



Republic of the Philippines
Department of Environment and Natural Resources
Provincial Environment and Natural Resources Office
MIMAROPA Region

Bgy. Sta. Monica, Puerto Princesa City, Palawan

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Telfax No. (048) 433-5638 / (048) 433-5638

Region

OUTGOING
DATE NO.

August 3, 2022

MEMORANDUM

FOR : The Regional Executive Director
DENR MIMAROPA
1515 L&S Bldg., Roxas Blvd.
Ermita, Manila

FROM : The Provincial Environment and
Natural Resources Officer

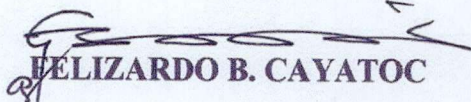
**SUBJECT : MEMORANDUM OF AGREEMENT BETWEEN DENR AND
IDEAS FOR THE HIRING OF 10 FOREST RANGERS AND 15
COMMUNITY VOLUNTEERS CHARGEABLE TO MMPL
ENDOWMENT FUND THRU FFP**


Forwarded is the memorandum dated July 18, 2022 from CENRO Quezon along with the Draft Memorandum of Agreement (MOA) with IDEAS for the 2nd Project of Mt. Mantalingahan Protected Landscape (MMPL)- Protected Area Management Office (PAMO).

The proposed project of MMPL-PAMO is the "Strengthening the Patrolling/Monitoring Activities within MMPL, Continuing the IEC Campaign and Enhancing the Capacity of PAMB Members to Effectively Manage MMPL"

For information, review and consideration.




FELIZARDO B. CAYATOC

DENR-PALAWAN
PENRO-RECORDS
RELEASED
By: 
Date: 08 AUG 2022 12-153



Republic of the Philippines
Department of Environment and Natural Resources
MIMAROPA Region
COMMUNITY ENVIRONMENT AND NATURAL RESOURCES OFFICE
National Highway, Bgy. Alfonso XIII, Quezon, Palawan
Email: cenroquezon@denr.gov.ph

July 18, 2022

MEMORANDUM

FOR : The Provincial Environment and
Natural Resources Officer
Sta. Monica, Puerto Princesa City

FROM : The Community Environment and
Natural Resources Officer

SUBJECT : **MEMORANDUM OF AGREEMENT BETWEEN DENR AND
IDEAS FOR THE HIRING OF 10 PA RNGERS AND 15
COMMUNITY VOLUNTEERS CHARGEABLE TO MMPL
ENDOWMENT FUND THRU FFP**

DENR PENRO
PALAWAN RECORDS
RECEIVED

BY: *[Signature]*
DATE: 07-21-2022 22.6655

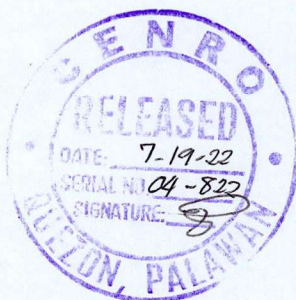
Respectfully forwarded the memorandum dated July 5, 2022 of the Protected Area Superintendent Renato S. Gonzaga, Mt. Mantalingahan Protected Landscape (MMPL) regarding the above-cited subject.

Please be informed that MMPL-PAMO don't have existing IPAF Account and no legal capacity to manage allocated endowment fund, Conservation International (CI) partnered with Forest Foundation Philippines (FFP) and Institute for the Development of Educational and Ecological Alternatives, Inc (IDEAS) to serve as fund manager and fund conduit, respectively.

In line with this, may we request the Regional Executive Director of DENR-MIMAROPA Region to execute Memorandum of Agreement (MOA) with IDEAS (NGO) represented by Executive Director Roger V. Garinga as fund conduit for the PAMO proposed 2nd project "Strengthening the Patrolling/Monitoring Activities within MMPL, Continuing the IEC Campaign, and Enhancing the Capacity of PAMB Members to Effectively Manage MMPL", based on the existing policies/regulations on the matter.

Hereto attached is the proposed/draft copy of MOA for reference.

For your information and consideration.



[Signature]
LEONARD T. CALUYA



Republic of the Philippines
Department of Environment and Natural Resources
MIMAROPA Region
COMMUNITY ENVIRONMENT AND NATURAL RESOURCES OFFICE
National Highway, Bgy. Alfonso XIII, Quezon, Palawan
Contact No. 0917-160-4920
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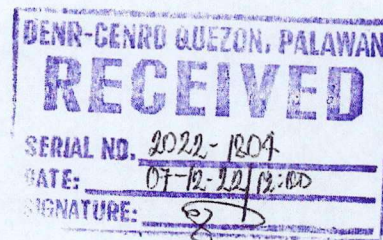
July 5, 2022

MEMORANDUM

FOR : The Community Environment and Natural Resources Officer
Quezon, Palawan

FROM : The Protected Area Superintendent
Mt. Mantalingahan Protected Landscape
Protected Area Management Office

SUBJECT : **MEMORANDUM OF AGREEMENT BETWEEN DENR AND IDEAS FOR THE HIRING OF 10 PA RANGERS AND 15 COMMUNITY VOLUNTEERS CHARGEABLE TO MMPL ENDOWMENT FUND THRU FFP**



Records show that Conservation International (CI) has been supporting MMPL since the processing for its proclamation as a protected area until present. Being the largest terrestrial protected area in the province of Palawan, MMPL required great amount of financial support in order to implement plans and programs based on its Management Plan and with its status as an initial component under RA 11038 or ENIPAS Act of 2018 which amended RA 7586 or NIPAS Act of 1992 and by not having an established IPAF account, MMPL mostly relies on the budget under the Work and Financial Plan (WFP) of DENR and support from partners and members of the PAMB to operate, however, the provision is not enough, hence, MMPL in partnership with CI initiated the adaptation and application of Endowment Fund Scheme in 2016.

On year 2019, the first project under the endowment fund was implemented, the "Strengthening Public and Stakeholders Ownership of MMPL or SPASOM" which focused in information dissemination activities.

Since MMPL-PAMO don't have existing IPAF Account and no legal capacity to manage allocated endowment fund, Conservation International (CI) partnered with Forest Foundation Philippines (FFP) and Institute for the Development of Educational and Ecological Alternatives, Inc. (IDEAS) to serve as fund manager and fund conduit, respectively.

For this year, the PAMO proposed a 2nd project "Strengthening the Patrolling/Monitoring Activities within MMPL, Continuing the IEC Campaign, and Enhancing the Capacity of PAMB Members to Effectively Manage MMPL" and required documents were submitted to FFP as early as February 2022.

There are three (3) objectives under the second project proposal but the request for establishment of MOA focuses in project objective number 1, complete project objectives were as follow:

1. Enforce environmental laws and the Indigenous Peoples' Right Act (IPRA law) while strengthening stakeholders' participation in the protection and conservation of ecosystems (Strategy 1 of Program 1) by engaging and capacitating 10 forest rangers and

15 community volunteers who will conduct patrolling/monitoring, hotspot mapping, and development of patrolling plan;

2. Enhance stakeholders' awareness and participation in the protection and conservation of MMPL (Strategy 1 of Program 2) by continuing the dissemination of IEC materials (through community caravan, airing of video/radio clips) produced during the first project; and
3. Strengthen the management body in overseeing the implementation of the management and financial plan (Strategy 1 of Program 4) by building the capacity of the new set of PAMB members.

The required documents for the proposed 2nd project was already submitted to the Forest Foundation Philippines (FFP) and have undergone initial review and evaluation of the MMPL Endowment Advisory Committee. On May 25 to 26, 2022 the PAMO have presented and depended the submitted proposed 2nd project before the Advisory Committee and after deliberation/discussion, careful review and evaluation of said project it was unanimously approved by the advisory committee with minor amendments and corrections before final submission and commencement of implementation of the project.

One of the required documents for submission is the (MOA) between DENR and IDEAS relative to the hiring of enforcers and volunteers under the program/project for MMPL. Since the office of IDEAS only serve as fund conduit and has no authority to hire employees to detailed to MMPL PAMO, hence the advisory committee and IDEAS suggested that job contract for hiring be at DENR-PERNO or the Regional level, considering that subject personnel/employee will be deployed, manage and supervise by DENR thru MMPL-PAMO.

In view of the foregoing, may we respectfully request the Regional Executive Director of DENR-MIMAROPA Region to execute Memorandum of Agreement (MOA) with IDEAS (NGO) represented by Executive Director Roger V. Garinga as fund conduit for the above-mentioned project, based on the existing policies/regulations on the matter. Attached is the proposed/draft copy of MOA for reference.

For his information, reference, record and further instruction.


RENATO S. GONZAGA

MEMORANDUM OF AGREEMENT

KNOW ALL MEN BY THESE PRESENTS:

This Memorandum of Agreement is entered into by and between:

The **DEPARTMENT OF ENVIRONMENT AND NATURAL RESOURCES (DENR)**, a government agency duly represented by **RED LORMELYN E. CLAUDIO, CESO IV**, of legal age, Filipino, and with office address at Sat. Monica, Puerto Princesa City, herein referred to as the **"FIRST PARTY"**

-and-

The **INSTITUTE OF DEVELOPMENT OF EDUCATIONAL, ECOLOGICALLY (IDEAS)**, a Non-Government Organization duly represented by Executive Director, EnP. **ROGER V. GARINGA**, herein referred to as **"SECOND PARTY"**

WITNESSTH: That

WHEREAS, Executive Order No. 192, Series of 1987, mandates the Department of Environment and Natural Resources (DENR) to serve as the primary government agency responsible for the sustainable management and development of the country's natural resources;

WHEREAS, Mount Mantalingahan Protected Landscape is a declared protected area by virtue of Presidential Proclamation 1815 on June 23, 2009 with an area of 120, 457 hectares, covering 36 barangays of Quezon, Dr. Jose P. Rizal, Bataraza, Brooke's Point and Sofronio Española;

WHEREAS, considering the vast area of MMPL, stakeholders of MMPL continuously find supports particularly in the protection and conservation of the area;

WHEREAS, Conservation International, one of MMPL-PAMB members thru its Global Conservation Fund (GCF) supports MMPL conservation and protection activities thus established an endowment fund as special fund initiative of the PTFCF (the "MMPL Endowment");

WHEREAS, the purpose of Endowment fund purpose is to contribute to the long-term viability and sustainability of the MMPL through effective conservation management, by providing sustainable financing to support the MMPL through grant to be allocated to finance the management costs of MMPL in accordance with Operations Manual and a MMPL Management Plan.

WHEREAS, Forest Foundation Philippines, one of MMPL partners, stands as fund Manager through the agreement between Conservation International and Forest Foundation Philippines;

WHEREAS, Institute for Development of Educational and Ecologically Alternatives (IDEAS) serves as fund conduit and channel of fund for MMPL project from Endowment fund;

WHEREAS, MMPL-Protected Areas Management Office started its 1st phase project entitled *"Strengthening Public And Stakeholders Ownership of MMPL"* and in its 2nd phase project *"Strengthening the Patrolling/Monitoring Activities within MMPL, Continuing the IEC Campaign, and Enhancing the Capacity of PAMB Members to Effectively Manage MMPL"*

WHEREAS, said 2nd phase project focuses/objectives on 1. Enforce environmental laws and the Indigenous Peoples' Right Act (IPRA law) while strengthening stakeholders' participation in the protection and conservation of ecosystems (Strategy 1 of Program 1) by engaging and capacitating 5 forest rangers and 9 community volunteers who will conduct patrolling/monitoring, hotspot mapping, and development of patrolling plan; 2. Enhance stakeholders' awareness and participation in the protection and conservation of MMPL (Strategy 1 of Program 2) by continuing the dissemination of IEC materials (through community caravan, airing of video/radio clips) produced during the first project and 3. Strengthen the management body in overseeing the implementation of the management and financial plan (Strategy 1 of Program 4) by building the capacity of the new set of PAMB members;

WHEREAS, IDEAS is not allowed to hire employees since it is stipulated in MMPL PAMB Resolution 2019- that said organization will be as fund conduit until further that MMPL has its IPAF account where the fund will be directly deposited;

WHEREAS, there is a need to bind the support, resources and efforts towards the successful implementation of MMPL's 2nd phase project under MMPL Endowment fund that would achieve additional support to the implementation of enforcement activities in MMPL;

NOW THEREFORE, for and in consideration of the above premises, the parties hereby jointly agrees as follows;

1. Implement the project thru the collaboration effort of both parties in accordance to their set roles and responsibilities;
2. Prioritize activities based on the set of objectives of the 2nd phase project in 3 years coverage;
3. Consideration the socio-cultural context and uniqueness of the target communities in the implementation of the project;
4. Document the implementation process of the project;

ROLES AND RESPONSIBILITIES OF THE PARTIES

The DENR Regional Executive Director (RED) having the highest authority in Region IV-B (MIMAROPA) shall:

1. Sign this Memorandum of Agreement as enactment to oversee and monitor the efficiency and effectiveness of the project by reviewing and/or if necessary validating reports from PENRO and PAMO.

The DENR Provincial Environment and Natural Resources Officer (PENRO) as per Rule 11-B1 of DAO 2019-05 or the Internal Rules and Regulation (IRR) of RA 11038 or ENIPAS Act of 2008 shall:

1. Sign as first party to job contracts of selected/endorsed applicants by the PAMO

2. Ensure the authenticity of the qualification of applicants prior to the endorsement of the PAMO.
3. Monitor the status of implementation of the project and submit report to the Regional Executive Director (RED).

The DENR through the Protected Area Management Office shall:

1. Hire personnel based on the propose budget for 3 years that will conduct;
2. Manage/Supervise the implementation of the three (3) project objectives for 3 years plan particularly the enforcement activities of hired personnel such as patrolling, monitoring and apprehensions; Submit annual report to the DENR and PAMB or provide updates as may be needed and also submit quarterly report to IDEAS;
3. Exercise as primary oversight functions over the execution of this Agreement to oversee and monitor the efficient and effective implementation thereof.

The IDEAS shall;

1. Serves as fund conduit of the project;
2. Serves as the channel of wages/ salary of the hired personnel of the project for three (3) years;
3. Require PAMO to submit pertinent documents prior to the processing and release of wages/salary.
4. Maintain and manage the fund of the 2nd project with alignment to the activities to be conducted;
5. Provide the PAMO with financial reports to form attachment on reports to be submitted by MMPL PAMO to the DENR MIMAROPA Regional Executive Director.

DURATION AND EFFECTIVITY

This Memorandum of Agreement shall take effect upon signing by both parties and shall remain in effect for the period of 3 years, *unless otherwise decided* that in the event of emanated issues concerning certain provisions of this Agreement, the parties should exert best effort to amicably create solutions. Any revision, amendment or modification will only be executed upon agreement and approval by both parties through a written instrument that is duly executed and signed by authorized representatives of DENR and IDEAS.

Moreover, amendments made after the MOA took effect should preferably not affect the validity and financial management of the project.

IN WITNESS WHEREOF, the parties hereto signed this instrument this _____ day of _____ at _____.

DEPARTMENT OF ENVIRONMENT AND
NATURAL RESOURCES (DENR)

INSTITUTE FOR THE DEVELOPMENT OF
EDUCATIONAL AND ECOLOGICAL
ALTERNATIVES (IDEAS)

LOREMEYN E. CLADIO, CESO IV
Regional Executive Director

ROGER V. GARINGA
Executive Director

SIGNED IN THE PRESENCE OF:

ENRIQUE NUÑEZ
Country Executive Director
Conservation International Philippines

ATTY. JOSE CANIVEL
Executive Director
Forest Foundation, Philippines

RENATO S. GONZAGA
PASu, MMPL
Mount Mantalingahan Protected Landscape

ATTY. TEODORO JOSE MATTA
Executive Director
Palawan Council for Sustainable Development

Number:	
Mode:	
Category:	

Proposal template for Large or Medium Grant Proposal

A4 paper size; Font: Times New Roman, Size 12

1. Identifying Information

- **Proponent:** Institute for the Development of Educational and Ecological Alternatives, Inc. (IDEAS) on behalf of MMPL PAMB
- **Project Title:** Strengthening the Patrolling/Monitoring Activities within MMPL, Continuing the IEC Campaign, and Enhancing the Capacity of PAMB Members to Effectively Manage MMPL
- **Project Short Name (Acronym):**
- **Lead Contact: For. Renato Gonzaga, PASu, MMPL/Contact:**
(cc: Roger V. Garinga/ Executive Director/ IDEAS, Sitio Sabsaban, Tabon, Quezon, 5304 Palawan/ rvgaringa@gmail.com and rvgaringa@yahoo.com)
- **Project Location(s):** MMPL, Mun of Quezon, Rizal, Bataraza, Brooke's Point, and Sofronio Espanola, Palawan
- **Project Duration:** 3 years
- **Project Cost:**

Forest Foundation Fund: Php 19,351,000.00

- **Counterpart Fund:** Php 7,831,000.00

2. Executive Summary (*half page*)

Mt. Mantalingahan Protected Landscape (MMPL) is located in the MIMAROPA region, southern part of the province of Palawan. It covers five (5) Municipalities - Quezon and Jose Rizal on its west side, and Sofronio Española, Brooke's Point and Bataraza on its east. It was declared as a protected landscape on 23 June 2009 by the President of the Republic of the Philippines by virtue of Proclamation 1815 with a total area of 120,457 hectares. The peak reaches about 2,086 meters above sea level (masl) the highest in the province.

There are 11 forest formations in MMPL (CI, 2015). These are the tropical subalpine forest, tropical moist deciduous forest, tropical upper montane rainforest, tropical lower montane rainforest, tropical semi-evergreen rainforest, tropical lowland evergreen rainforest, forest over limestone, forest over ultramafic rocks, freshwater swamp forest, mangrove forest and beach forest. There is no information pointing to the presence of peat swamp forest.

However, these are under threat due to various illegal as well as apparently non-conforming activities and that limited funding prevents or weakens effective management of the protected area. This project therefore, aims to enable the MMPL management to hire forest rangers and community volunteers to help patrol and monitor the area; continue to raise awareness on the importance of the area that was started through the first project, and to enhance the capacity, especially of the new set of the PAMB members to effectively manage the area by directly acting on an illegal activity in partnership with concern agencies such as the DENR, PCSD and PAMO and briefly present/report action taken and result over a PAMB meeting.

3. Background and Rationale *(up to 1.5 pages)*

MMPL is the largest terrestrial protected area and challenged with various threats which include illegal, uncontrolled and unregulated utilization of forest products (timber, fuelwood and minor forest products); increasing conversion of forest to agricultural use; tan barking and mangrove conversion; wildlife poaching; in-migration, increase in population; destruction of watershed areas and water reservoirs; mining claims within and in the periphery of its boundaries. The watersheds that feed the numerous irrigation schemes in surrounding lowlands have experienced extensive loss of forest cover and degradation of forest resources. Poor watershed conditions result in erratic water supply, reduced crop yields, and subsequently reduced agricultural value of land.

