projects
- Enactment of ordinances to the implement a specific strategy

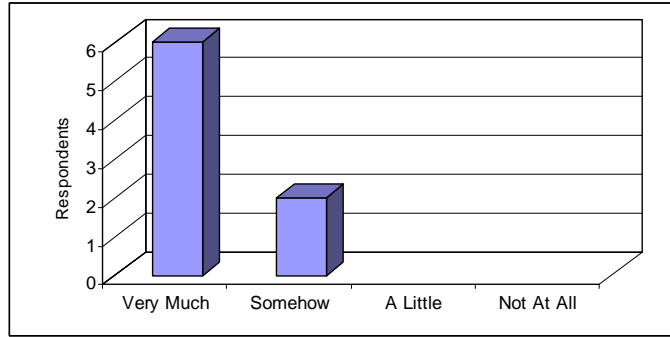
4.6. CAPACITY BUILDING

The capacity building assessment that was conducted involved equal participation of male and female respondents. The results revealed the following:

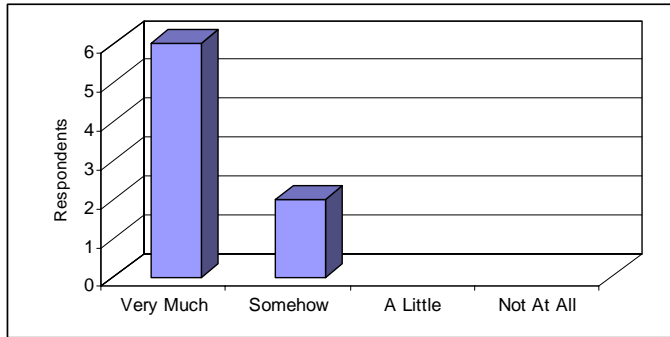
- Majority of the respondents come from the public sector while other respondents come from the NGO/PO and private sectors.
- Among the capacity building activities they attended include:
 - Sectoral planning workshops
 - Solid waste management
 - Coastal resource planning and management
 - Environmental management
 - IEC trainers' training
 - IEC material preparation
 - Effective communication planning
 - Skills enhancement
 - Team building
 - Personality development
- Most of the training programs they have attended are funded and implemented by international institutions such as UNDP, Australian Agency for International Development, etc. Although some were organized by local institutions like the Tanggol Kalikasan Phils., the city government of Tagbilaran and the DENR Eco-Gov program.
- The following are the EPM topics that were covered by some of the training programs:
 - Action Planning
 - Strategic Planning
 - SWOT Analysis
 - Feasibility Study Preparation
 - Gender Sensitivity/Responsiveness
 - Goal Option matrix
 - Problem Tree Analysis
- Most of the training programs have a duration of 2-3 days while some lasted up to five days. There were also programs that were conducted for a day. These are usually focused on skills development, e.g., communication skills.

- The respondents' major field of contribution to their organization are in:
 - Project implementation
 - Project design and preparation
 - Operation and maintenance
 - Research
 - Organization and management
- The survey also revealed that the respondents' organizations have a capacity building strategy for the officials and staff.
- The respondents claim that they attended the capacity building programs because they were appointed by their employer due to the relevance to their work. Although some applied to the program directly because of their interest to the training.
- Most of the response of the respondents on the question on "*how they learned about the training?*" is through the Sustainable Cities Programme of the UNDP. While others learned about it through their employer.
- Majority of the respondents had a meeting with their employer/supervisor to discuss how they could apply their learning to their respective work. Although one respondent replied otherwise.
- On the question of whether any improvements in their professional careers occurred after the training, majority of the respondents replied having more interesting tasks/responsibilities assigned to them and some were even given a promotion for improved performance.
- The respondents affirmed that the capacity building activities contributed greatly to the improvements that have occurred. They also claim that these activities were very useful and/or relevant to their work. On the other hand, the respondents are divided on the issue whether the non-related EPM training are as useful as the SCP/EPM related training. Some claim that these are not as useful as the SCP/EPM training activities.
- The results showed that the capacity building activities sufficiently contributed to the respondents' overall increase in personal effectiveness.
- With regards to the impact of the capacity building activities on job performance, the following are the results:

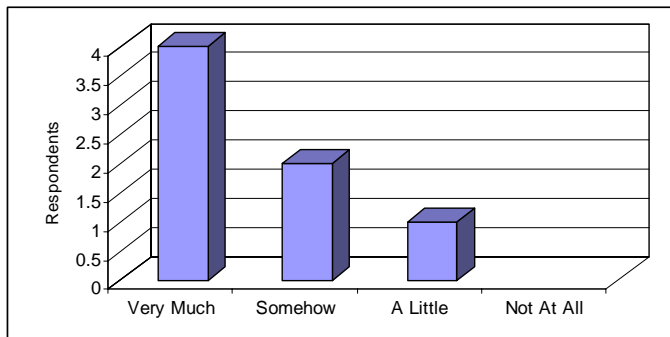
- Led to a better understanding of the content and role of your work in relation to the tasks of your organization



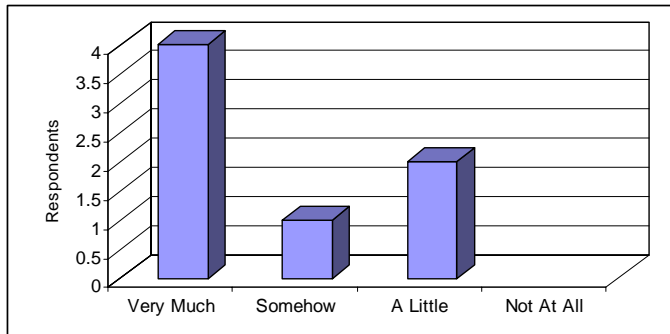
- Led to a better understanding of the role of other agencies/stakeholders to your work that improved your cooperation with them



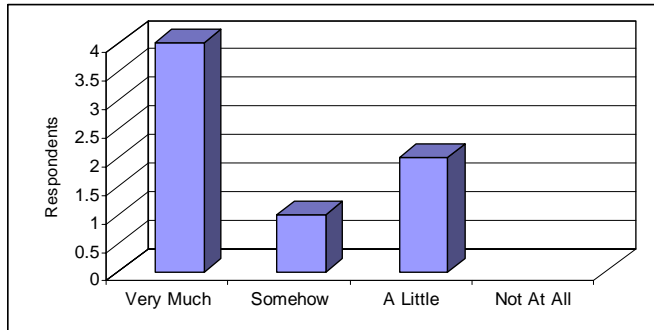
- Performed tasks better



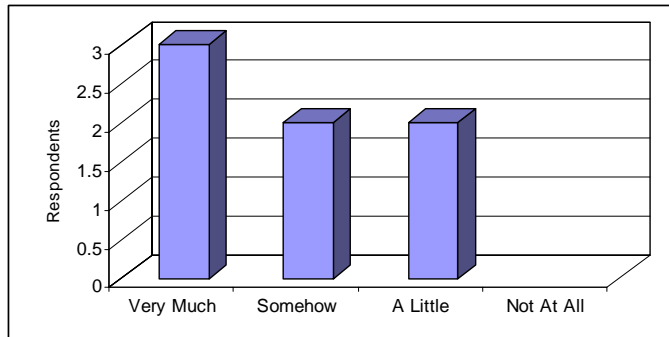
- Applied new methods and techniques in their work



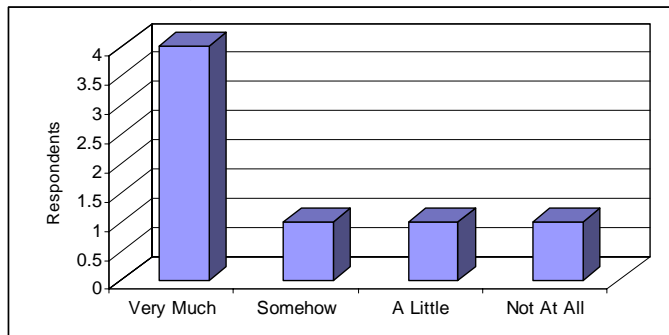
- Incorporated innovative approaches and concepts in their work