The urgent need to address the threats particularly the illegal, uncontrolled and unregulated utilization of forest products (timber, fuelwood, and non-timber forest products) in order to maintain the Outstanding Universal Value (OUV) of MMPL primarily the ongoing ecological and biological processes and the significant natural habitats for in-situ conservation of biodiversity including the globally unique species recently identified and yet to be discovered is one of the proposed project's primary objectives.¹

Constraints on funds affect the implementation of management programs on resource protection and law enforcement and operations of MMPL Protected Area Office, particularly the limited number of permanent forest protection personnel assigned in the Office. The usual Job Order or contractual forest protection officers that were usually charged from the allocations of MMPL-PAMO activities funded through the DENR is very limited.

While the declaration of MMPL as protected landscape may in itself, have influenced in reducing the threat of deforestation and forest degradation in MMPL, the extent of such influence remains to be determined. The recent management plan adopted in 2016 confirmed the continued existence of the threats in MMPL² since 2007 when an assessment was first conducted prior to the declaration of the MMPL as a protected landscape followed by a review of the threats in 2013 with the financial assistance from PTFCF³ and finally another review done in 2015 during the management plan updating.⁴ The threats identified can be classified into illegal and uncontrolled utilization of timber and non-timber forest resources; conversion of forest into small scale and monocrop plantation agriculture; Tan barking and mangrove cutting; Land selling; mining claims and climate related hazards such as forest fire and landslide. The management plan attempted to address these threats but the huge area of 120,000 hectares with very minimal budget hindered effective implementation of the management plan. In addition, there are still unclear issues related to the resource use of the indigenous peoples especially involving swidden farming or the practice popularly known as slash and burn farming because the ECAN zoning scheme adopted by the MMPL was not validated on the ground, resulting to various conflicts which may continue unless addressed. Protected area staff also needs to roll-out and iteratively provide guidance on land-use policies within MMPL.

¹In MMPL Proposed inscription to UNESCO World Heritage Lists, there are eight (8) possibly undescribed plant species; at least five (5) plant species that are newly recorded for Palawan; and twelve plant species considered as new plant records for the country. ²See MMPL Management Plan 2016-2020. This section provides discussion of threats in MMPL, the effect of population in the rate of deforestation, the threat posed by mining application particularly Macroasia Corporation and Celestial Nickel Mining corporation. ³See MMPL Management plan February 2010, page 25 states that a SWOT analysis was conducted on 2007 followed by management planning workshop in 2008. ⁴See MMPL Management Plan 2015-2020, page 34, paragraph 4 under Threats states that a clustered workshop was done in April to June 2015 in order to establish basis for updating the management plan (MMPL 2016-2020 Management Plan).

The proposed project area will cover 36 barangays which include tenured land properties that have been awarded to local inhabitants through Certificate of Ancestral Land Claim (CALC)/ Certificate of Ancestral Domain Claim (CADC)/ Certificate of Ancestral Domain Title (CADT), which grant permanent rights to indigenous men and women.

4. Project Objectives

Consistent with the goal of the MMPL endowment fund and the aim of the Forest Foundation Philippines, this project aims to support the activities of the MMPL Protected Area Management Board with the current MMPL Management Plan as the basis. Specifically, this project aims to:

- A. Enforce environmental laws and the Indigenous Peoples' Right Act (IPRA law) while strengthening stakeholders' participation in the protection and conservation of ecosystems (Strategy 1 of Program 1) by engaging and capacitating 10 forest rangers and 15 community volunteers who will conduct patrolling/monitoring, hotspot mapping, and development of patrolling plan;
- B. Enhance stakeholders' awareness and participation in the protection and conservation of MMPL (Strategy 1 of Program 2) by continuing the dissemination of IEC materials (through community caravan, airing of video/radio clips) produced during the first project; and
- C. Strengthen the management body in overseeing the implementation of the management and financial plan (Strategy 1 of Program 4) by building the capacity of the new set of PAMB members.

5. Expected Project Results

Project Objective 1. Enforce environmental laws and the Indigenous Peoples' Right Act (IPRA law) while strengthening stakeholders' participation in the protection and conservation of ecosystems (Strategy 1 of Program 1) by engaging and capacitating 10 forest rangers and 15 community volunteers who will conduct patrolling/monitoring, hotspot mapping, and development of patrolling plan.

Currently, MMPL-PAMO is composed of 10 personnel (Designated PASu, designated APASu/Forester I, 1 Ecosystem Management Specialist, 1 Forest Technician, 1 Foreman and 1 regular Forest Ranger; 2 contractual administrative clerk, 2 contractual forest rangers). Together with the foreman and 1 regular forest ranger, these rangers' covers the east and west part of MMPL that is composed of 120, 457 hectares.

Ideally, one environmental enforcer should be patrolling/monitoring an area of 500 hectares and if this is applied to MMPL, the enforcers required would be around 240 strong. Aside from the seemingly unending environmental threats roaming in MMPL, the ideal ratio of 1:500 is reasonable enough to hire additional environmental enforcers for MMPL. While engaging and capacitating 10 forest rangers and 15 community volunteers considered not enough, the PAMO preferred to start small and see required adjustments and be able to formulate managerial strategies in preparation for adopting the ideal ratio in the future.

Expected Results:	Forest Foundation Results Framework Outcome(s)
1.1 Engaged 10 Forest/Park rangers (two for each municipality) and 15 community volunteers for monitoring, patrolling, and enforcement	Outcome 1
1.2 Conducted capacity building activity for the 10 forest rangers and 15 community volunteers	Outcome 3
1.3 Identified and mapped hotspot areas	Outcome 1
1.4 Developed a patrolling plan and conducted regular monitoring and patrolling	Outcome 1
1.5 At least 30% of illegal activities were apprehended and/or prosecuted administratively and/or criminally	

Project Objective 2. Enhance stakeholders' awareness and participation in the protection and conservation of MMPL (Strategy 1 of Program 2) by continuing the dissemination of IEC materials (through community caravan, airing of video/radio clips) produced during the first project.

The last project “**Strengthening Public and Stakeholders Ownership of MMPL (SPASOM)**” enhanced information dissemination capacity of MMPL PAMO thru the production and distribution of Communication Education and Public Awareness (CEPA) materials such as institutional and promotional brochures, flip chart, institutional and promotional AVP, website, radio clips and calendar at hotels, meetings, workshops, exhibits, radio plug, social media platform and 10th year anniversary celebration of MMPL last June 23, 2019. All CEPA materials were properly distributed and was appreciated by the general public, in particular, the IP community within MMPL quoted that they have never seen MMPL in a mystical way until the AVP and the promotional brochure were praised by hikers/MMPL visitors for showcasing other MMPL eco-tourism sites.

Expected Results:	Forest Foundation Results Framework Outcome(s)
2.1 Conducted further community caravan/CEPA to disseminate IEC materials produced during the first project 2.1.1. Conducted 1 school visitation per quarter (5 staff) 2.1.2. Conducted 1 IP community visitation per quarter (5 staff)	Outcome 4
2.2 Regularly aired one 30-sec radio clip produced during the first project	Outcome 4

Project Objective 3. Strengthen the management body in overseeing the implementation of the management and financial plan (Strategy 1 of Program 4) by building the capacity of the new set of PAMB members.

Expected Results:	Forest Foundation Results Framework Outcome(s)
3.1 At least 50% of PAMB members act or report illegal activities occurring in MMPL	Outcome 3
3.2 Each member of the PAMB initiates/implements activities at least once/year consistent with MMPL management plan	Outcome 3
3.3 Conducted capacity building activity for the new set of PAMB members	Outcome 3
3.4 Facilitated cross visit of selected PAMB members and submitted trip report	Outcome 3
3.5 Attended the Partners' Meeting/Night and other relevant meetings	Outcome 3

6. Strategies to Achieve Results (up to 3 pages)

6a. Methods/general plan of action

Project Objective 1	Strategies
1.1 Engaged 10 Forest/Park rangers (two for each municipality) and 15 community volunteers for monitoring, patrolling, and enforcement	<ul style="list-style-type: none"> • Consultation/meeting with previous and prospect rangers/volunteers – presentation of MMPL vision and mission and highlight various environmental threats to MMPL that needs to be addressed immediately • Criteria for hiring includes: <ul style="list-style-type: none"> ✚ For Forest Rangers: <ul style="list-style-type: none"> ✓ Preferably graduate of BS in agriculture, forestry, criminology or any related courses or have been involved in jobs involving environmental enforcement for 1 year or so. ✓ Preferably with paralegal trainings ✓ Single or is willing to perform his/her duty anytime if the need arises. ✓ Willing to engage in actual enforcement activities such as apprehension. ✓ With driver's license and other identifications ✓ With own vehicle ✓ Preferably computer literate or is able to make written holistic report. ✓ Preferably a resident and familiar with the area. ✚ For community volunteers <ul style="list-style-type: none"> ✓ Also familiar at areas/barangays adjacent to his residency. ✓ Preferably indigenous people with identification such as but not limited to birth certificate and cedula. ✓ Could be but necessarily a former or

	<p>currently identified wildlife/timber poachers. ✓ have been involved in environmental enforcement activities for 1 year or so.</p> <ul style="list-style-type: none"> • Signing of contract/Agreement of Participation signed • Initiate Memorandum of Agreement (MOA) between DENR-RED and IDEAS regarding hiring of environmental enforcers to bring clarity on the managerial roles and service provisions of involve agencies/offices. (See 6a.i. for elaboration) • Accept support from partners in the form of field gears/gadgets/tools/equipment and designation of personnel to PAMO. The following are commitments/support from partners/PAMB members. <ul style="list-style-type: none"> a. Conservation International (CI): Provision of personal protective equipment. b. Palawan Council for Sustainable Development (PCSD): Provision of drone and additional 3-5 personnel thru the Provincial Government to be designated to MMPL as additional enforcement personnel.
1.2 Conducted capacity building activity for the 10 forest rangers and 15 community volunteers	<ul style="list-style-type: none"> • Workshop to determine capacity needs • Lecture/training – may include training on environmental law enforcement/paralegal training, use of gadgets for geotagging and documentation
1.3 Identified and mapped hotspot areas	<ul style="list-style-type: none"> • Site visit and conduct of focus-group discussion with the locals and establishment of environmental partners (asset) • Presentation of environmental violations within MMPL and updating of map <p><i>In close coordination with local communities, DENR CENRO, Local Government Units, PCSD and other enforcement partners</i></p>
1.4 Developed a patrolling plan and conducted regular monitoring and patrolling	<ul style="list-style-type: none"> • Workshop • Presentation of patrolling plan • Weekly monitoring/patrolling • Conduct of comprehensive planning between concern agencies to solidify enforcement coordination and movement such as reporting, apprehension and prosecution or filing of case. To be hosted by Conservation International (CI).
1.5 At least 30% of illegal activities were apprehended and/or prosecuted administratively and/or criminally	<ul style="list-style-type: none"> • Inventory/data banking of pertinent documents concerning apprehensions and prosecutions. • Use of results/data from enforcement workshops and other law enforcement records as reference to rate the percentage of apprehensions and prosecution.

6a.i. Expected Result 1, Expected Result 1.1: Initiate Memorandum of Agreement between DENR RED and IDEAS.

MMPL has no trust fund yet thus in order for this project to materialized on the ground, IDEAS volunteered to be a fund conduit while MMPL-PAMB thru the PAMO is still processing its requirements for the opening of IPAF account. IDEAS as a fund conduit will serve as channel of wages for hired law enforcers/personnel of the project and maintain and manage the fund of the project, however, the executive director of IDEAS raised a concern pertaining to who will oversee the implementation of the project such as hiring, monitoring and documentation. Hence, prior to Executive Order No. 192, Series of 1987 mandating DENR to serve as the primary government agency responsible for the sustainable management and development of the country's natural resources, MMPL initiated the creation of a Memorandum of Agreement between the DENR Regional Executive Director (RED) and IDEAS whereas DENR RED shall serve as the hiring and implementing agency for the project covering three (3) years in line with specific objectives such as; managed the implementation of the project; Monitor and document the day to day activities of the of the hired personnel and their accomplishment; Monitor the status of the implementation and submit annual report to the DENR and PAMB and Exercise as primary oversight functions over the execution of this Agreement to oversee and monitor the efficient and effective implementation thereof.

The MOA only involved DENR-RED and IDEAS as they were considered the primary activating element to mobilize programs under objective 1 of this proposed project. These involves the provision of logistics and monetary support which will be managed and disbursed by IDEAS and the hiring of enforcers, ground implementation, documentation and monitoring of enforcement activities which will be handled by DENR-RED thru MMPL PAMO and PENRO.

Moreover, DENR RED shall sign the MOA which stipulates the assignment of DENR PENRO as the overseeing agency involving signing of job contract and MMPL PAMO being assigned in the implementation, documentation and monitoring of enforcement programs and activities.

Project Objective 2	Strategies
2.1 Conducted further community caravan/CEPA to disseminate IEC materials produced during the first project	<ul style="list-style-type: none">• Visit to schools and community• Community discussions
2.2 Regularly aired one 30-sec radio clip produced during the first project	<ul style="list-style-type: none">• Continuous airing of the radio clips in the two identified radio stations

Project Objective 3	Strategies
3.1 At least 50% of PAMB members act or report illegal activities occurring in MMPL	<ul style="list-style-type: none">• Establish strong connection with all PAMB members especially MLGU and BLGU members• Regularly involve concern PAMB members in all

3.2 Each member of the PAMB initiates/implements activities at least once/year consistent with MMPL management plan	<p>enforcement planning/programming and actual field operations and in the implementation of other plans and programs stipulated in the MMPL PAMP 2021-2030.</p> <ul style="list-style-type: none"> Regular inclusion of status/update from PAMB members thru the PAMO regarding environmental crimes with action taken and initiative/collaboration in the implementation of other plans and programs stipulated in the MMPL PAMP 2021-2030 in every visitation and regular PAMB meetings.
3.1 3.3 Conducted capacity building activity for the new set of PAMB members	<ul style="list-style-type: none"> Survey/selected interviews to determine capacity needs Seminar
3.2 3.4 Cross visit of selected PAMB members and submitted trip report	<ul style="list-style-type: none"> Selected PAMB members and PA Office staff to visit Mt. Hamiguitan Meeting to discuss significant learnings and other best practices that can be adopted in MMPL
3.3 3.5 Partners' Meeting/Night and other relevant meetings	<ul style="list-style-type: none"> Selected PAMB members and PA Office staff to attend

6b. Work organization and project structure

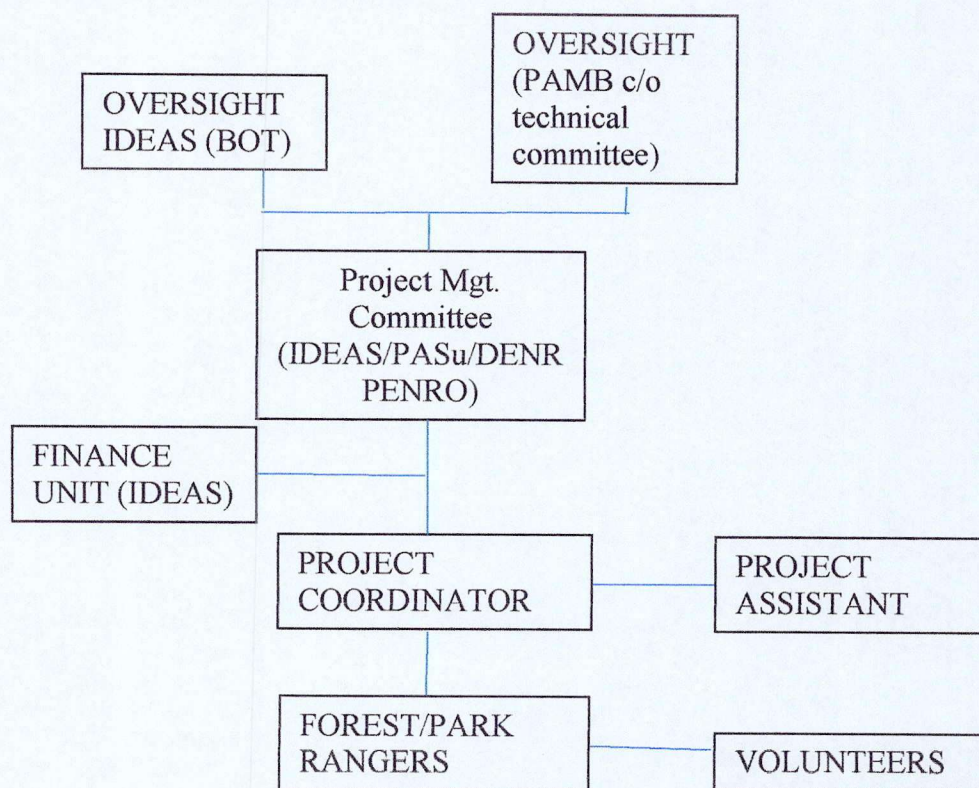


Table 1: Project Team composition (Core project staff)

Project Position	Description of Function
MMPL PASu Team Leader	Oversees the Team in implementing activities
Project Coordinator - Full Time	Leads the implementation of activities
Project Assistant – Full time	Assists the project coordinator in the implementation of activities Support in the project development and implementation and provides administrative support to project management processes.
MMPL Forest/park Rangers/Volunteers	Conducts patrolling and forest protection activities
IDEAS Executive Director or assigned staff/Co-Team Leader	Supports the team leader in overseeing and managing the project Will serve also as witness in the contract of agreement of the additional forest rangers and volunteers for MMPL.
IDEAS – Finance Officer, bookkeeper, and Disbursement officer	Maintain books of account, manage/process financial transactions, prepare financial report, ensure financial transactions are in accordance with approved budget and procedures also in accordance to the Principles. Disbursement officer is the fund custodian and responsible in the releases of approved transactions; Bookkeeper prepares vouchers and keeps records of all transactions and subsequently prepares financial reports; the Finance officer reviews financial transactions and financial reports for approval by the Executive Director
DENR PENRO, Palawan	Responsible for the signing of contract of agreement in the hiring of additional MMPL Forest Rangers and volunteers, however IDEAS will serve as the fund conduit/channel from Forest Foundation Philippines.

Table 2: External Project Staff/Consultants

Expected Result No.	Description of Deliverable/Function	Means of selection

Table 3: List of partner organizations/agencies.