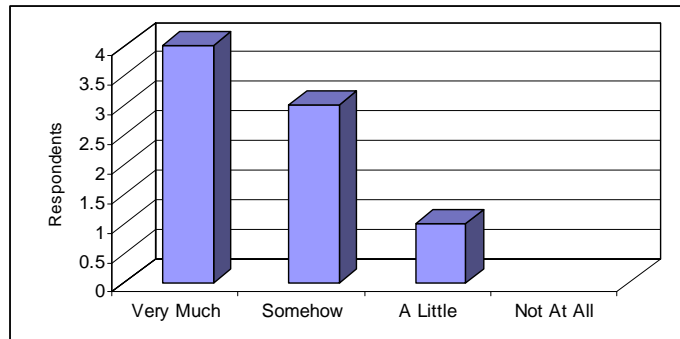
- Feel less insecure about what and how to do their job



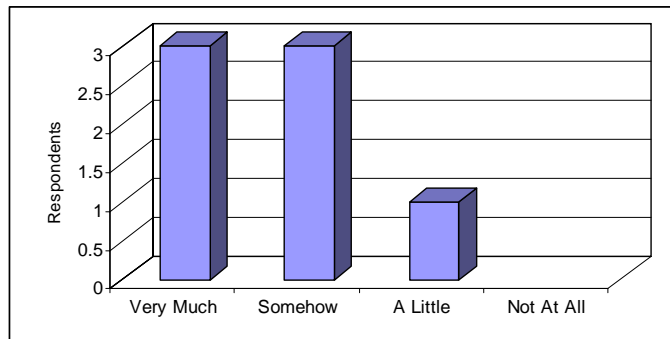
- Better plan, manage and define tasks of others



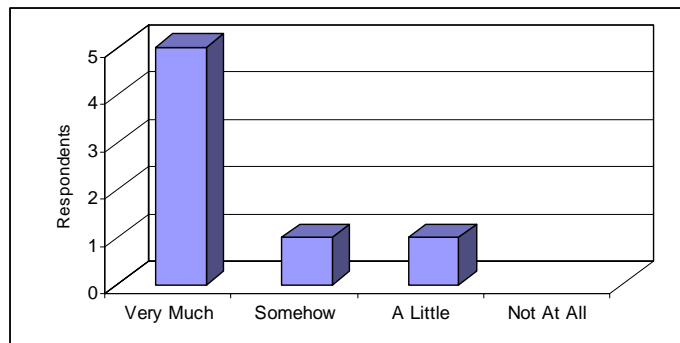
- Collaborated better with colleagues (teamwork)



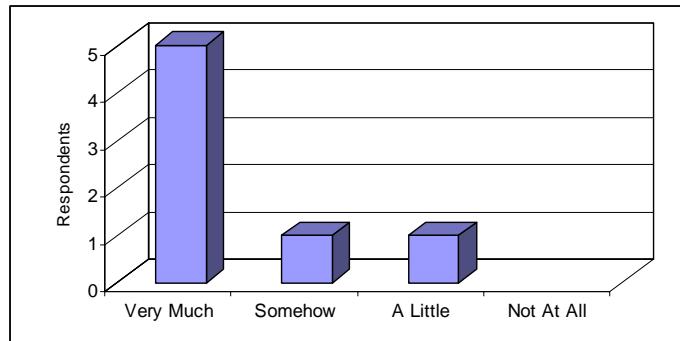
o Higher/Improved quality of work/services



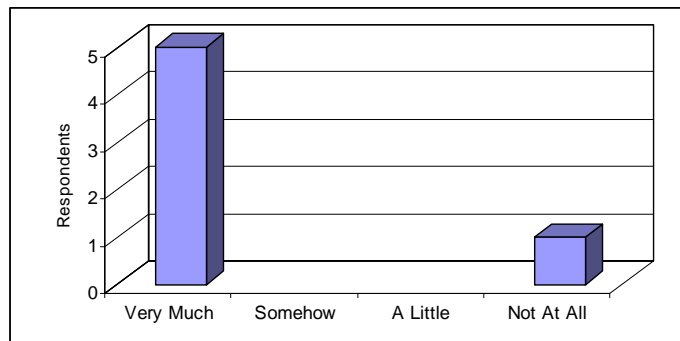
o Increased quantity/output



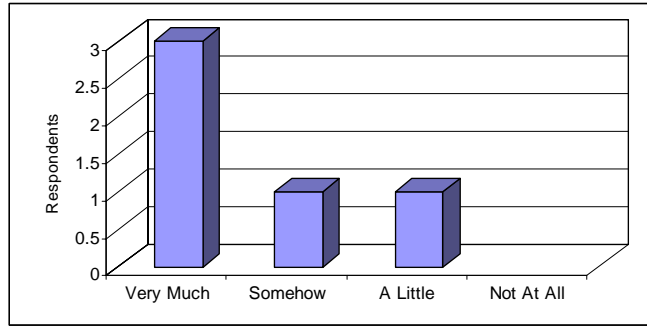
o Greater client/customer satisfaction



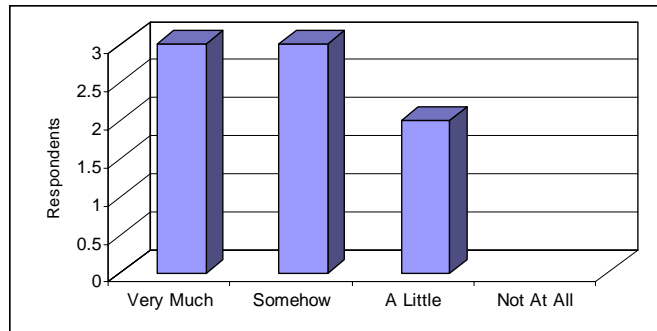
o Incurred savings in costs



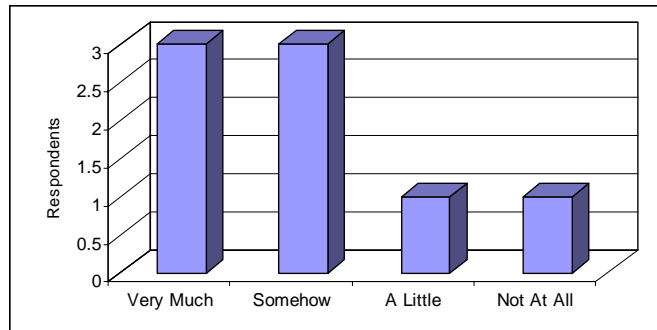
- Decreased in personal conflicts



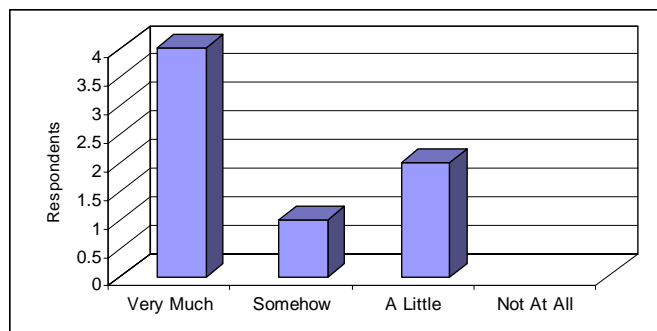
- Their supervisors recognized their improved capabilities.



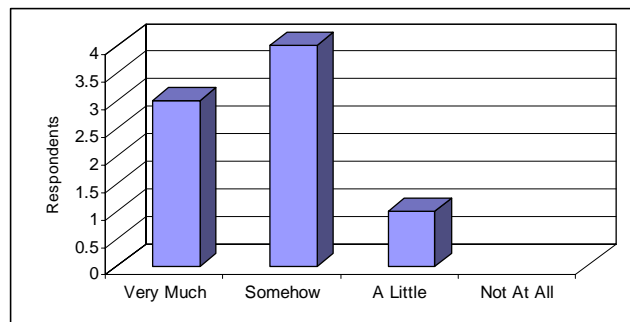
- Their improved capabilities resulted to attitudinal changes towards new management and planning practices.



- Their improved capabilities resulted to attitudinal changes towards partnerships and stakeholder collaboration.