	Legal Name of organization/agency	Acronym	Type of institution (e.g NGO, LGU, community group, etc.)	Level of participation in project implementation
1	MMPL PAMB/PAMO	PAMB/PAMO	Government	Direct implementer through the PAMO led by the PASu
2	DENR PENRO CENRO		Government	Technical
3.	Institute for the Development of Educational and Ecological Alternatives (IDEAS)	IDEAS	NGO	Fund conduit and MMPL-PAMO partner in the implementation of the project
4.	Conservation International (CI)	CI	NGO	Technical assistance
5.	Sustainable Intervention Oceans and Landscape (SIBOL)	SIBOL	NGO	Technical assistance

7. Activities (Please refer to Schedule of Activities and Budgetary Requirements format - Annex A).

8. Budget (Please refer to Activity and Budget Plan format - Annex B).

9. Monitoring and Evaluation Framework (up to 1.5 pages)

Table 4. Project monitoring and evaluation framework.

Project Goal: Support the activities of the MMPL Protected Area Management Board with the current MMPL Management Plan as the basis				
	Indicators	Means of Verification	Budget Php (3 years)	Assumptions
Objective 1				
1.1 Engaged 10 Forest/Park rangers (two for each municipality) and 15 community volunteers for monitoring,	Signed Agreement of Participation; Insurance and volunteer profile	Application letters, Signed contracts, reports, photos	7,524,000.00	

patrolling, and enforcement				
1.2 Conducted capacity building activity for the 10 forest rangers and 15 community volunteers	One workshop/assessment conducted; At least one cap bldg. activity implemented based on CAN report	CAN report, photos	1,962,000.00	
1.3 Identified and mapped hotspot areas	Map of hotspots areas	Reports with photos and GPS readings and map of hotspot areas	900,000.00	
1.4 Developed a patrolling plan and conducted regular monitoring and patrolling	Patrol Plan for MMPL; GPS readings; regular report	Patrol Plan Photos, reports	3,030,000.00	
1.5 At least 30% of illegal activities were apprehended and/or prosecuted administratively and/or criminally	Computed/rated level of apprehended and prosecuted illegal activities	Table/Matrix/Record/Data banking of illegal activities with progressive description	-----	
Objective 2				
2.1 Conducted further community caravan/CEPA to disseminate IEC materials produced during the first project	No. of schools; no. of communities/ attendees	Photo documentation; distribution list	1,080,000.00	
2.2 Regularly aired one 30-sec radio clip produced during the first project	No. of airings; no. of listeners	Report from radio station	432,000.00	
Objective 3				
3.1 At least 50% of PAMB members act or report illegal activities occurring in MMPL	No. of environmental crimes acted by PAMB members, no. of reported environmental crimes	Records and Reports from PAMB members	1,197,000.00	

3.2 Each member of the PAMB initiates/implements activities at least once/year consistent with MMPL management plan	No. of initiates/implements activities based on MMPL management plan	Records and Reports from PAMB members	696,000	
3.3 3.5 Partners' Meeting/Night and other relevant meetings	Attendance to the meetings	Report and photos	540,000.00	
Equipment			175,000.00	
Expenses (Administrative Cost)				
1. Salaries (Gross amounts, local staff)			1,764,000.00	
2. Travel (for admin staff only)			12,000.00	
3. Office Costs			39, 609.00	

10. Sustainability Plan (up to 1 page)

- **Financial sustainability**
 - a) Efforts to increase the endowment capital for MMPL to generate more revenues to support the implementation of management programs
 - b) The Enactment of MMPL Bill to have permanent staff and personnel for the sustainability of MMPL
- **Institutional sustainability** - The Local Government Units particularly the barangay as members of the Protected Area Management Board will be further involved in the protection of MMPL. Communities must also be reached out and involved thru intensive and continuous CEPA campaign on MMPL ownership.

11. Attachments:

- Proponent Information sheet (**Annex C**)
- MMPL Management Plan

12. List of References/Literature cited:

- Mt. Mantalingahan Protected Landscape Management Plan 2010-2015;2016-2020
- Mt. Mantalingahan Protected Landscape Propose Inscription to the UNESCO World Heritage List (page 5, 2017)

Name of Proponent: IDEAS, Inc.

Project Title: Strengthening the Patrolling/Monitoring Activities within MMPL, Continuing the IEC Campaign, and Enhancing the Capacity of PAMB Members to Effectively Manage MMPL

Project Duration/Inclusive Dates: January 2022-December 2025 (Year 1, 2022-2023)

TIMEFRAME AND BUDGETARY REQUIREMENTS

Objectives	Activities	TIMEFRAME and BUDGET (Requested Budget for Year 1)					REMARKS
		Quarter 1	Quarter 2	Quarter 3	Quarter 4	TOTAL	
Objective 1. Enforce environmental laws and the Indigenous Peoples' Right Act (IPRA law) while strengthening stakeholders' participation in the protection and conservation of ecosystems (Strategy 1 of Program 1) by engaging and capacitating 10 forest rangers and 15 community volunteers who will conduct patrolling/monitoring, hotspot mapping, and development of patrolling plan							
Expected Result 1.1 Engaged 1 project Coordinator and 1 Assistant project Coordinator; 10 Forest/Park rangers (one for each municipality) and 15 community volunteers for monitoring, patrolling, and enforcement	1.1.1. Consultation/meeting (20 pax meals and transportation) 1.1.2. Signing of contract (Pnp 15,000 per forest ranger; 3,000 per community volunteer; insurance + field gear)	11,000	11,000	11,000	11,000	44,000	Insurance: Subject to Inquiry, good for 1 year and Field gear: Field gears are tools and equipment needed for regular patrolling and monitoring not limited to Mountaineering bags, hiking shoes, flash lights, tents, sleeping bags, hammocks, water container for climber (10*5000) which under some circumstances would require replacement every year. 5 sets of uniform per personnel for PA, Ranger (10*5000) 3 long sleeve quick dry and 2 polo shirt (15*2000)-for volunteers(3 long sleeves and polo shirt)
Expected Result 1.2 Conducted capacity building activity for the 10 forest rangers and 15 community volunteers	1.2.1 Capacity Needs Assessment (CNA) (20 pax meals and 1.2.2 Training/lecture based on CAN (max 3 days; accommodation, venue, meals, transportation, honorarium to lecturers, supplies)	654,000				654,000	10 Rangers 5 lecturer 5 PAMO staff 2 coordinators 32*3000(transportation) 32*2*3000(accommodation) 32*3*1500(meals and venue) 5*3000(honorarium) 3*5000(supplies)
Expected Result 1.3 Identified and mapped hotspot areas	1.3.1 Site visit and conduct of focus-group discussion with the locals and establishment of environmental partners (asset) (max 2 days; accommodation, venue, meals, 1.3.2 Presentation of environmental crimes within MMPL and updating of map (20 pax)	120,000		120,000		240,000	20*3000= accommodation 20*3000=transportation 20 pax 1500=food and venue 1500=transportation *presentation to the TWG Enforcement and PAMB

Project Title: Strengthening the Patrolling/Monitoring Activities within MMPL, Continuing the IEC Campaign, and Enhancing the Capacity of PAMB Members to Effectively Manage MMPL

Project Duration/Inclusive Dates: January 2022-December 2025 (Year 1, 2022-2023)

TIMEFRAME AND BUDGETARY REQUIREMENTS

Objectives	Activities	TIMEFRAME and BUDGET (Requested Budget for					
		Year 1					
		Quarter 1	Quarter 2	Quarter 3	Quarter 4	TOTAL	REMARKS
Expected Result 1.4 Developed a patrolling plan and conducted regular monitoring and patrolling	1.4.1 Workshop meeting on patrolling plan (20 pax, 1 day, meals and transportation)						
	1.4.2 Presentation of patrolling plan	60,000				60,000	20 pax 3000=food and venue *presentation to the TWG Enforcement and PAMB
	1.4.3 Regular monitoring/patrolling (5 Rangers x 3 months x 2000 per month) + (15 pax volunteers x 3 months x 2000 per month) fuel and trasnportation expenses)	247,500	247,500	247,500	247,500	990,000	Travel allowance for 5 rangers, 2 technical personnel Endowment and 3 PAMO staff(10*3*3000) For volunteers(15*3*1500) For Rangers (10*3*3000) for 15 Rangers, 15 volunteers (15*3000 Gasoline, load allowance and travelling expenses) rangers+(15*1,500 galosine load allowance and travelling expenses) volunteers-This covers the whole year budget of the activities

Project Title: Strengthening the Patrolling/Monitoring Activities within MMPL, Continuing the IEC Campaign, and Enhancing the Capacity of PAMB Members to Effectively Manage MMPL

Project Duration/Inclusive Dates: January 2022-December 2025 (Year 1, 2022-2023)

TIMEFRAME AND BUDGETARY REQUIREMENTS

Objectives	Activities	TIMEFRAME and BUDGET (Requested Budget for					REMARKS
		Year 1				TOTAL	
		Quarter 1	Quarter 2	Quarter 3	Quarter 4		
Objective 2. Enhance stakeholders' awareness and participation in the protection and conservation of MMPL (Strategy 1 of Program 2) by continuing the dissemination of IEC materials (through community caravan, airing of video/radio clips) produced during the first project							
Expected Result 2.1 Conducted further community caravan/CEPA to disseminate IEC materials produced during the first project	2.1.1 Community caravan (10 pax x 2 CEPA activity per quarter x 3000 - meals, transportation+(supplies) +(65 participants)	90,000	90,000	90,000	90,000	360,000	Community caravan (10 pax x 2 CEPA activity per quarter x 1500 - meals, transportation +(supplies= 5000*2) +(65 *2*500 participants)
Expected Result 2.2 Regularly aired one 30-sec radio clip produced during the first project	2.2.1 Continuous airing of the radio clips in the two identified radio stations @ 500 per 30-sec x 3 times a week (two radio stations)	36,000	36,000	36,000	36,000	144,000	12 weeks in quarter*500 payment per airing*3 times a week *2 radio stations
Objective 3. Strengthen the management body in overseeing the implementation of the management and financial plan (Strategy 1 of Program 4) by building the capacity of the new set of PAMB members							
3.1 Conducted capacity building activity through Training/Workshop for the new set of PAMB members and enhanced management on each area of jurisdiction.	3.1.1 Capacity Needs Assessment (CAN)						5 PAMO= 2 Coordinators
	3.1.2 Training/lecture based on CAN (max 3 days, 50 pax*accommodation, venue, meals, transportation)			1,197,000		1,197,000	50 pax=PAMB members 50*3000=transportation 50*3000=venue and accommodation
Expected Result 3.2 Facilitated cross visit of selected PAMB members and submitted trip report	3.2.1 Cross visit to Mt. Hamiguitan (3 days: 15 pax; accommodation, transportation, meals) 3.2.2 Meeting to discuss significant learnings and other best practices that can be adopted in MMPL						
Expected Result 3.3 Attended the Partners' Meeting/Night and other relevant meetings	3.3.3 Attendance to meetings (6 pax x 2500 meals, transportation, and accommodation x 3 meetings, if needed)	45,000	45,000	45,000	45,000	180,000	2 project coordinator 4 PAMO staff
Equipment	5 GPS for geotagging and documentation (5 unit x 25000)	125,000				125,000	
	Scanner Panasonic KV-SL1066	50,000				50,000	

Project Title: Strengthening the Patrolling/Monitoring Activities within MMPL, Continuing the IEC Campaign, and Enhancing the Capacity of PAMB Members to Effectively Manage MMPL

Project Duration/Inclusive Dates: January 2022-December 2025 (Year 1, 2022-2023)

TIMEFRAME AND BUDGETARY REQUIREMENTS

Objectives	Activities	TIMEFRAME and BUDGET (Requested Budget for					
		Year 1					
		Quarter 1	Quarter 2	Quarter 3	Quarter 4	TOTAL	
TOTAL DIRECT PROJECT COST							REMARKS
		2,163,500	1,014,500	2,331,500	1,014,500	6,524,000	
EXPENSES (ADMINISTRATIVE COST)							
1. Salaries (Gross amounts, local staff)							
1.1.1 Project Management							
	Project Coordinator (Full time)	75,000	75,000	75,000	75,000	300,000	
	Project Assistant- (Full time)	45,000	45,000	45,000	45,000	180,000	
1.1.2 Administrative/ support staff							
	Finance Officer	12,000	12,000	12,000	12,000	48,000	
	Book Keeper	7,500	7,500	7,500	7,500	30,000	
	Disbursement Officer	7,500	7,500	7,500	7,500	30,000	
	Personnel Cost (max of 25% of total cost)	147,000	147,000	147,000	147,000	588,000	
2. Travel (for admin staff only)		1,000	1,000	1,000	1,000	4,000	
3. Office Costs						-	
	3.1. Office Supplies and Photocopy	1,000	1,000	1,000	1,000	4,000	
	3.2. Communications	3,000	3,000	3,000	3,000	12,000	
	3.3 Utilities	2,000	2,000	2,000	2,000	8,000	
	3.4. Office rent	3,300	3,300	3,300	3,300	13,200	
4. Other Services						-	
	4.1 Bank Charges					-	
	Sub total of items 2,3 & 4 (maximum of 10% of total cost)	10,300	10,300	10,300	10,300	37,200	
Auditing Costs						-	
TOTAL BUDGETARY REQUIREMENT		2,320,800	1,171,800	2,488,800	1,171,800	7,153,200	
Per Quarter budget							

Note: Entries are sample only, actual entries depends on specific proposal.

Name of Proponent: IDEAS, Inc.

Project Title: Strengthening the Patrolling/Monitoring Activities within MMPL, Continuing the IEC Campaign, and Enhancing the Capacity of PAMB Members to Effectively Manage MMPL

Project Duration/Inclusive Dates: January 2022-December 2025 (Year 2, 2023-2024)

TIMEFRAME AND BUDGETARY REQUIREMENTS

Objectives	Activities	TIMEFRAME and BUDGET (Requested Budget for Year 2 Only)						REMARKS
		Year 2					TOTAL	
		Quarter 1	Quarter 2	Quarter 3	Quarter 4			
Objective 1. Enforce environmental laws and the Indigenous Peoples' Right Act (IPRA law) while strengthening stakeholders' participation in the protection and conservation of ecosystems (Strategy 1 of Program 1) by engaging and capacitating 10 forest rangers and 15 community volunteers who will conduct patrolling/monitoring, hotspot mapping, and development of patrolling plan	Expected Result 1.1 Engaged 10 Forest/Park rangers (one for each municipality) and 15 community volunteers for monitoring, patrolling, and enforcement (one per four barangays)	1.1.1. Consultation/meeting (20 pax meals and transportation)	11,000	11,000	11,000	11,000	44,000	Insurance: Subject to Inquiry, good for 1 year and Field gear. Field gears are tools and equipment needed for regular patrolling and monitoring not limited to Mountaineering bags, hiking shoes, flash lights, tents, sleeping bags, hammocks, water container for climber(10*5000) which under some circumstances would require replacement every year. 5 sets of uniform per personnel for P.A.Ranger (10*5000) 3 long sleeve quick dry and 2 polo shirt (15*2000)-for volunteers(3 long sleeves and plo shirt)
	1.1.2. Renewal of contract or Replacing rangers as the need arises (Pnp 15000 per forest ranger, 3,000 per community volunteer, insurance + field gear)	665,000	585,000	585,000	585,000	2,420,000		
Expected Result 1.2 Conducted capacity building activity for the 10 forest rangers and 15 community volunteers	1.2.1 Capacity Needs Assessment (CNA) (20 pax meals and transportation)							LIST OF PARTICIPANTS 15 volunteers 10 Rangers 5 lecturer 5 PAMO staff 2 coordinators 32*3000(transportation) 32*2*3000(accommodation) 32*3*1500(meals and venue) 5*3000(honorarium) 3*5000(supplies)
	1.2.2 Refresher Training/lecture based on CAN (max 3 days; accommodation, venue, meals, transportation, honorarium to lecturers, supplies)	654,000				654,000		

Expected Result 1.3 Identified and mapped hotspot areas	1.3.1 Revisitation of identified sites and continuous conduct of focus-group discussion with the locals and strengthen the relationship as environmental partners (asset) (max 2 days; accommodation, venue, meals, transportation)	120,000		120,000		240,000	
	1.3.2 Updating the status of Environmental crimes within MMPL and updating of map (20 pax) 1 day meeting +meals + venue+2 nights accommodation+transportation allowance	60,000				60,000	
	Expected Result 1.4 Developed a patrolling plan and conducted regular monitoring and patrolling	1.4.1 Enhancement of patrolling plan (20 pax, 1 day, meals and transportation) 1.4.2 Presentation of Enhanced patrolling plan (20 pax, 1 day, meals and transportation) 1.4.3 Regular monitoring/patrolling (5 Rangers x 3 months x 2000 per month) + (15 pax volunteers x 3 months x 2000 per month) fuel and transportation expenses	247,500	247,500	247,500	247,500	980,000
Objective 2. Enhance stakeholders' awareness and participation in the protection and conservation of MMPL (Strategy 1 of Program 2) by continuing the dissemination of IEC materials (through community caravan, airing of video/radio clips) produced during the first project							
Expected Result 2.1 Conducted further community caravan/CEPA to disseminate IEC materials produced during the first project	2.1.1 Community caravan (10 pax x 2 CEPA activity per quarter x 3000 - meals, transportation+(supplies) +(65 participants)	90,000	90,000	90,000	90,000	360,000	Community caravan (10 pax x 2 CEPA activity per quarter x 1500 - meals, transportation +(supplies= 5000*2) +(65 *2*500 participants)
	Expected Result 2.2 Regularly aired one 30-sec radio clip produced during the first project	2.2.1 Continuous airing of the radio clips in the two identified radio stations @ 500 per 30-sec x 3 times a week (two radio stations)	36,000	36,000	36,000	36,000	144,000
Objective 3. Strengthen the management body in overseeing the implementation of the management and financial plan (Strategy 1 of Program 4) by building the capacity of the new set of PAMB members							
3.1 Conducted capacity building activity through Training/Workshop for the new set of PAMB members and enhanced management on each area of jurisdiction.	3.1.1 Capacity Needs Assessment (CNA) (50 pax x 1000 - meals and transportation)						
	3.1.2 Training/lecture based on CAN (max 3 days; 50 pax; accommodation, venue, meals, transportation)						

Expected Result 3.2 Facilitated cross visit of selected PAMB members and submitted trip report	3.2.1 Cross visit to Mt. Hamiguitan (3 days; 15 pax; accommodation, transportation, meals)	696,000					696,000	6 PAMO staff 2 Coordinators 10 PAMB members
	3.2.2 Meeting to discuss significant learnings and other best practices that can be adopted in MMPL							
Expected Result 3.3 Attended the Partners' Meeting/Night and other relevant meetings	3.3.3 Attendance to meetings (6 pax x 2500 meals; transportation, and accommodation x 3 meetings, if needed)	45,000	45,000	45,000	45,000	45,000	180,000	to be presented to PAMB meeting
TOTAL DIRECT PROJECT COST		2,624,500	1,014,500	1,134,500	1,014,500	5,788,000		
EXPENSES (ADMINISTRATIVE COST)								
1. Salaries (Gross amounts, local staff)								
1.1.1 Project Management								
Project Coordinator (Full time)		75,000	75,000	75,000	75,000	75,000	300,000	
Project Assistant- (Full time)		45,000	45,000	45,000	45,000	45,000	180,000	
1.1.2 Administrative/ support staff								
Finance Officer		12,000	12,000	12,000	12,000	12,000	48,000	
Book Keeper		7,500	7,500	7,500	7,500	7,500	30,000	
Disbursement Officer		7,500	7,500	7,500	7,500	7,500	30,000	
Personnel Cost (max of 25% of total cost)		147,000	147,000	147,000	147,000	147,000	588,000	
2. Travel (for admin staff only)		1,000	1,000	1,000	1,000	1,000	4,000	
3. Office Costs								
3.1. Office Supplies and Photocopy		1,000	1,000	1,000	1,000	1,000	4,000	
3.2. Communications		3,000	3,000	3,000	3,000	3,000	12,000	
3.3. Utilities		2,000	2,000	2,000	2,000	2,000	8,000	
3.4. Office rent		3,300	3,300	3,300	3,300	3,300	13,200	
4. Other Services							-	
4.1 Bank Charges							-	
Sub total of items 2,3 & 4 (maximum of 10% of total cost)		10,300	10,300	10,300	10,300	10,300	37,200	
Auditing Costs								
TOTAL BUDGETARY REQUIREMENT		2,781,800	1,171,800	1,291,800	1,171,800	6,417,200		
Per Quarter budget								

Note: Entries are sample only, actual entries depends on specific proposal.

Project Title: Strengthening the Patrolling/Monitoring Activities within MMPL, Continuing the IEC Campaign, and Enhancing the Capacity of PAMB Members to Effectively Manage MMPL

Project Duration/Inclusive Dates: January 2022-December 2025 (Year 3, 2023-2024)

TIMEFRAME AND BUDGETARY REQUIREMENTS

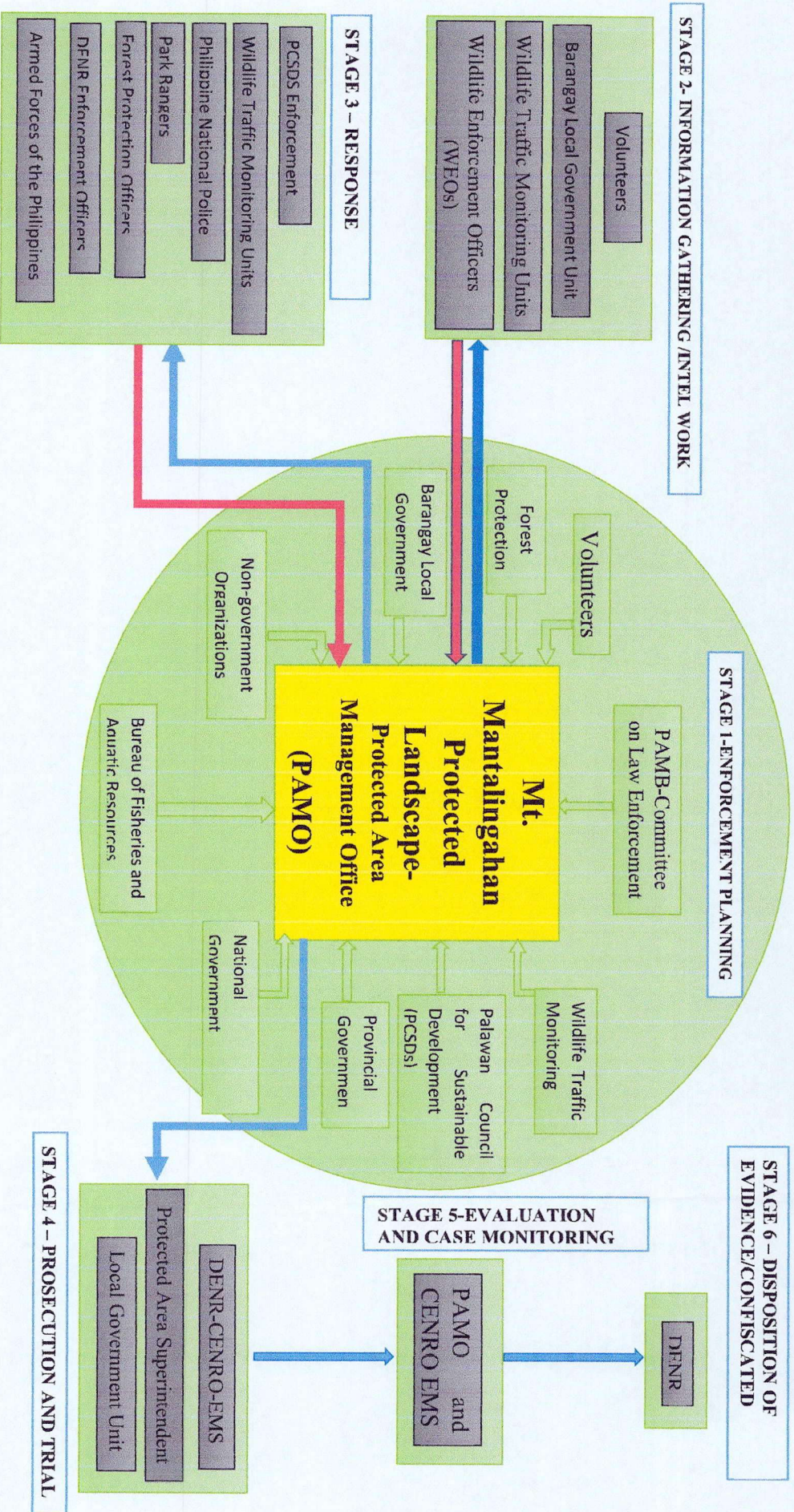
Objectives	Activities	TIMEFRAME and BUDGET (Requested Budget for Year 2 Only)						REMARKS
		Year 2				TOTAL		
		Quarter 1	Quarter 2	Quarter 3	Quarter 4			
Objective 1. Enforce environmental laws and the Indigenous Peoples' Right Act (IPRA law) while strengthening stakeholders' participation in the protection and conservation of ecosystems; (Strategy 1 of Program 1) by engaging and capacitating 10 forest rangers and 15 community volunteers who will conduct patrolling/monitoring, hotspot mapping, and development of patrolling plan	Expected Result 1.1 Engaged 10 Forest/Park rangers (one for each municipality) and 15 community volunteers for monitoring, patrolling, and enforcement (one per four barangays)	1.1.1. Consultation/meeting (20 pax meals and transportation)	11,000	11,000	11,000	11,000	44,000	Insurance: Subject to Inquiry, good for 1 year and Field gear. Field gears are tools and equipment needed for regular patrolling and monitoring not limited to Mountaineering bags, hiking shoes, flash lights, tents, sleeping bags, hammocks, water container for climber(10*5000) which under some circumstances would require replacement every year. 5 sets of uniform per personnel for P.A,Ranger (10*5000) 3 longsleeve quick dry and 2 polo shirt (15*2000)-for volunteers,(3 long sleeves and plo shirt)
		1.1.2. Renewal of contract or Replacing rangers as the need arises (Pnp 15000 per forest ranger, 3,000 per community volunteer, insurance + field gear)	665,000	585,000	585,000	585,000	2,420,000	
Expected Result 1.2 Conducted capacity building activity for the 10 forest rangers and 15 community volunteers	1.2.1 Capacity Needs Assessment (CNA) (20 pax meals and transportation)							List of participants 15 volunteers 10 Rangers 5 lecturer 5 PAMO staff 2 coordinators
		1.2.2 Refresher Training/lecture based on CAN (max 3 days, accomodation, venue, meals, transportation, honorarium to lecturers, supplies)	654,000				654,000	
								32*3000(transportation) 32*2*3000(accommodation) 32*3*1500(meals and venue) 5*3000(honorarium) 3*5000(supplies)

Expected Result 1.3 Identified and mapped hotspot areas	1.3.1 Revision of identified sites and continuous conduct of focus-group discussion with the locals and strengthen the relationship as environmental partners (asset) (max 2 days; accommodation, venue, meals, transportation)	120,000		120,000		240,000	
	1.3.2 Updating the status of Environmental crimes within MMPL and updating of map (20 pax) 1 day meeting + meals + venue + 2 nights accommodation + transportation allowance	60,000				60,000	
Expected Result 1.4 Developed a patrolling plan and conducted regular monitoring and patrolling	1.4.1 Enhancement of patrolling plan (20 pax, 1 day, meals and transportation)					-	
	1.4.2 Presentation of Enhanced patrolling plan (20 pax, 1 day, meals and transportation)					-	
	1.4.3 Regular monitoring/patrolling (5 Rangers x 3 months x 2000 per month) + (15 pax volunteers x 3 months x 2000 per month) fuel and transportation expenses	247,500	247,500	247,500	247,500	990,000	Travel allowance for 5 rangers, 2 technical personnel Endowment and 3 PAMO staff (10*3*3000) For volunteers (15*3*1500) For Rangers (10*3*3000) for 15 Rangers, 15 volunteers (15*3000 Gasoline, load allowance and travelling expenses) rangers+(15*1,500 gasoline load allowance and travelling expenses) volunteers-This covers the whole year budget of the activities
Objective 2. Enhance stakeholders' awareness and participation in the protection and conservation of MMPL (Strategy 1 of Program 2) by continuing the dissemination of IEC materials (through community caravan, airing of video/radio clips) produced during the first project							
Expected Result 2.1 Conducted further community caravan/CEPA to disseminate IEC materials produced during the first project	2.1.1 Community caravan (10 pax x 2 CEPA activity per quarter x 3000 - meals, transportation+(supplies) +(65 participants)	90,000	90,000	90,000	90,000	360,000	Community caravan (10 pax x 2 CEPA activity per quarter x 1500 - meals, transportation +(supplies= 5000*2) +(65 *2*500 participants)
	Expected Result 2.2 Regularly aired one 30-sec radio clip produced during the first project	36,000	36,000	36,000	36,000	144,000	
Objective 3. Strengthen the management body in overseeing the implementation of the management and financial plan (Strategy 1 of Program 4) by building the capacity of the new set of PAMB members							
3.1 Conducted capacity building activity through Training/Workshop for the	3.1.1 Capacity Needs Assessment (CNA) (50 pax x 1000 - meals and transportation)						

new set of PAMB members and enhanced management on each area of jurisdiction.		3.1.2 Training/lecture based on CAN (max 3 days, 50 pax, accommodation, venue, meals, transportation)							
Expected Result 3.2 Facilitated cross visit of selected PAMB members and submitted trip report		3.2.1 Cross visit to Mt. Hamiguitan (3 days, 15 pax; accommodation, transportation, meals)							
		3.2.2 Meeting to discuss significant learnings and other best practices that can be adopted in MM							
Expected Result 3.3 Attended the Partners' Meeting/Night and other relevant meetings		3.3.3 Attendance to meetings (6 pax x 2500 meals, transportation, and accommodation x 3 meetings, if needed)	45,000	45,000	45,000	45,000	45,000	180,000	
TOTAL DIRECT PROJECT COST			1,928,500	1,014,500	1,134,500	1,014,500	5,092,000		
EXPENSES (ADMINISTRATIVE COST)									
1. Salaries (Gross amounts, local staff)									
1.1.1 Project Management									
Project Coordinator (Full time)			75,000	75,000	75,000	75,000	300,000		
Project Assistant- (Full time)			45,000	45,000	45,000	45,000	180,000		
1.1.2 Administrative/ support staff									
Finance Officer			12,000	12,000	12,000	12,000	48,000		
Book Keeper			7,500	7,500	7,500	7,500	30,000		
Disbursement Officer			7,500	7,500	7,500	7,500	30,000		
Personnel Cost (max of 25% of total cost)			147,000	147,000	147,000	147,000	588,000		
2. Travel (for admin staff only)			1,000	1,000	1,000	1,000	4,000		
3. Office Costs									
3.1. Office Supplies and Photocopy			1,000	1,000	1,000	1,000	4,000		
3.2. Communications			3,000	3,000	3,000	3,000	12,000		
3.3. Utilities			2,000	2,000	2,000	2,000	8,000		
3.4. Office rent			3,300	3,300	3,300	3,300	13,200		
4. Other Services									
4.1 Bank Charges									
Sub total of items 2,3 & 4 (maximum of 10% of total cost)			10,300	10,300	10,300	10,300	37,200		
Auditing Costs									
TOTAL BUDGETARY REQUIREMENT			2,085,800	1,171,800	1,291,800	1,171,800	5,721,200		
Per Quarter budget									

Note: Entries are sample only, actual entries depends on specific proposal.

MOUNT MANTALINGAHAN PROTECTED LANDSCAPE-ENFORCEMENT FLOW



Important note: Process flow based on Mount Mantalingahan Protected Area Landscape-Enforcement Protocol

CONSERVATION AND ELOPMENT SECTION - MT. MANTALINGAHAN PROTECTED LANDSCAPE

DATE RECORDED	CONTROL NO.	CLAIMANT	PARTICULARS	BIODIVERSITY MONITORING SYSTEM (BMS) = 2					150,000.00	
				Fuel & Other Lubricant	Load Allowance	Office Supplies	Other Professional Service	Training Expense		Travelling Expenses
1						15,000.00	91,476.00		43,524.00	
2										
3										
4										
5										
6										
7										
8										
9										
10										
11										
12										
13										
14										
15										

OBLIGATED										
BALANCE				0.00	0.00	0.00	0.00	0.00	0.00	
				0.00	0.00	15,000.00	91,476.00	0.00	43,524.00	
				150,000.00						
DATE RECORDED	CONTROL NO.	CLAIMANT	PARTICULARS	CONDUCT OF CEPAPUBLIC GATHERING						180,000.00
				Fuel & Other Lubricant	Load Allowance	Office Supplies	Other Professional Service	Training Expense	Travelling Expenses	
						160,000.00		10,000.00	10,000.00	

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REECS



Mt. Mantalingahan Protected Landscape

Business Plan

Foreword

Suggested Citation:

Department of Environment and Natural Resources-Biodiversity Management Bureau (DENR-BMB) and the Resources, Environment, and Economics Center for Studies (REECS). 2014. *Mt. Mantalingahan Protected Landscape Business Plan*. Quezon City, Philippines: Sustainable Financing of Protected Areas Project.

This work was funded by the World Bank through the National Program Support for Environment and Natural Resources Management Project of the DENR. The report was prepared by project team members from REECS composed of Rina Maria Rosales (Team Leader), Nancy Ibuna, Errol Gatumbato, Corina De Alban, Carl Ureta, Arvin Vista, MajahLeah Ravago, Earl Parreno, and Agustin Arcenas. Assistance was provided by Vida Gonzales, Mary Concepcion, and Moss Rico.

The project team also wishes to acknowledge the participation and assistance of Protected Area Superintendent Clarissa Pador and other DENR regional personnel and PA stakeholders who participated in the business planning workshops (Babylyn Cacao, Rhodora Ubani, Jeanne Tabangay, Mailah Regalado, and Atty. Noel Aquino). The guidance of Director Mundita Lim, Norma Molinyawe, and Tess Blastique of the DENR-BMB is also gratefully acknowledged.

Photos courtesy of Conservation International Philippines' research team (species photos) and Corina De Alban for Conservation International Philippines (site photos)

This business plan was developed as part of the Sustainable Financing of Protected Areas Project, which aimed to support 18 selected protected areas (PA) in business plan development and implementation of priority activities to secure additional financing. The main result is increased internally generated financing for PA management as well as enhanced capacities of key PA managers and stakeholders on resource mobilization. The project was commissioned by the Protected Areas and Wildlife Bureau of the Department of Environment and Natural Resources (PAWB-DENR) with funding from the World Bank and implemented by the Resources, Environment and Economics Center for Studies, Inc. (REECS).

The plan was developed mainly by conducting business planning workshops, which became the venue for representatives of the protected area to level off on target outcomes, outputs and activities for the PA, based on their management plan. Information in the Protected Area Profile largely came from the PA management plan and other materials shared by PA personnel.

The logical framework approach and activity-based cost accounting tool were used in fleshing out the business plan, which generated cost estimates for implementing identified activities that will lead to the achievement of the target outcomes. Site visits to the PA and additional consultations done with PA personnel after the workshops generated further detail and allowed fine-tuning of targets, costs, and revenue generating options.

The resulting financial requirements, along with current revenues, provide an idea of the funding gap and serve as basis for determining resource generation opportunities. Options in minimizing the gap are outlined, and additional schemes that may help implementation of

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the management plan are broadly discussed, such as setting up social enterprises for tenured migrants.

This PA business plan is intended to guide PA managers, prospective donors/investors, PA partners, and other stakeholders in assessing the financial needs that must be

met in order to implement the PA's management plan activities. The PA business plan is also an avenue for generating potential revenues to help meet those needs. Essentially, it is an extension of the management plan as it also aims to identify the resources required to meet the goals and tasks laid out in the PA management plan.

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CADC	Certificate Of Ancestral Domain Claim
CADT	Certificate of Ancestral Domain Title
CALC	Certificate Of Ancestral Land Claim
CBFM	community-based forest management
CI	Conservation International
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
CLUP	Comprehensive Land Use Plan
CMRPA	Culasian Managed Resource Protected Area
ETF	environmental trust fund FLUP
	Forest Land Use Plan
GCF	Global Conservation Fund
IEC	information, education, and communication
IP	indigenous peoples
IPAP	Initial Protected Area Plan
IUCN	International Union for Conservation of Nature MMPL
	Mt. Mantalingahan Protected Landscape
MOOE	Maintenance and Other Operating Expenses
NGO	nongovernment organizations
NIPAS	National Integrated Protected Areas System



Mt. Mantalingahan Protected Landscape

VISION:

*Towards a protected environment,
managed by a responsible and united
citizenry with a high knowledge
and awareness and sustainable
livelihoods, and has regard for others
and faith in God.*

NTPF non-timber forest products PA
protected area

PAMB Protected Area Management Board

PASu Protected Area Superintendent

PAWB Protected Areas and Wildlife Bureau

PCSD Palawan Council for Sustainable Development

PENRO Provincial Environment and Natural Resources Officer

PO people's organization

PTFCF Philippine Tropical Forest Conservation Foundation

RA Republic Act

REECS Resource, Environment and Economics Center for Studies

SPPC South Palawan Planning Council

TEV total economic value

TNA training needs analysis

1. Protected Area Profile

1.1. Location and Coverage

Mt. Mantalingahan Protected Landscape (MMPL) is a largely forested mountain range in southern Palawan covering 120,457 hectares (Figure 1). It covers five municipalities (Bataraza, Brooke's Point, Quezon, Rizal, and Sofronio Espanola) with 36 barangays and 300 sitios. Mt. Mantalingahan is the highest peak (2,085 meters) along the central spine of mountains in southern Palawan.