- Able to transfer of knowledge to their colleagues



- The survey further revealed that the impact of the capacity building activities to their performance could have been higher if some organizational constraints were not present.
- These constraints were identified by the respondents as:
 - Inadequate equipment and resources
 - Lack of management support to apply some of the learnings
 - Peer pressure to maintain a status quo in the organization on how things are done
 - Organizational culture that resists change
 - Unclear tasks and responsibilities
 - Financial/budget constraints
- On the future learning needs, the respondents have the following suggestions:
 - Identify training needs (strengths and weaknesses) of the personnel that would serve as guide for the training activities to be undertaken
 - Organizational development, decision making/policy formulation, effective monitoring techniques could be incorporated in the training program
 - Work attitudes/work values enhancement may be included in the training program
 - Other learning needs identified by the respondents include
 - Technical writing
 - Public relations
 - Process on decision-making
 - Advance technical training on Environmental Planning
 - The respondents suggested that the most effective capacity building activity would include:
 - Workshops with more group dynamics and lectures
 - Seminars that are inter-active and encourages participation
 - Hands-on training

- The survey also revealed that the respondents needed some training on new tasks/responsibilities assigned to them such as information, education and communication (IEC)
- They also suggested that more hand-outs or training/reading materials could be provided at the training. The LGU should also prioritize the capacity building activities on environmental planning to sustain Tagbilaran's rich ecosystem.
- The respondents belong to the following professional fields/areas of specialization:
 - Urban governance and public management
 - Urban planning and management
 - Urban environmental planning and management
 - Local government financial management
 - Municipal asset management
 - Information, Education and Communication
 - Culture and Arts
 - Tourism development
- Their sub-fields include:
 - Environmental protection and control
 - Client orientation, public relations and customer care
 - Solid waste management
 - Environmental impact assessment
 - Urban social development
 - Urban poverty reduction
 - Basic infrastructure
 - Environmental health and hazardous waste
 - City marketing
 - Land use planning
 - Urban development planning
- The following are the fields/subject areas that the respondents feel they needed to improve:
 - Policy formulation and control abilities which includes:
 - Participation in policy preparation
 - Problem analysis and goal setting
 - Identifying alternatives
 - Formulating strategies
 - Setting performance standards
 - Monitoring and evaluation
 - Planning and Decision-making abilities which include:
 - Participatory planning
 - Strategic planning
 - Programming techniques
 - EMIS and GIS

- Decision-making process, styles
- Project management abilities which include:
 - Project appraisal, planning and design
 - Project cycle (implementation) management
 - Operation and maintenance planning
 - Monitoring, evaluation and impact assessments
- Local government finance planning which include:
 - Financial analysis
 - Accounting
 - Budgeting
 - Investment planning
- Institutional development and capacity building activities which include:
 - Organizational performance improvement
 - Change management
 - Human resource management
 - Performance appraisal systems
 - Management of training/capacity building function
 - Training needs assessment
- Facilitation skills which include:
 - Teambuilding, working in groups and leadership
 - Conducting meetings effectively
 - Conflict resolution and mediation
- Enabling skills including:
 - Public-private participation
 - Delegation
 - Partnership approaches and methods
 - Stakeholder analysis and mobilization
 - Contract management
- Personal skills including:
 - Communication techniques
 - Presentation techniques
 - Negotiation techniques, tactics and styles
 - Time management
 - Report writing/technical writing/business communication
 - Research design and methods
 - Computer skills

4.7. CROSS-CUTTING ISSUES

As mentioned previously the EPM process has identified five priority issues that Tagbilaran city is faced with. The most pressing or cross-cutting issues are air pollution, coastal resource management and solid waste problem. Air resource is the most overused among the city's natural resource. It has deteriorated in past several years as vehicular traffic increased. The unregulated emission of hazardous gas from the automotive and welding industries and garbage burning has also contributed to the problem.

The coastal resources have also deteriorated due to over fishing, illegal fishing practices, pollution and habitat destruction. Coastal pollution is a result of indiscriminate dumping of waste in the shoreline as well as the absence of a sewerage system and the illegal settlers along coastal areas. Similarly, solid waste has put tremendous pressure on the environment. As urbanization has resulted to the city's rapidly increasing population it has also brought with it the problem of managing the residents' waste.