MMPL became a protected area (PA) and part of the National Integrated Protected Areas System (NIPAS) through Presidential

Proclamation 1815 issued in June 2008, which made MMPL the largest terrestrial protected area in Palawan.

The coverage of MMPL also includes one locally declared conservation area, the Culasian Managed Resource Protected Area (CMRPA). This local conservation area was designated through a municipal resolution in 2006 and covers 1,954 hectares in Barangay Culasian in the municipality of Rizal. CMRPA is unique for southwestern Palawan, since it represents one of the last examples of coastal forest that still is connected to an extensive mangrove area. The site also has with a considerable number of cavity-nesting birds.

Also within the PA are one communitybased forest management (CBFM) area, one Certificate Of Ancestral Domain Title (CADT) area, one Certificate Of Ancestral Domain Claim (CADC) area, and one Certificate Of Ancestral Land Claim (CALC) area. There are also four pending CALC/ CADT applications. Including areas with pending applications, ancestral land tenure areas account for more than 70,000 hectares.

1.2. Salient Biodiversity Features and Natural Resources

1.2.1 . Land Cover and Vegetation

There are 11 vegetative cover types within MMPL. Forests cover about 100,000 hectares or approximately 79% of the total land area of the PA, three quarters of which is primary forest. The majority of forests are in the mountain range itself, while virtually all the lowland areas have been deforested. Forest clearance continues through the hilly terrain of Espanola, Quezon, and Rizal, extending up accessible river valleys deep into the mountain range.

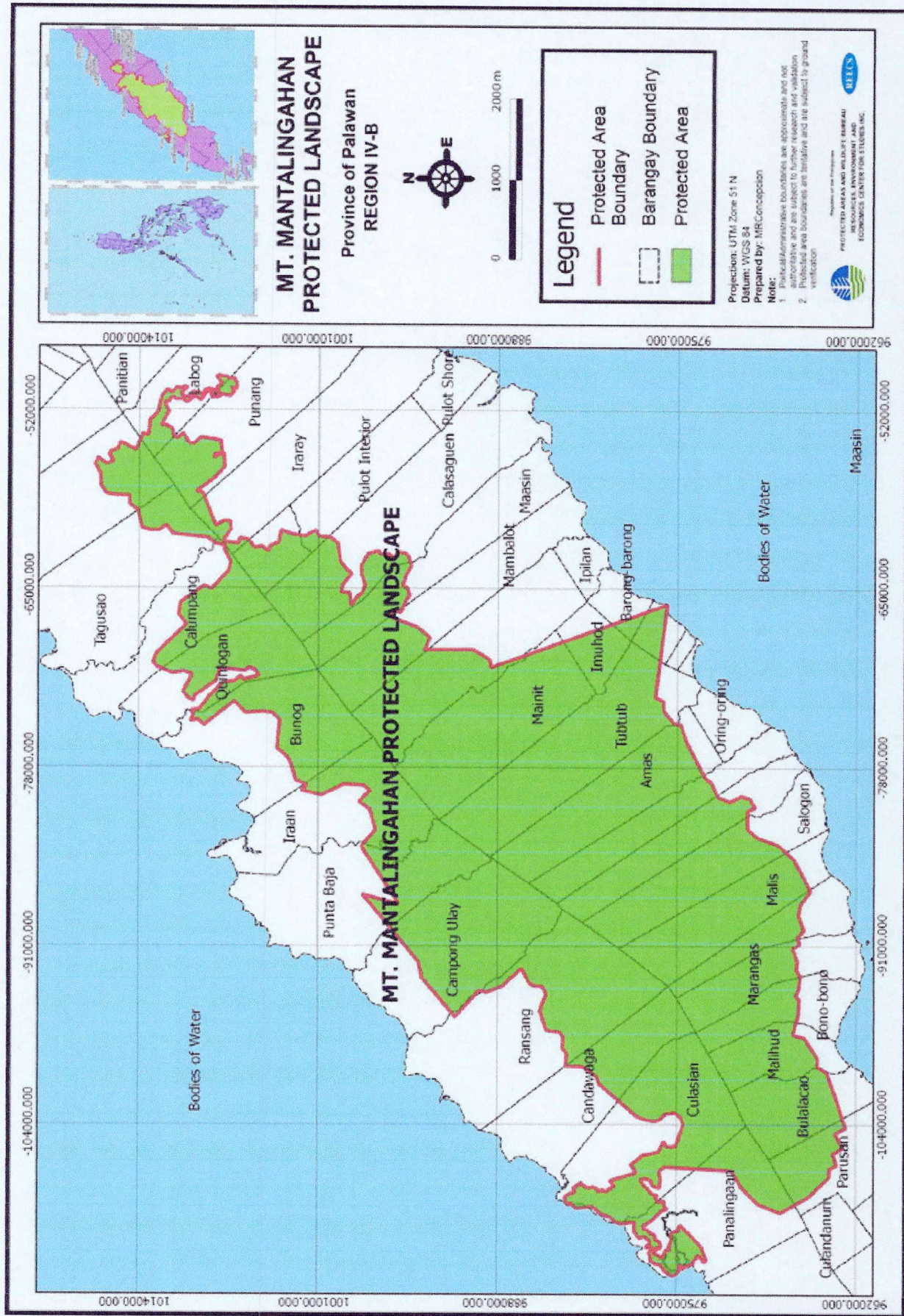


Figure 1. Location Map of Mt. Mantalingahan Protected Landscape

1.2.2. Noteworthy Species

MMPL is one of the 17 terrestrial Key Biodiversity Areas in Palawan, as well as one of the only 10 sites of the Alliance for Zero Extinction—sites where species are in imminent danger of disappearing—in the Philippines. Most of the threatened and restricted-range birds of the Palawan Endemic Bird Area occur in the Mantalingahan range and the adjacent lowlands.

MMPL is rich in plant biodiversity with at least 861 plant species, which make up the habitats of the different fauna of Palawan. Of these, 351 plant species represented by 214 genera and 92 families occur in the forest edge. The remaining 510 plant species represented by 326 genera and 116 families were recorded from different forest types in higher elevation. Some of these species are considered as globally threatened by the International Union for

Conservation of Nature (IUCN) (Table 1).

Table 1. Threatened Plant Species in MMPL (IUCN and DENR)

Family	Scientific Name	IUCN 2008	DENR 2007-1
Anacardiaceae	<i>Mangifera altissima</i> Blanco	Vulnerable	Vulnerable
Annonaceae	<i>Orophea cf. cumingiana</i> Vidal	Not Assessed	Vulnerable
Araliaceae	<i>Schefflera curranii</i> Merr.	Endangered	Endangered
Araucariaceae	<i>Agathis celebica</i> (Koord.) Warb.	Least concern	Vulnerable
Cyatheaceae	<i>Cyathea ferruginea</i> H Christ	Not Assessed	Endangered
Dipterocarpaceae	<i>Shorea guiso</i> (Blanco) Blume	Critically endangered	Not Assessed
Euphorbiaceae	<i>Aporosa symplocifolia</i> Merr.	Not Assessed	Other Wildlife Species
	<i>Drypetes palawanensis</i> (Pax & Hoffm.)	Vulnerable	Other Threatened Species
Meliaceae	<i>Aglaia edulis</i> (Roxb.) Wall.	Near Threatened	Vulnerable
Myristicaceae	<i>Horsfieldia ardisiifolia</i> (A DC) Warb.	Vulnerable	Not Assessed
	<i>Aphanamix polystachya</i> (Wall.) RN Parker	Not Assessed	Vulnerable
Myrtaceae	<i>Tristaniaopsis decorticata</i> (Merr.)	Not Assessed	Critically endangered
Orchidaceae	<i>Paphiopedilum fowliei</i> Birk	Critically endangered	Critically endangered
Pandanaceae	<i>Freycinetia sumatrana</i> Hemsl.	Not Assessed	Other Wildlife Species
Podocarpaceae	<i>Podocarpus rhumphii</i> Blume	Least Concern	Endangered
Polypodiaceae	<i>Drynaria quercifolia</i> (L.) J Sm.	Not Assessed	Vulnerable
Rosaceae	<i>Prunus pulgarensis</i>	Endangered	Not Assessed
	<i>Prunus grisea</i> (Blume) Kalkm.	Least Concern	Not Assessed
Sapindaceae	<i>Guioa myriadenia</i> Radlk.	Endangered	Endangered
	<i>Guioa palawanica</i> Welzen	Critically endangered	Critically endangered
Sapotaceae	<i>Palaquium cf. bataanense</i> Merr.	Vulnerable	Not Assessed

During its 2007 study, CI discovered eight plant species previously undescribed by scientists, and at least 5 species that were newly recorded for Palawan.

For fauna, research surveys indicate that there are at least 169 species of vertebrates comprising 35 species of mammals from 15 families and 31 genera, 90 birds in 34 families and 73 genera, 30 reptiles in 8 families and 26 genera, and 14 amphibians in 5 families and 14 genera. The IUCN lists 13 of these as threatened species—10 as vulnerable, 2 as endangered, and 1 as critically endangered (Table 2).

Further research in MMPL may yield more information or important discoveries. During its 2007 study, Conservation International (CI) discovered a new species of parrot finch (*Erythrura prasina*), a new species of shrew (as yet unnamed) and, as well as a species of pouch bat (*Saccolaimus saccolaimus*) previously unrecorded for Palawan, eight plants species previously undescribed by scientists and at least five species that were newly recorded for Palawan.

1.2.3. Major Resources/Ecosystem Services

MMPL's rich resources provide important ecosystem services that benefit the local communities with an estimated total economic value of US\$5.5 billion, according to a 2008 study conducted by CI and its partners (Table 3). These ecosystem services include water, soil conservation, flood control, carbon sequestration, non-timber forest products and the high potentials of waterfalls, caves and other tourism areas.

South Palawan has about 60 principal rivers and about 45 of these drain the Mantalingahan range. Of the 33 watersheds in MMPL, two are micro-

watersheds with area of less than 1,000 hectares, 21 watersheds are small with area between 1,000 to 10,000 hectares and 10 are medium watersheds with area between 10,000 and 50,000 hectares. Most of these watersheds are located within the jurisdiction of Rizal and Brooke's Point.

Ecotourism activity in MMPL and the entire Southern Palawan is currently minimal, with majority of tourists opting

fall within the coverage of MMPL are in the uplands, while the rest are in lowland areas, which

Table 2. Threatened Animal Species in MMPL (IUCN)

Scientific Name	Common Name	Status (IUCN)
<i>Megophrys ligayae</i>	Palawan Horned Frog	Endangered
<i>Limnonectes acanthi</i>	Busuanga Wart Frog Fanged Frog	Vulnerable
<i>Pelochelys sp</i>	Giant cantor	Endangered
<i>Egretta eulophotes</i>	Chinese Egret	Vulnerable
<i>Anthracoceros marchei</i>	Palawan Hornbill	Vulnerable
<i>Ficedula platenae</i>	Palawan Flycatcher	Vulnerable
<i>Polyplectron napoleonis</i>	Palawan Peacock Pheasant	Vulnerable
<i>Cacatua haematuropygia</i>	Philippine Cockatoo	Critically Endangered
<i>Prioniturus platenae</i>	Blue-headed Racquet-tail	Vulnerable
<i>Ptilocichla falcata</i>	Falcated ground-Babbler	Vulnerable
<i>Acerodon leucotis</i>	Palawan Flying Fox	Vulnerable
<i>Sus barbatus ahoenobarbus</i>	Palawan Bearded Pig	Vulnerable
<i>Arctictis binturong whitei</i>	Palawan Binturong	Vulnerable

for attractions in the northern part of the province (e.g., Puerto Princesa Underground River Natural Park, Coron Island, El Nido Managed Resource Protected Area). However, there is also considerable potential to develop MMPL's hiking trails, caves, and waterfalls into tourist attractions, especially for the adventure-seekers for the more challenging trails but also for the day-trippers, students, and picnickers for the more accessible sites.

1.3. Main Resource Users/Stakeholders

A Survey and Registration of Protected Area Occupants (SRPAO) undertaken in MMPL found that there are 2,951 households and 12,625 people within the PA, of which 91% belong to the IP group Palaw'ans. Almost 90% of the sitios that

are part of either ancestral domain claims or timberland.

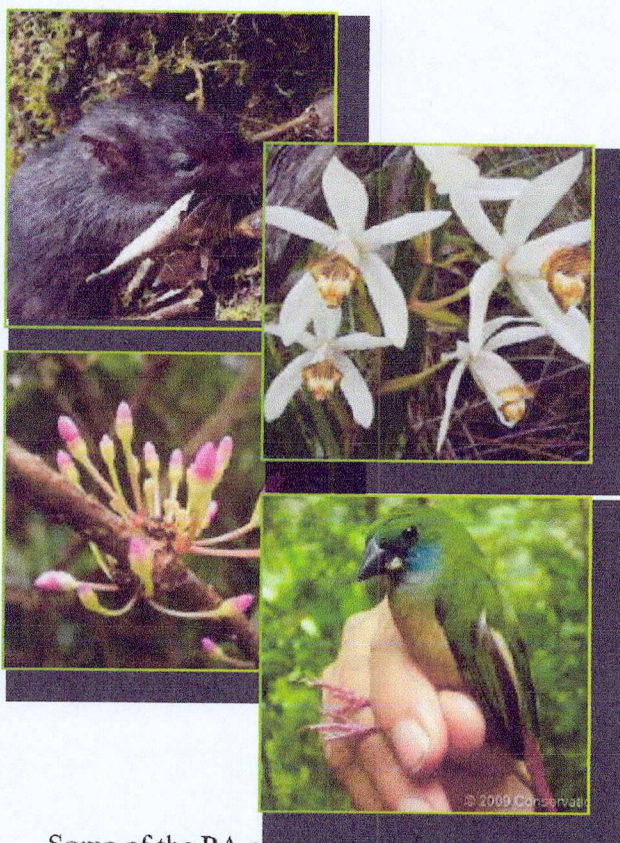
The upland occupants are dependent on MMPL's resources for their livelihood activities, which include farming, livestock production, and forestry-related activities like tree production, fruit trees production or orchards. Forestry-related activities also include gathering of non-timber forest products (NTFP) like honey, almaciga resin, and rattan. Around 6,051.54 hectares of land are being utilized for farming, while an estimated 96.92 hectares are being used as house lots of the PA occupants. This is equivalent to only about 5% of the PA's land area.

Downstream, farmers and irrigators are also enjoying benefits from MMPL through water for their crops. Other

resource users also include NTFP gatherers and buyers, researchers, nature/wildlife enthusiasts, and mountaineers.

Table 3. Summary of the Economic Value of MMPL Goods and Services

	Valuation Method	Estimated Value (PHP)	Present Value (PHP)*
Direct Use			
IP land-based livelihood	Market prices	35 million/yr	2 billion
IP river-based livelihood	Benefits transfer	18 million/yr 1.6	900 million 83
Water	Resource charge	billion/yr	billion
Ecotourism	Estimated expenditures	163 million/yr	8 billion
		Subtotal	94 billion
Indirect Use			
Carbon	Benefits transfer	34 billion	34 billion 3
Soil	Replacement cost	57 million/yr	billion
Watershed & biodiversity	Contingent valuation	7.7 million/yr	390 million 13
Marine biodiversity	Benefits transfer	269 million/yr	billion
		Subtotal	50 billion
		Total PHP	PHP144 billion
		Total US\$	\$3 billion
Soil fertility maintenance	Benefits transfer	103 million/yr 2.2	5 billion
Ecosystem Services of	Benefits transfer	billion/yr	108 billion
Tropical Forests (global)			
Recreation	Benefits transfer	118 million/yr	6 billion
		Subtotal	191 billion
		GRAND TOTAL P	PHP265 billion
		GRAND TOTAL	\$5.6 billion
		US\$	



Some of the PA occupants and resource users are organized into groups. Based on 2008 data, there are at least 22 different peoples' organizations (POs) within MMPL. These POs include irrigators' associations, water sanitation associations, farmers' associations, IP groups, women's groups, and fisherfolk associations, and church/ ministry associations.

Several NGOs are also operating in the PA and its environs, working on areas like IP assistance (Anthropology Watch or Anthrowatch), Conservation International (CI), Katala Foundation, and livelihood (Institute for the Development of Ecological and Educational Alternatives, Inc. or IDEAS).

1.4. Key Issues, Concerns, and Challenges

Threats in the area include illegal, uncontrolled and unregulated utilization of forest products (timber, fuelwood and minor forest products); increasing conversion of forestland to agricultural land; tan barking and mangrove conversion; wildlife poaching; in-migration, increase in population; destruction of watershed areas and water reservoirs; mining claims within and in the periphery of its boundaries.

The watersheds that feed the numerous irrigation schemes in surrounding lowlands have experienced extensive loss of forest cover and degradation of forest resources. Poor watershed conditions result in disrupted water supply, reduced crop yields, and reduced agricultural value of land. Mining activities also pose impacts on MMPL's resources, and there are two mineral production-sharing agreements approved within the proposed PA prior to its proclamation. In 2008, there were 113 mining applications in southern Palawan. Large-scale plantation agriculture such as palm oil plantations also pose threats to the remaining lowland forests.

2. The PA Management Plan and Business Plan Logical Framework

2.1 . The PA Management Plan

The formulation of the MMPL management plan involved participatory, bottom-up and multi-sectoral approaches. The contents of the plan were based on scientific studies that were mostly initiated by NGO partner CI, the results of community consultations and workshops, and technical inputs of DENR. The

management plan was approved by the PAMB en banc on February 2010. The plan covers five years (2010-2014). The plan was originally estimated to cost PHP86 million, which was later pared down to a conservative and re-calculated budgetary requirement of PHP45.5 million.

The vision of the plan is “Towards a protected environment, managed by a responsible and united citizenry with high

The Resource Management and Protection Program is aimed to implement (a) resource protection and law enforcement; (b) scientific monitoring and research; (c) habitat rehabilitation and management; (d) cultural resource management and (e) boundary demarcation and zone management. The Community Development and Outreach Program involves (a) community mobilization; (b) alternative and sustainable livelihood and (c) information, education and

Table 4. MMPL Management Plan Key Programs and Goals

Program	Goal
Resource Management and Protection	Ensure adequate protection of natural resources and ecosystem services
Community Development and Outreach	Ensure sustainable livelihoods for all local residents by reducing resource extraction to a sustainable level and by supporting efforts to lessen dependence on activities that degrade the environment.
Tourism and Recreation	Develop tourism potentials within the limits of the carrying capacity of the environment for the benefit of the local economy.
Institutional Development, Administration and Fiscal Management	Establish a management structure and secure financial sustainability based on partnership between government, communities and the private sector.

knowledge and awareness and sustainable livelihoods, and has regard for others and faith in God.” On the other hand, the mission of the plan states, “To maintain, protect and enrich the biodiversity in Mt. Mantalingahan Protected Landscape.”

The plan is anchored on four programs seeking to address the threats, conflicts and constraints and to achieve the management mission: resource management and protection; community development and outreach; tourism and recreation; and institutional development, administration and fiscal management (Table 4).

communication.

One of the four programs presented in the PA management plan is on tourism and recreation. It will promote the development of recreational areas, promotions and marketing and visitor education and interpretation. The three programs shall be supported by Institutional Development, Administration and Fiscal Management, which involves (a) general management and administration; (b) staff development; (c) partnership relations; (d) monitoring and evaluation of management effectiveness and (e)

2.2. The Business Plan Logical Framework

The MMPL management plan covers only a four year period that will end in 2014. By this account, the business planning was taken as an opportunity for the updating of the PA management plan. This logical framework therefore presents the updated long and short-term goals, indicators and management programs for MMPL.

The long-term goal of this business plan is "To address threats, conflicts and constraints and to achieve the management mission of MMPL." These threats, conflicts revenue generation and financial management.

Implementation of the management plan has been partly facilitated by favorable factors such as strong collaboration with partners, in-kind contributions of other partner agencies, the development of a protected area management board (PAMB) operations manual with clear provisions on work and financial planning, and the motivation prompted by the impending establishment of an endowment fund for the PA. On the other hand, the lack of formally hired or detailed PA staff (apart from the Protected Area Superintendent) is a major hindering factor to management plan implementation. and constraints are clearly provided in the PA management plan. The availability of five identified indicators will determine the completion of the long-term goal: (a) comprehensive management plan with realistic business plan; (b) competent management body (PAMB) and protected



financial sustainability is secured based on partnerships.

area staff; (c) comprehensive management information system; (d) MMPL endowment fund established and operational; (e) law enforcement strengthened (Bantay Gubat, IP groups, DENR park rangers, Kilusang Sagip Kalikasan and barangays/ communities).

The over-all goal of the business plan is broken down into a specific short-term goal, which is "To maintain, protect and enrich the biodiversity in MMPL. This goal shall be carried out through (a) adequate protection of natural resources and ecosystems services in 33 watersheds; (b) resource extraction to sustainable level is reduced by 80% by supporting efforts to lessen the dependence of communities on activities that degrade the environment; (c) tourism potentials within the limits of the carrying capacity of the environment for the benefit of the local community are development; and (d) management structure is established and The management-focused programs identified for MMPL include species and habitat protection that will ensure the

adequate protection of natural resources and ecosystems services. This will be done by enforcing environmental laws and strengthening of stakeholders' participation in the protection and conservation of ecosystems. In addition, community development and information, education and communication is another component of the program. It aims to implement the goal on reducing resource extraction to a sustainable level by supporting efforts to lessen communities' dependence on activities that degrade the environment, while enhancing the stakeholders' awareness and participation. The restoration of conservation areas shall be carried to rehabilitate degraded habitats and watersheds with MMPL while at the same ensuring the well being of the fragile biodiversity as well as the communities that depend on the various ecosystem services. Program on watershed and ecosystem/biodiversity monitoring is another priority concern for MMPL. This is to promote scientific research on the state of biodiversity and its contributions to the well being of the people and the responses to pressures on species and habitats. This will result to the evaluation of the effectiveness of management interventions.

The social and community development program shall recognize, protect and preserve indigenous culture and tradition in the protected area. Lastly, tourism development and other sustainability programs shall be implemented. The main purpose of this program is to develop the tourism potentials of the protected area for the benefit of local economy, but with due recognition on its carrying capacity.

3. Human Resources Plan

3.1. Management and Administration

in the protection and conservation of MMPL.

The other important component of the management-focused program is the development of Geographic Information System and Management Information System, which will establish and provide comprehensive information as evidencebased reference for adaptive management. Resource valuation shall also be undertaken to determine economic values of ecosystem services being offered by the protected area.

- Four (4) Mayors constituting the SPPC and representing their respective municipalities
- Provincial Planning and Development Officer of Palawan
- All Barangay Chairpersons of the 36 barangays covering MMPL
- Five (5) representatives from the IPs (one representative) per municipality
- Two (2) representatives from nongovernment organizations
- Two (2) representatives from people's organizations
- Two (2) representatives from the religious sector
- Two (2) representatives from the women's sector
- Two (2) representatives from the youth sector
- Two (2) representatives from the private sector
- Two (2) representatives from the academe
- Executive Director of the Palawan Council for Sustainable Development Staff (PCSDS)
- Provincial Officer of the National Commission on Indigenous Peoples
- Commander of the Armed Forces of the Philippines – Western Command SPPC Technical Committee Chairperson

3.1.1. The Protected Area Management Board

The Protected Area Management Board is the site policy-making body relative to the peripheral protection and general administration of the MMPL. Organized in February 26, 2010, PAMB membership is in accordance with the NIPAS Act, as follows:

- DENR Regional Executive Director of Region IV-B as Chairman
- Chairman of the South Palawan Planning Council (SPPC) as Vice Chairman
- Governor of Palawan
- 2nd Congressional District of Palawan

DENR-Provincial Environment and Natural Resources Officer (PENRO)

Functions of the PAMB are as follows:

- Approve policies, guidelines, plans and programs, proposals, agreements and other related documents including the Manual of Operations for the management of the MMPL;
- Facilitate ground delineation and demarcation of the boundaries of Mt. Mantalingahan Protected Landscape and buffer zone;
- Ensure that the Management Plan of MMPL and Ancestral Domain

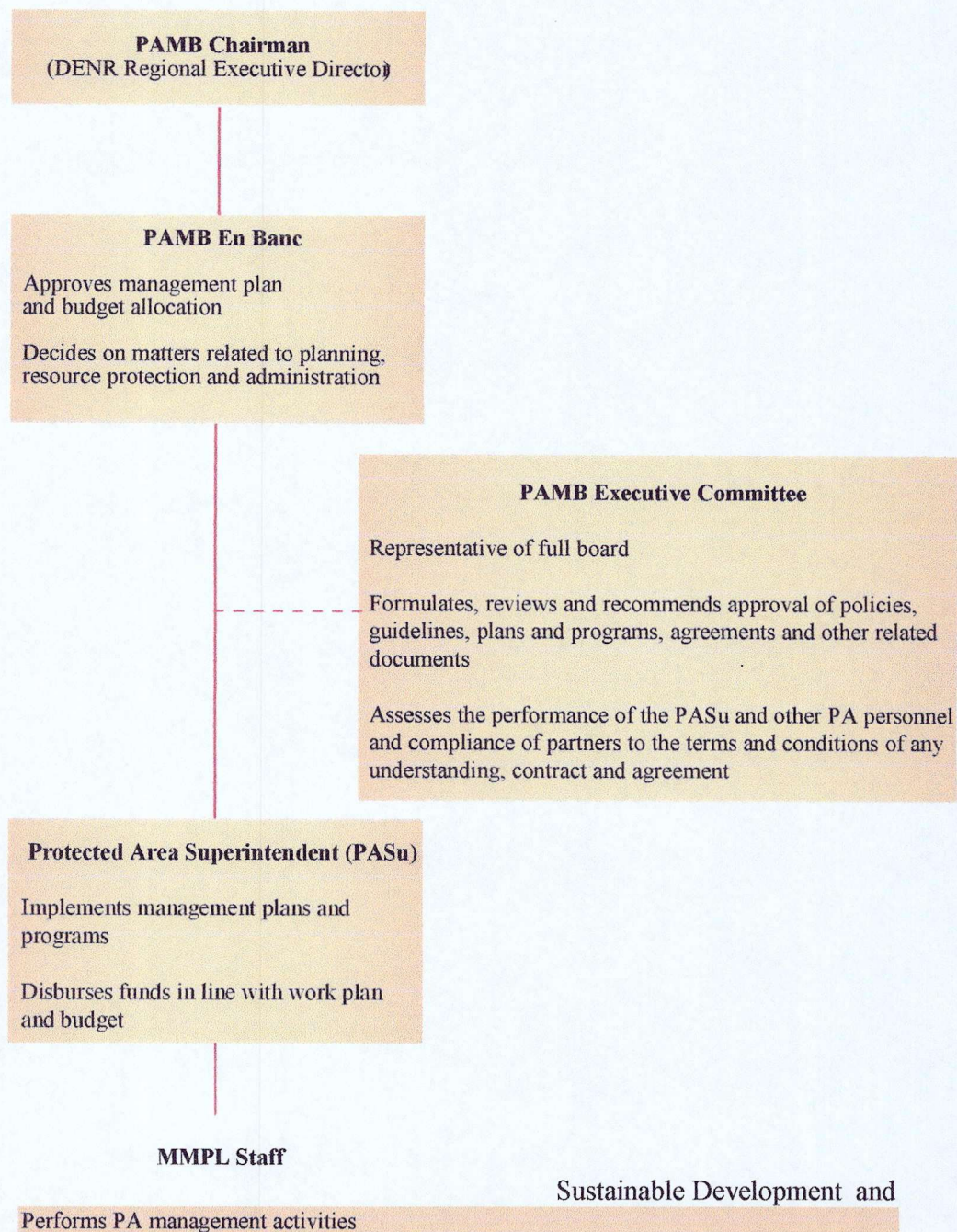


Figure 2. Current Management Structure of MMPL

Protection Plans (ADSPP) are harmonized;

- Ensure the implementation of programs as prescribed in the management plan of MMPL;

- Monitor and assess the performance of the PASu and other MMPL personnel and compliance of partners to the terms and conditions of any undertaking, contract or agreement;
- Resolve conflicts or disputes among tenured migrants communities, between tenured migrants and ICCs/ IPs but excluding conflicts or disputes exclusively among ICCs/IPs; and
- Recommend fees and other charges to the Secretary for the use of MMPL.

3.1.2. The Protected Area Management Board Executive Committee

Guided by Rule 12.5 of the Department Administrative Order 2008-26 otherwise known as the revised implementing guidelines of the National Integrated Protected Areas Systems Act of 1992, the PAMB En Banc created an Executive Committee to effectively carry out its functions.

Members of the PAMB Executive Committee for MMPL include:

- DENR Regional Executive Director of Region IV-B as Chairman
- Provincial Governor of Palawan
- Municipal Mayor of Bataraza
- Municipal Mayor of Brooke's Point
- Municipal Mayor of Sofronio Espanola
- Municipal Mayor of Quezon
- Municipal Mayor of Rizal
- PCSDS Executive Director
- IP Representative, MMPL East
- IP Representative, MMPL West
- IDEAS Project Manager
- CI Philippines Project Manager
- AFP Commander (Western Command)
- PNP Provincial Director
- WPU Director

Functions of the PAMB Executive Committee are as follows:

- Formulate, review and recommend

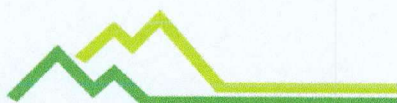
approval of policies, guidelines, plans and programs, agreements and other related documents including Manual of Operations for the management of MMPL;

- Approve/endorse application for research by students, academe and other agencies/institutions;
- Prepare internal rules of the PAMB;
- Determine users' fee in MMPL;
- Oversee implementation of the MMPL management plan;
- Monitor and evaluate the progress in the implementation of the management plan including the harmonization of ADSPP;
- Assess the performance of the PASu and other PA personnel and compliance of partners to the terms and conditions of any understanding, contract and agreement; and
- Perform other functions as may be delegated by the PAMB.

3.1.3 The Protected Area Office

PA Staff's specific duties and responsibilities include:

- Enforce rules and regulations to protect the area from trespassing, damage, vandalism and illegal occupancy. In cases of seizure, he/she shall assume custody of the apprehended items. The disposition of confiscated items shall be subject to the clearance from the PAMB except those items that are held under custodia legis, those that are the subject of donation, those that must be deposited with appropriate government agency, and those that will





be utilized for the DENR's own needs in accordance with the existing related rules and regulations;

- Issue permits for the use of facilities and amenities except for those considered as special uses as defined under DENR Administrative Order 2008-26;
 - Issue certification whether the proposed activity/project is allowable or not within the management zones;
 - Issue cutting permit for planted trees for a volume of up to five (5) cubic meters per applicant per year for traditional and subsistence uses by ICCs/IPs and tenured migrants only. Provided, that Protected Area Community Based Resource Management Agreement holders with affirmed Community Resource Management Plan shall no longer be issued cutting permits. Provided further, that the total volume of extraction does not exceed the limit set by the PAMB and the location of extraction is within the appropriate site within the multiple use zone.
 - Issue Certificate of Origin and/or transport permits for natural resources and other products collected/gathered
- agreements or gratuitous permits issued from the protected area in accordance with the resource use instruments/ by the PAMB and/or the DENR;
 - Submit quarterly progress reports to the PAMB;
 - Serve as Head Secretariat to the PAMB and its Executive Committee;
 - Collect and/or receive pertinent fees, charges, donations and other income for the protected area. Provided, that such fees, charges, donations and other income collected/received shall be reported regularly to the PAMB in accordance with the existing guidelines;
 - Prepare and recommend to the PAMB approval of the annual work and financial plans of the protected area based on the Initial Protected Area Plan or the Management Plan;
 - Develop management information system to ensure that relevant and updated information are available for planning, monitoring and decisionmaking; and
 - Perform other relevant functions that the Regional Executive Director or PAMB may delegate.

3.2. Staff Profile, Requirements, and Trainings

3.2.1 Current Staff Profile

As of August 2013, the Protected Area Superintendent is supported by the following staff:

Park Rangers	(18)
Administrative Assistants	(2)
Accounting Assistant	(1)

3.2.2. Minimum Human Resources Requirement

The business planning exercise identified the following minimum human resources requirement necessary in implementing various plans and programs:

Protected Area Superintendent	(1)
Assistant PASu	(1)
Community Relations Officer	(5)
Research Officer	(5)
Park Rangers	(30)
GIS/MIS	(1)
Administrative Officer	(1)
Administrative Assistant	(1)
Driver/messenger/utility	(1)
Total	46

3.2.3. Capacity-Building Requirement

While a training needs analysis (TNA) will be undertaken to determine appropriate capacity-building requirements of MMPL staff, the business planning exercise identified priority trainings that need to be undertaken to enhance the capacity of PA staff and other stakeholders in various aspects of protected area management:

- PA management
- Administration and finance
- Enforcement
- Community development
- Basic tour guiding
- MIS/GIS/Database
- Biodiversity research and monitoring

4. Financial Plan

4.1. Overview of Current Budget Allocation and Revenues

4.1.1. Budget Trends

In previous years, combined average annual government allocation for MMPL totals PHP1.6 million from the local and national government for maintaining basic administration of MMPL. Local governments of the five municipalities encompassing MMPL allocate PHP400,000 each annually for various plans and programs of MMPL. The DENR allocates an additional average amount of PHP100,000 per year.

- forest development
- survey and mapping
- agroforestry
- PA management
- PAMB operations
- Biodiversity Monitoring System
- Community Development

4.1.2. Current Revenue

Table 5 summarizes the average annual revenue of MMPL, which come from a variety of sources.

Government Allocation

Recently, LGU allocation was suspended because of some problems with their external funding sources. In 2013, PhP 7.7 Million was allocated for ecotourism (PhP 2Million) and enforcement activities (PhP 1Million). The DENR has approved release of PHP5 million for 2014 which is anticipated to be carried over to succeeding years to cover MOOE. **External Grants and NGO Support**

The Philippine Tropical Forest Conservation Foundation (PTFCF) has been providing support in implementing various programs in MMPL through NGOs



and POs (e.g. IDEAS, OIPAP). Average annual allocation of PTFCF for MMPL amount to PHP2 million for projects being implemented by NGOs and POs.

Conservation International Philippines continues to provide support to MMPL with an average annual contribution of PHP4 million.

Other NGOs (e.g. Environmental Legal Assistance Center) continuously generate funds from various funding sources (e.g. IUCN) for the implementation of various conservation initiatives that contribute to the over-all conservation goal of MMPL. Average annual interventions of local NGOs amount to PHP200,000.

Table 5. Average Annual Revenue

Source	Annual (PHP)
Government Allocation	5,000,000
PTFCF	2,000,000
CI	4,000,000
Other NGOs (ELAC, etc)	200,000
Total	11,200,000

Table 6. Institution-Building Costs

Source	Annual (PHP)
Capacity-building/ Trainings	2,180,000
Biodiversity Assessments and establishment of a management information system	5,400,000
IEC campaign	2,160,000
Infrastructure & equipment	7,840,000
Total	17,580,000

4.2 . Capital Requirements

Total capital requirement for implementing various plans and programs of MMPL described in Section 2 stands at PHP160,933,420.

4.2.1 . Institution-Building Costs

The costs of institution-building represent the start-up costs incurred during the first two years of this Plan, including staff development, communication campaign, development of a biodiversity information system, and infrastructure costs (Table 6).

Investment should be made at the onset to improve protected area staff's capacity not only in fundraising but in other aspects of protected area management as well. While it is important to establish a strong network with partners with regard to provision of technical support, strengthening of internal capacity should be of primary consideration to warrant support from local and international donors.

Baseline information on the biophysical features of MMPL will be updated with respect to the Resource Basic Inventory that was conducted in 2007. Particular attention shall be provided in determining the conservation status of threatened endemic species and the extent and coverage of each habitat type found in MMPL. Data obtained from the resource assessment will be form part of a management information system will be developed to better inform management decisions with regard to the implementation of various programs in MMPL.

A continuous effort to raise the profile of MMPL must be made so that it can find its way into potential donors' radar screens. The MMPL management must step up its efforts to brand itself as an institution and MMPL as an important area for conservation in order to merit support of potential funders.



Establishment of the PA office is part of the immediate infrastructure requirements for MMPL. Currently, the PA staff holds office in the SPPC building in Sofronio Espanola which is not located strategically. In consideration of the geographic coverage and terrain of MMPL, the PAMB is planning to establish the Main PA Office in the municipality of Brooke's Point and a satellite office in the municipality of Quezon. Both offices will be near the Community Environment and Natural Resources Office of said municipalities in order to mainstream operations of MMPL.