4.8. SUMMARY OF FINDINGS

The SCP/EPM process in Tagbilaran city has been a catalyst to a lot of reforms in the environmental planning and management system of the city. Generally, these reforms have improved the manner by which the city prioritizes and gives importance to the environmental resources. Nevertheless, implementation and institutionalization of new methods and ways of doing work does not always come easy. As in many organizations, innovative processes may take time to replace obsolete practices and these need political and personal will for an effective implementation. Among the findings are as follows:

Working groups (or technical working groups are represented by both genders. Although, the WG coordinators are all males, each WG have included female members of the stakeholders. Most of them hold senior level positions and were given authority to speak on behalf of their organizations. Most of them also have experience in city planning. This means that the WG members brought with them skills to undertake a comprehensive city planning. Some of the problems and constraints enumerated in the identification and/or mobilization of WG member/stakeholders are: (a) Difficulty in convincing other institutions/agencies to be a member of the WGs; (b) the absence of a database of all local private sector organizations, i.e., NGOs and Pos; and (c) financial/budget constraints.

Majority of the WG members participated in the preparation of the City Environmental Profile especially in the collection of relevant information/data. Also, the information/data in the City Environmental Profile (CEP) was used by the WGs in the clarification of issues and the negotiation of strategies among stakeholders. Consequently, the CEP has not been updated since it was first prepared in 1999. They all feel that there is a need to update the CEP and this would be a good opportunity to think about reviving the EPM process. All of the WG members were involved and participated in the City Consultation. This shows the level and quality of participation among stakeholders in the CEP preparation.

The demo project was chosen because (a) it is “do-able” (with limited financial and resources requirements; (b) it is area specific-applicable in a limited geographic area; (c) it deals with a priority issue of wider significance; (d) it was easily agreed upon by the key stakeholders; (e) it is suitable for up scaling and replication; and (f) it is pro-poor, gender-responsive and promotes good governance. However, since its implementation, the demo project has not been up-scaled nor replicated in other areas.

The WGs claim that the stakeholders kept their commitment to implement the strategy by making implementation instruments available. The institutions/implementers were capable of using such instruments and they were able to get the commitment of the different actors/implementers to carry out the action plan. This means that the city government was able to gain the full support of the stakeholders in implementing the plan. However, the results also identified some issues and problems in implementing and monitoring of the action plan such as:

- Change in city leadership and administration that resulted to a change in priorities and policies
- The lack of institutional support for the local EPM office which is currently not in operation therefore, the responsibility of implementing and monitoring the plan has been derailed.

These findings provide vital inputs for the city’s commitment and determination in implementing and, finally, institutionalizing the environmental planning and management function in its organization’s processes.

5. ACHIEVEMENTS AND CONSTRAINTS

Since the SCP/EPM strategy of Tagbilaran city is in its initial implementation stage, evaluation and monitoring of its impacts and results has provided a glimpse on the commitment of the city government in improving its environmental planning process. The establishment of the local Environmental Planning and Management office (local EPM office) is an indication that the city government is serious in addressing concerns on the environment. However, the local EPM unit is currently not operational. It is hoped that the city government will revive the unit and extend the necessary support so that it can accomplish its responsibility for a sustainable environment program for the city.

Another key achievement of the SCP/EPM is the involvement/participation of various stakeholders. A concept drawn from the UN HABITAT's Sustainable Cities Program, stakeholder participation is believed to greatly contribute to the acceptance of various city programs/projects and eventually spell out its success.

Further, a replicable achievement of the entire process is the city's partnership with other government agencies as well as with the private sector. This is very important in gaining the commitment and support of the private sector especially in implementing environment-friendly endeavors. As the government is financially constrained, the participation of the private sector would somehow ease the financial burden from the government while both sectors work together to find solutions to the environmental problems of the city. Tagbilaran city's quest for a better and livable environment has provided valuable lessons not only for the city government but also among all stakeholders and city residents as well. After all, Tagbilaran city is Bohol's "*gateway of development.*"

/2/24/06\jof\review & documentation of tagbilaran SCP (draft).doc