4.2.2. Recurring Capital Requirements

In addition to institution-building expenses, recurring capital requirements represent day-to-day cost of doing business. They typically include: staff salaries, management meetings, supplies, maintenance, utilities and other office expenses. For MMPL, this also includes various management programs identified in the Management Plan, complemented by the results of the business planning exercise (Table 7).

Recurring capital requirements for MMPL can be divided into the following:

4. Sustainable Financing Program
 1. Biodiversity Management and Protection Program
 2. Restoration Program
 3. Indigenous Peoples and Tenure Management Program
 5. Administrative and Management Expenses

4.2.3 Proposed Management and Financial Scenario

The business planning exercise provided detailed information on specific activities for each of the identified programs including corresponding cost requirements. These are summarized in Tables 8-10.

4.2.4 . Revenue Shortfall

Should annual budget trends on government allocation, resource use fees and partner contributions continue, total income of MMPL stands at PHP56,000,000 for the next five years (Table 11).

Given the financial requirements presented in the previous section for implementing plans and programs of MMPL versus current budget trends on allocations received from the government, partner allocation and PA revenues, shortfall stands at PHP105,293,420 (Table 12).

Table 7. Recurring Capital Requirements for MMPL

Management Program/ Management Expense	Specific Expense Items	Cost (PHP)
Biodiversity Management and Protection Program	Resource valuation	2,030,000
	Protection/Patrolling	4,035,000
	Biodiversity monitoring	5,144,000
	Hydrological and land-use monitoring	600,000
	Bio-Resource assessments including NTFPs	590,000
	Vulnerability assessment	5,900,000
	Management zoning, demarcation and delineation	8,325,000
	Sub-Total	26,624,000
Restoration Program	Mangrove reforestation	2,812,500
	Reforestation/ANR	16,550,000
	Sub-Total	19,462,500
IP and Tenure Management Program	ADSDPP Development	400,000
	SRPAO Updating	360,000
	Community outreach and IEC	37,204,000
	Harmonization of ADSPP with Mgt Plan and local management plans	
	Institutionalization of community organizations and provision of sustainable livelihood	2,620,000
	Sub-Total	41,694,000
Sustainable Financing Program	Development of feasibility study and ecotourism planning	330,000
	Development of a Payment for Ecosystem Services (PES) scheme	800,000
	Visitor education including infrastructure	3,425,000
	Community preparedness	374,000
	Promotions and marketing	590,000
	Sub-Total	5,519,000
Administrative and Management Expenses	Staff salaries	43,163,520
	Management meetings	2,366,000
	Partnership-building	2,402,400
	Supplies	840,000
	Maintenance	262,000
	Utilities	1,380,000
	Sub-Total	50,413,520

	Grand Total	143,713,420
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Table 8. Annual Budget Requirements (PHP)

Budget (,000)						
2014	2015	2016	2017	2018	Total	%
14,651,604	20,518,204	10,419,704	10,459,704	12,239,704	68,288,920	% 42
7,853,000	5,330,000	8,018,000	2,564,000	2,564,000	26,329,000	% 16
8,344,000	8,370,000	8,740,000	7,940,000	7,940,000	41,334,000	% 26
912,500	862,500	6,912,500	7,012,500	3,762,500	19,462,500	% 13
168,000	534,000	2,229,000	494,000	2,094,000	5,519,000	% 3
31,929,104	35,614,704	36,319,204	28,470,204	28,600,204	160,933,420	

Program
Project Management Program
Biodiversity Management and Protection Program
Indigenous Peoples and Tenure Management Program
Restoration Program
Sustainable Financing Program
Total

	2014	2015	2016	2017	2018	Total	%
Project Management Program	8,632,704	8,632,704	8,632,704	8,632,704	8,632,704	43,163,520	27%
	3,595,000	3,595,000	3,595,000	3,595,000	3,595,000	9,065,000	6%
	300,000	5,936,000	829,000		3,500,000	10,565,000	7%
43,163,520						43,163,520	27%
	240,000	7,580,000	22,323,000	16,662,500	13,562,500	85,563,500	53%
7,500,000	416,400	340,000	430,000	430,000	550,000	2,328,400	1%
	156,000	392,000	448,000	548,000	298,000	1,842,000	1%
12,841,000	15,480,000	602,000	37,450,000	18,962,500	830,000	85,563,500	53%
	477,000	602,000	602,000	592,000	242,000	2,515,000	1%
702,400	276,000	686,000	650,000	396,000	396,000	1,764,000	1%
840,000	550,000	178,000	180,000	500,000	144,000	1,842,000	1%
1,360,000		500,000	25,000	750,000	750,000	3,350,000	2%
					630,000	2,515,000	2%
1,380,000		384,000	184,000	184,000	274,000	1,764,000	1%
		850,000	2,500,000			3,350,000	2%
262,000	19,104	35,600	36,389,000	28,470,204	28,600,204	160,933,427	1%
68,288,920	26,329,000	41,334,000	19,462,500	5,519,000	160,993,420		

Table 9. Budget Requirements per Cost Item, per Program (PHP)

Table 11.
Projected
Five-Year
Income of
MMPL

Cost Item	Cost Item
Salaries	Salaries
Short-term project staff/ consultants	Short-term project staff/ consultants
Infrastructure, equipment, vehicles	Infrastructure, equipment, vehicles
Meetings & Special Events	Meetings & Special Events
Travel	Travel
Supplies and Materials	Supplies and Materials
Printing & Publication	Printing & Publication
Utilities	Utilities
Incentives (law enforcement, livelihood, etc)	Incentives (law enforcement, livelihood, etc)
Miscellaneous Insurance, registration, maintenance)	Miscellaneous (Insurance, registration, maintenance)
Total	Total

Table 10. Annual Budget Requirements per Cost Item (PHP)

Source	Unit Cost/ Annual	Total 5-Year Budget (PHP)
--------	-------------------	---------------------------

Government Allocation	5,000,000	25,000,000
CI	4,000,000	20,000,000
PTFCF	2,000,000	10,000,000
Other NGO support	200,000	1,000,000
Sub-Total	11,400,000	
Total		56,000,000

Table 12. Revenue Shortfall for
Specific Expense Items

Expense Item	Cost (PHP)
Ecotourism Development	4,719,000
Capacity-building	2,180,000
MMPL Office	5,000,000
Vulnerability Assessment and Other Research	9,120,000
Reforestation	19,462,500
IP and Tenure Management Program	41,694,000
Administrative and institution-building	22,317,920
Total	105,293,400

for a specific purpose. In the Philippines, ETFs are exempt from taxation under Rule 18 of the NIPAS Law.



MT. MANTALINGAHAN PROTECTED LANDSCAPE

An ETF can be structured as an endowment fund, a sinking fund, or revolving fund, or a combination of these.

An **Endowment Fund** spends income only from interest earned on its capital, thus preserving the capital as a permanent asset. An endowment is usually invested in some combination of commercial bank deposits, government treasury bonds, corporate stocks or bonds,

and mutual exchange-traded funds to ensure existence over the longterm.

A **Sinking Fund** disburses the entire principal plus any investment income over a fixed period of time. Thus, the capital of the fund gradually “sinks” to zero over a predetermined period (usually between a period of 10-20 years).

4.3 . Revenue Generating Strategies

Suppose all financial sources presented in the previous section have been utilized, the shortfall of PHP105,293,420 will have to be addressed by other revenue options.

While the establishment of Environmental Trust Funds was identified as the most viable funding source, current and previous studies conducted in MMPL identified other possible revenue streams which include payment for ecosystem services, user fees and grants & donations, enterprise-building and damage fees.

4.3.1. Environmental Trust Funds

An Environmental Trust Fund (ETF) is a legal structure by which money or other assets are held, invested and spent by a board of trustees or directors exclusively. A **Revolving Fund** receives new income on a regular basis – such as proceeds from special taxes, user fees, or an annual government subsidy – to replenish or augment the original capital. In some cases, a small percentage of each year’s revenues are put into a reserve fund that can be drawn upon if the income from fees or taxes suddenly drops due to unforeseen economic political events.

There are benefits to all three types of funds, and until the revenue structure of the MMPL is better known, it is too early to

recommend which type of fund best suits the MMPL. Endowment funds generally ensure the highest long-term success for conservation activities associated with ecological processes that occur over long time scales.

CI, who has long been involved in the protection of the area and demonstrated support to MMPL, worked on the establishment of an environmental trust fund through GCF together with the Philippine Tropical Forest Conservation Foundation (PTFCF). This has resulted to the commitment of both institutions to contribute to the conservation and protection of MMPL by putting up an endowment fund for the protected area. An initial capitalization target of \$2.7M is expected to materialize by 2016. An interest earning of 5% (est. PHP6 million) annually would help alleviate MMPL’s budget shortfall.

4.3.2. Payment for Ecosystem Services¹

Well-functioning ecosystems provide reliable and clean flows of water, productive soil, relatively predictable weather, and many other services essential for human well-being. Today, however, many ecosystems and the services they provide are under increasing pressure. Indeed, the most comprehensive study to date, the Millennium Ecosystem Assessment, which engaged over 1,300

¹ Arthur G Blundell, PhD; Samantha Berdej, BSc; Enrique Nuñez, Jr, MES

Conservation International's (CI) Global Conservation Fund (GCF) is one of the few funding mechanisms that capitalize environmental trust funds. MMPL's long standing partnership with the GCF should be nurtured in order for current negotiations for an endowment fund to materialize and reap conservation success in the long-term.

scientists, concluded that more than 60% of the world's ecosystems are being used in ways that cannot be sustained.²

ecosystem, especially in protected areas in order to provide the "right" incentives for encouraging the sustainable use of these ecosystem services. By determining the value of goods and services in a protected area, users or beneficiaries may be able to contribute their fair share in restoring and maintaining the flows of these services thereby promoting sustainable use of these ecosystem services.

This sustainable financing rationale should be promoted to individuals as well as various corporations and industries that are making their way to MMPL such as the mining and logging sectors, palm oil operators, and pharmaceutical companies. Diverse schemes of sustainable financing are built upon two simple premises: that ecosystem services have quantifiable economic value and that this value can be used to generate investment in restoration and maintenance.

Similarly, payment for ecosystem services (PES) deals are emerging wherever businesses, public-sector agencies, and non-profit organizations have taken an active interest in addressing particular



Given these trends, efforts have been made to value goods and services provided by the environmental issues. These schemes provide a new source of income for land management, restoration, conservation, and sustainable use activities, and by this have significant potential to promote sustainable ecosystem management.

² Payments for Ecosystem Services: Getting Started,



A study commissioned by Conservation International Philippines in 2008 placed the Total Economic Value (TEV) of Mt. Mantalingahan³ highest at US\$5.542 billion (2% discount rate). The TEV framework was used to estimate the values of the goods and services that Mt. Mantalingahan provides. The use values include direct uses (timber, farming, livestock production, non-timber forest products gathering, river-based livelihood, water, and mining) and indirect uses (carbon stock, soil conservation, watershed and biodiversity functions, and protection of marine biodiversity).

Table 13 outlines the goods and services that can provide income for MMPL if managed appropriately.

4.3.3 . User Fees

4.3.3.1 . Development Fee

Development fee applies to longterm use of the PA. The user can be an individual or a company setting up a business establishment inside the PA. The development fee is based on the net benefits accruing to the PA for allowing these users. Computing the excess profit, which is an implicit measure of the user's willingness to pay (Rosales 2011), is the typical method in estimating net benefits. However, due to the tendency of the users not to disclose full information about the cost of their business, estimation of the excess profit becomes onerous. To overcome this difficulty, this study suggests the use of zonal and market values of the land as basis for the development fee. However, the rate is adjusted to ensure that the business remains profitable and the conservation of the PA is not compromised. Other countries, such as Canada, have already adopted the use of land values as the primary basis of fee estimation when public lands are leased to private entities; see for example Ontario Ministry of Natural Resources (2006).

The formula for the annual development fee is then established based on the land zonal value or market value per sq. m., multiplied by the land area occupied (sq. m.). If the area occupied is greater than 400 sq.m., the total land value (TLV) is computed as the sum of the first 400 sq.m. multiplied by the land value plus the area in excess of 400 sq.m. multiplied by the 2% of the land value. The 400 sq.m. cut-off is the high end of the land area occupied by concessionaires such as telecoms wherein development fee is based

³ The Economic Value of Mt. Mantalingahan Range, 2008

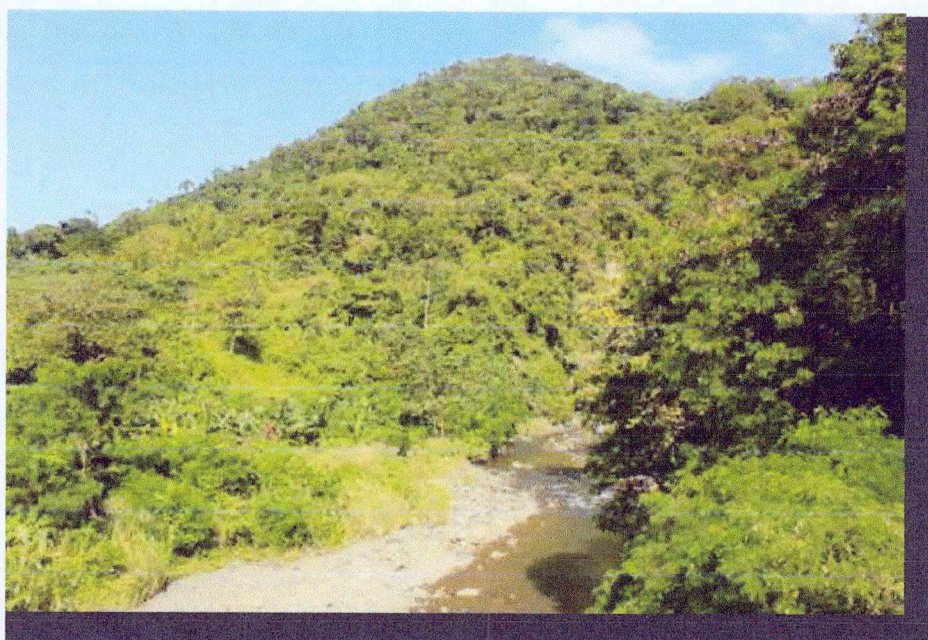
on the full opportunity cost of the land. Three percent of TLV represents the base rental fee (BRF) as provided for in the forthcoming addendum to DAO-2007-17.

Other charges are added to the BRF to come up with the development fee. Use of either land zonal or market value gives the PA two options for computing the development fee. The Bureau of Internal Revenue

Table 13. Market-Based Financial Mechanisms for MMPL Goods and Services

Goods and Services	Potential Financial Mechanism
Non-extractive/ecotourism-related goods	
Wildlife viewing (birds, mammals, turtles, etc.)	Entrance fees
Aesthetic scenery	Entrance fees
Outdoor attractions (mountaineering, caving, hiking, etc.)	Recreational user fee
Cultural attractions (IPs)	Entrance fees
Extractive goods	
NTFP (fruits, nuts, other basic foodstuff, resins, materials for handicrafts, etc.)	Resource extraction fees; biodiversity enterprise funds
Medicinal plants	Resource extraction fees; bioprospecting fees
Fuel wood	Resource extraction fees
Timber (limited extraction)	Resource extraction fees
Wood for housing and other construction	Resource extraction fees
Genetic materials for pharmaceutical and biotechnology uses	Bioprospecting fees
Petrochemicals (oil and gas)	Resource extraction fees; fiscal instruments
Commercially valuable minerals	Resource extraction fees; fiscal instruments
Water-related services	
Drinking water, irrigation water, other uses (e.g. cooling processes, etc.)	Water-based fee mechanism
Hydro-power	Water-based fee mechanism; resource extraction fees; biodiversity enterprise funds
Flood control	Water-based fee mechanism; insurance
Agriculture services	
Grazing lands and water to support ranching	Water-based fee mechanism; insurance
Soil and nutrient protection for local agriculture	Insurance
Crop pollination	Insurance
Global services	
Biodiversity conservation (e.g. conservation of rare, endemic and/or migratory species)	Fundraising; GEF; Biodiversity Enterprise Funds
Carbon sequestration/storage (e.g. stored in soils and vegetation)	Carbon market

Climate change mitigation	Carbon market; re-insurance
Other services	
Maintenance of local climate patterns (e.g. local precipitation patterns)	Fiscal instruments; re-insurance
Scientific research	Bioprospecting; entrance fees; licensing
Thermal power	Licensing; land-use fees
Media	Licensing; Entrance/use fees



• **Impact fee:** represents the value of the loss of resource management potential, site disturbance, and long-term environmental impact, computed as a percentage of base rental fee. In Canada, Australia and the US, the impact fee can be as high as 25%.

• **Administrative fee:** fixed amount of PHP1,000 for processing the papers. This portion of the fee should be non-refundable in the event that the transaction does not push through.

• **Escalation rate:** Proposed rent escalation rate range is based on the upper-end forecast of the national government's 3%-5% m.) occupied by another party.

publishes land zonal values. On the other

hand, market value is based on real estate quotations of land prices in the area. Other components of the rental formula include:

- **Land zonal value per square meter:** represents the zonal value of the subject and surrounding lands, expressed in terms of pesos per square meter, based on the zonal land values of the Bureau of Internal Revenue (BIR).
- **Land market value per square meter:** represents the market value of the subject and surrounding lands, expressed in terms of pesos per square meter, based on the market land values as evaluated by the provincial/municipal Assessor's Office or private real estate companies.
- **Area occupied:** the area of PA land (sq.

- **Premium fee:** the percentage of the base rental fee representing the premium afforded to land inside the PA.
- **Total value of improvement:** value of improvement done in the PA
- **Development fee:** the percentage of the value of improvement added to the fee forecast inflation rate range for 2014. The escalation rate is applied every five years.

Table 14 provides a template for the computation of development fee.

4.3.3.2 . Telecoms Fee

Telecoms fee follows the same method as the

determination of the development fee, except that the TLV is computed as the land area occupied by the telecoms company multiplied by the land value to reflect the full opportunity cost of the land. Opportunity cost is the cost of something that is given up. By letting the telecoms company put up their tower in the area, the PA lost the chance to earn from the use of

that land for other purposes, either from their own use or by another party. Opportunity cost of the land is measured in terms of either land zonal or market value. The Bureau of Internal Revenue publishes land zonal values. Market value is based on real estate quotations of land prices in the area. Table 15 provides a template for the computation of telecoms fee.

Table 14. Sample Computation of Development Fee

Row No.		Unit	Using Land Zonal Value (Option A)	Using Land Market Value (Option B)	Formula
(1)	Area occupied by company	sq. m.	2,275,000	2,275,000	
(2)	Land zonal value	PHP per sq. m.	135		
(3)	Land market value	PHP per sq. m.		250	
(4)	Land value total	PHP	6,195,420	11,473,000	= (1) x (2) or (1) x (3)
(5)	Base rental fee	PHP	185,863	344,190	= (4) x 3%
(6)	Premium fee	PHP	1,859	3,442	= (4) x 1%
(7)	Improvement fee	PHP	100,000	100,000	= 1% x Value of improvement
(8)	Impact fee	PHP	37,173	68,838	= (5) x 20%
(9)	Administration fee	PHP	1,000	1,000	
(10)	Development fee	PHP	325,894	517,470	= (5) + (6) + (7) + (8) + (9)
(11)	Rent escalation rate (proposed)	%	5%	5%	
(12)	Total earnings from development fees 2014-2038 (25 years)	PHP	9,003,843	14,296,739	

Row Explanation:

- (1) Area occupied by the company
- (2) Land zonal value is sourced from Bureau of Internal Revenue.
- (3) Land market value is based on market value of real estate in the area or vicinity.
- (4) If area occupied by the company is 400 sq. m. or less, total land value is computed as area occupied multiplied by either the zonal value or market value of the land. If area occupied by the company is greater than 400 sq. m, total land value is the sum of two components:
 - (i) First 400 sq. m. multiplied by either the zonal value or market value of the land; and
 - (ii) Total area occupied by the company in excess of 400 sq. m. multiplied by 2% of either the zonal value or market value of the land.
- (5) Base rental fee is computed as 3% of total land value (equivalent to the 1st component of Special Use Agreement in Protected Areas (SAPA) development fees as per SAPA Section 3).
- (6) Premium fee is computed as 1% of base rental fee (equivalent to the 2nd component of SAPA development fees as per SAPA Section 3).
- (7) Improvement fee is computed as 1% of estimated value of improvement in the protected area (refers to the third component of SAPA development fees as per SAPA Section 3). Total value of improvement in the PA.

In this example, it is estimated to be PHP10 million.
 (8) Impact Fee is assumed to be 20% of base rental fee.

(9) Administration fee is fixed at PHP 1,000.

(10) Development fee is computed as the sum of base rental, premium, improvement, impact, & administration fees. (11) Proposed rent escalation rate is based on the upper-end of the National Government's 3%-5% forecast inflation rate range for 2014.

(12) Total earnings from development fees for 2014-2038 is the estimated earnings from development fees in the next 25 years (incorporates proposed escalation rate).

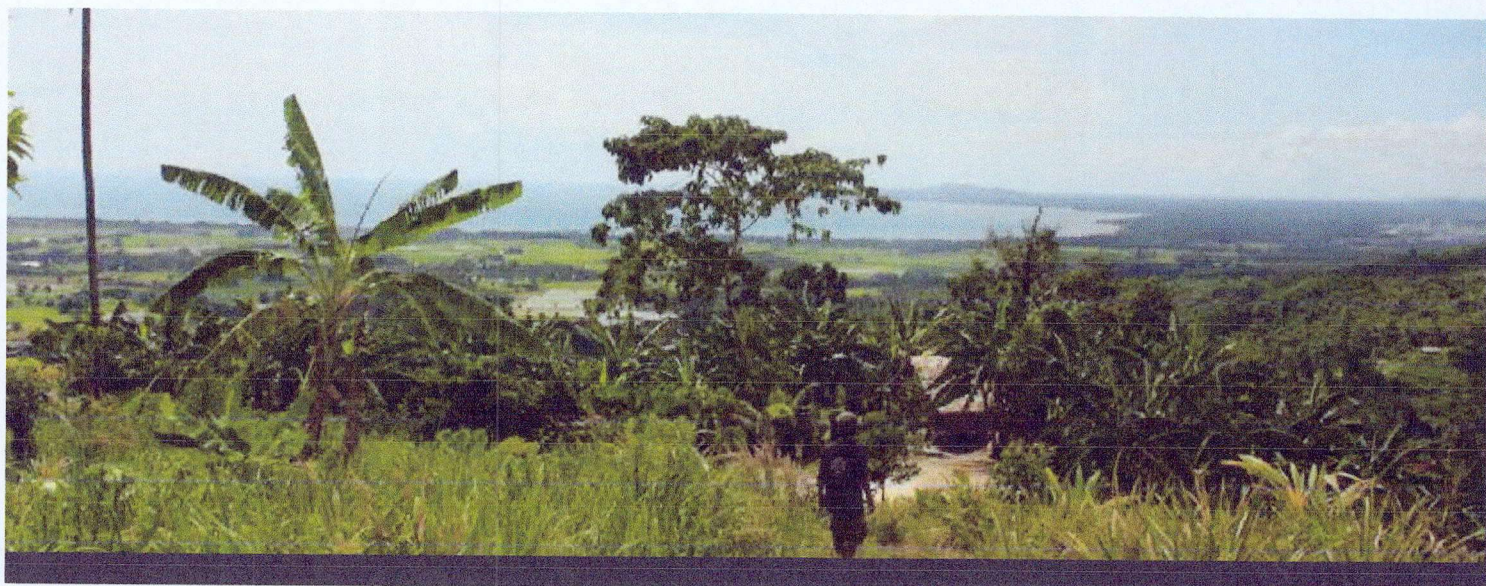
Table 15. Sample Computation of Telecoms Fee

Row No.		Unit	Using Land Zonal Value (Option A)	Using Land Market Value (Option B)	Formula
(1)	Area occupied by company	sq. m.	400	400	
(2)	Land zonal value	PHP per sq. m.	35		
(3)	Land market value	PHP per sq. m.		300	
(4)	Land value total	PHP	14,000	120,000	= (1) x (2) or (1) x (3)
(5)	Base rental fee	PHP	420	3,600	= (4) x 3%
(6)	Premium fee	PHP	4	36	= (4) x 1%
(7)	Improvement fee	PHP	100,000	100,000	= 1% x Value of improvement
(8)	Impact fee	PHP	84	720	= (5) x 20%
(9)	Administration fee	PHP	1,000	1,000	
(10)	Telecoms fee	PHP	101,508	105,356	= (5) + (6) + (7) + (8) + (9)
(11)	Rent escalation rate (proposed)	%	5% every 5 years	5% every 5 years	
(12)	Total earnings from telecoms fees 2014-2038 (25 years)	PHP	2,804,484	2,910,792	

Row Explanation:

- (1) The area occupied by the company.
- (2) Land zonal value is sourced from Bureau of Internal Revenue.
- (3) Land market value is based on market value of real estate in the area or vicinity.
- (4) Total land value is computed as area occupied by the company multiplied by either the zonal value or market value of the land.
- (5) Base rental fee is computed as 3% of total land value (equivalent to the first component of SAPA development fees as per SAPA Section 3).
- (6) Premium fee is computed as 1% of base rental fee (equivalent to the second component of SAPA development fees as per SAPA Section 3).
- (7) Improvement fee is computed as 1% of estimated value of improvement in the protected area (refers to the third component of SAPA development fees as per SAPA Section 3). Total value of improvement is estimated to be PHP10 million.
- (8) Impact Fee is assumed to be 20% of base rental fee.

- (9) Administration fee is fixed at PHP 1,000.
- (10) Telecoms fee is computed as the sum of base rental, premium, improvement, impact, and administration fees. (11) Proposed rent escalation rate is based on the upper-end of the National Government's 3%-5% forecast inflation rate range for 2014.
- (12) Total earnings from telecoms fees for 2014-2038 is the estimated earnings from telecoms fees in the next 25 years (incorporates proposed escalation rate).



4.3.3.3. User Fees For Commercial Filming and Still Photography

It is recognized that if managed efficiently, commercial filming and commercial photography in PAs could benefit the public. These activities contribute to increasing awareness of PAs, which in turn contributes to prudent conservation and management of PAs. Nonetheless, allowing such activities may adversely affect the natural ecosystem balance inside the PAs. Careful monitoring and management system must be put in place to ensure that these activities do not diminish the value of the PAs.

The following serves as a guide in determining the user fees for commercial film and still photography to ensure recovery of costs incurred by the PAs in allowing and monitoring these types of activities.

User fee components: The components of user fees for commercial film and still photography consist of the rental fee, monitoring costs (5%), impact fee (primarily depends on the characteristics of the PA), fixed administration fee (PHP1,000), and applicable taxes. The base rental fee is tiered according to the size of persons involved. It is reasonable to assume that the bigger the production size the larger the impact will

production⁴ as measured by the number be on the PA. Furthermore, the impact fee is higher depending on the characteristics of the PA.

The base rental fee should be guided by the “willingness to pay” principle. However, due to hesitation of the production managers to participate in a focus group discussion, we are constrained to using anecdotal information about their willingness to pay. The base rental fees provided in the estimation reflect the information obtained from informal conversation with key informants.

To simplify the collection of these fees, production size is tiered into two: less than 15 persons and over 15 persons (Table 16). Furthermore, only commercial filmmakers and professional/commercial photographers will be charged. Amateur photographers, news and documentary films shall be exempted from paying these fees.

⁴ Segmenting this fee according to production size is a common practice in national parks of other country such as the USA, see for example US Forest Service (2013), http://www.fs.usda.gov/Internet/FSE_DOCUMENTS/stelprdb5424172.pdf and Lake Powell Navajo, <http://navajonationparks.org/htm/film.htm>

Table. 16. Sample Computation for Commercial Filming and Photography in PAs

A. Commercial Film							
(1)		(2)	(3)	(4)	(5)	(6)	(7)
		= 5% x (1)	= 10% x (1)		= (1) + (2) + (3) + (4)		= (5) x (6)
Rental Fee		Monitoring Cost PHP	Impact Fee PHP	Admin Fee PHP	User Fee PHP	No. of Usage per Year	Annual Revenue PHP
No. of Persons	PHP per Day						
1 to 15	3,000	150	300	100	3,550	48	170,400
Over 15	4,500	225	450	100	5,275	24	126,600
B. Photography							
(1)		(2)	(3)	(4)	(5)	(6)	(7)
		= 5% x (1)	= 10% x (1)		= (1) + (2) + (3) + (4)		
Rental Fee		Monitoring Cost PHP	Impact Fee PHP	Admin Fee PHP	User Fee PHP	No. of Usage per Year	Annual Revenue PHP
No. of Persons	PHP per Day						
1 to 15	200	10	20	100	330	24	7,920
Over 15	400	20	40	100	560	12	6,720

Column Explanation:

- (1) Rental fee is based on the number of persons who will be on location for the purpose of commercial filming.
- (2) Monitoring costs are computed as 5% of rental fee.
- (3) Impact fee is computed as 10% of rental fee.
- (4) Administration fee is a fixed charge of PHP100 per day, regardless of the number of hours used or spent on location.
- (5) User fee is computed as the sum of rental fee, monitoring cost, impact fee, and administration fee.
- (6) No. of usage per year refers to the frequency of using the PA for commercial filming or still photography. For commercial filming, it is assumed that the PA will be used once a week (equal to 48 times a year) by 15 persons or less, and twice a month (equal to 24 times a year) by over 15 persons. For still photography, it is assumed that the PA will be used twice a month (equal to 24 times a year) by 15 persons or less, and once a month (equal to 12 times a year) by over 15 persons.
- (7) Annual revenue is computed by multiplying user fee by no. of usage per year

The above computation is the basis of the minimum amount recommended in draft DENR Department Administrative Order formulated as a result of the Sustainable Financing of Protected Areas Project..

INSURANCE: In addition to the user fee, it is recommended that the PA require the other party to submit liability insurance when the production size exceeds 30 persons. Application then must include a certificate of insurance naming the PAs as co insured.

BONDING: It is also recommended that applicants be required to provide cash bonds to assure reclamation of sets or sensitive locations, especially if the production is going to construct physical infrastructure as props.

4.3.3.4. Mountaineering or Trekking Fee

Visiting tourists who will climb the summit can be charged mountaineering or trekking fee of PHP250/person/day in lieu of entrance fee, the basis of which is the provision of the different facilities listed in Table 17. Hiring of guide services can be a charged a fee of between PHP150/person/day for a maximum of five persons in a group. Hence, for a group of five persons, the recommended guide services fee is PHP750/day. If only one visitor will hire guide services, the recommended rate is PHP300/day. Guide services can be offered through NGO partners who are trained and accredited by the Department of Tourism and DENR. The recommended fee is a direct benefit transfer application using Bacudo (2000).

4.3.4. Grants and Donations⁴

Given the small likelihood of significant revenue from the above PES mechanisms at least in the short-term, grants and donations have been identified as immediate priority sources of funds for the implementation of conservation actions for MMPL.

Table 17. Recommended Mountaineering or Trekking Fee and Guide Services Fee

Additional/Improved Facilities and Services	Recommended Fee (PHP in 2012 value/person/day)
Summit Climb	250
Comfort room	13
Outdoor cooking areas	34
Camp sites	44
First aid stations	35
Orienteering sites	28
View decks/towers	34
Hiker's rest areas	37
Maps and booklets	25
Mountaineering guides	150*

*Fee per person for a group of five

4.3.4.1 . Multilateral Funding Opportunities

The term multilateral donors refers to the international banks (World Bank, International Finance Cooperation, Asia Development Bank, etc.) and agencies (UNESCO, European Commission, etc.) that support economic development globally. About 3% of development assistance provided by the European Union is directly related to biodiversity conservation and sustainable use, just under US\$200 million annually. Resources generally come in the

⁴ Arthur G Blundell, PhD; Samantha Berdej, BSc; Enrique

Núñez, Jr, MES

form of loans to central governments, special projects and grants.

4.3.4.2 . Bilateral Funding Opportunities

Collectively, bilateral donors contribute \$50 billion per year to developing nations' sustainable development programs. Bilateral donors contribute grants or aid in debt conversion (government to government). Bilateral donors are limited, however, in that funds are usually dispersed over long periods of time.

Although endowments are not always possible, countries may support start-up costs, technical assistance, and parallel funding projects. Bilateral donors include Canada, Denmark, Finland, Germany, the Netherlands, Sweden, Switzerland, and the USA.

4.3.4.3 . Debt Conversions

Debt-for-Nature Swaps have been successful in the Philippines. Over the past 25 years, US\$37 million in debt-for-nature swaps have occurred between the Philippines and: the WWF (US\$390,000); WWF & USAID jointly (US\$ 900,000, US\$ 8,815,946 & US\$17,100,000); Germany (US\$1,800,000); and the USA (US\$8,224,143).

For example, in 1992, USAID funded the purchase by WWF of US\$19 million of commercial debt owed by the Philippines. In exchange for cancelling the debt, the Philippines allocated US\$17 million to

In 2002, the Philippine Tropical Forest Conservation Foundation (PTFCF) was established under two bilateral agreements between the governments of the United States (US) of America and the Republic of the Philippines (RP) under the US Tropical Forest Conservation Act. These agreements leveraged a US\$5.5 million USG appropriation to treat US \$41.5 million in RP-US debt and divert US \$8.25 million in peso-denominated interest payments over

14 years, to the Tropical Forest Conservation Fund.

The two organizations resulting from these debt conversions (FPE and PTFCF) offer additional opportunities under their respective grant portfolios that can be tapped for funding support to MMPL.

4.4. Enterprise-Building

The significant number of tenured migrants as well as IPs residing within the PA has threatened the conservation and preservation of the protected area. Greater and greater pressure is being exerted on PA resources as more people encroach even on highly-protected zones to meet their basic economic needs.

There is a need to provide alternative opportunities to the economically marginalized residents of the PA along the principle of social justice. There is a need to put in place an alternative system so that every household in the PA shall be able to meet their minimum basic needs, at the least. In so doing, these residents, who are a source of threat to the area's biodiversity because of economic



establish an endowment, The Foundation for the Philippine Environment (FPE).

necessity, can be encouraged to help in preserving the PA's resources.

An alternative system is the development of community-based social enterprises in the PA. Simply put, a social enterprise is a mission-driven, wealth-creating organization. It is a business that addresses a social problem, and in the case of the residents of the PA the main social problem is poverty. The social enterprise therefore that will be established in the PA shall address the problem of poverty.

Social enterprises can better target and help the poor in the PA communities by analyzing the economic subsectors and the value-chains obtaining in the area. Analyzing subsectors can give better

understanding on the economic system within which small producers operate and how they can be better assisted in their numbers. Subsector analysis takes on a system perspective as against an individual enterprise perspective. It is thus a tool for designing interventions that promote growth to large numbers of micro and small enterprises.

Value chains, on the other hand, encompass the full range of activities and services required to bring a product or service from its conception to the sale to its final markets.

It includes input suppliers, producers, processors and buyers. There are usually several competing value-chains in one subsector. Analyzing value chains can give better understanding on the roles of each and every player in the chain and allow the identification of the part of the chain where more value (money) is being made on the product. This role should be assumed by the social enterprise of the poor.

4.5. Damage Fees

A potential source to bridge funding gaps of the protected areas is the collection of damage fees in the form of a land rehabilitation charge and damage fine. The principle behind the damage fees is simple: that those that caused damage to the forest and the land within the protected areas must be held financially responsible and accountable for the repair and rehabilitation of these areas. It must be emphasized, however, that the only funding gap source that the damage fees should bridge, is that accruing from the cost of the activities to repair and rehabilitate the deforested areas within the PA.

There are two cases of situations that have caused damage to the forested land within the PA: 1) damage caused by tenured migrants to land within the multiple use zones; 2) damage caused by illegal users. A

schedule of the fines and taxes for each of these categories is shown in Table 18.

If we use a conservative assumption of a total of 200 hectares under PACBRMA, if implemented, this would generate about

PHP400,000 additional funds per year. However, it should be noted that the purpose of the charge is to discourage unsustainable practices and not make the charge a “license” to carry on with the unsustainable practices. •

Table 18. Proposed Damage Fines and Rehabilitation Charges in PAs

Category	Amount	Additional Penalty
Land rehabilitation charge for use of land within the multiple-use zones in the PA	PHP1,903 per hectare per year	None
Damage fine for illegal land use in the non-forested and multiple-use zones in the PA	PHP157,184 per hectare	Automatic ejectment
Damage fine for illegal land use in the forested and strict protection zones within the PA	PHP278,030 per hectare	Automatic ejectment

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This business plan was developed as part of the Sustainable Financing of Protected Areas Project, which aimed to support 18 selected protected areas (PA) in business plan development and implementation of priority activities to secure additional financing. The main result is increased internally generated financing for PA management as well as enhanced capacities of key PA managers and stakeholders on resource mobilization. The project was commissioned by the Biodiversity Management Bureau of the Department of Environment and Natural Resources (DENR-BMB) with funding from the World Bank and implemented by the Resources, Environment and Economics Center for Studies, Inc. (REECS).