



Effective Collaboration on SCP in the Philippines: DENR-CCC-WWF's partnership in SCP and green economy project

Teaching Note

CASE SUMMARY

The Philippines is currently posting very encouraging economic indicators. However, it faces a future of rapidly escalating energy and water demand as well as natural resource depletion, all aggravated by climate change impacts. A collaborative environment between stakeholders can greatly accelerate and improve the results of policy-making and capacity-building towards a green economy built on sustainable consumption and production (SCP).

While the case requires learners to devise their own stakeholder engagement strategies, the actual history of the project is described below.

In 2010, in light of a clear common objective to decouple natural resource degradation and pollution from economic growth, the United Nations Environment Programme (UNEP), the Department of Environment and Natural Resources (DENR), the Climate Change Commission (CCC) and the World Wide Fund for Nature – Philippines (WWF-Philippines) established a partnership to mobilize a transition towards an SCP-enabled green economy in the Philippines. Policy and capacity building were identified as key areas for development, and so a project was conceptualized to present and discuss SCP and green economy concepts and applications with relevant stakeholders in different sectors.

The project was financed by a grant provided by the Korea International Cooperation Agency (KOICA). In addition, there was collaboration and information sharing with NEDA, as chair of the Philippine Council for Sustainable Development (PCSD), throughout the course of the project as the preparations for the upcoming United Nations Conference on Sustainable Development, also known as Rio +20, ran in parallel to the project activities.

The scope of the project included the conduct of the activities and studies listed below:

- capacity building workshop (15-16 September 2011);
- scoping paper on SCP and green economy in the Philippines (released 28 November 2011);
- preparatory policy workshop (30-31 January 2012);
- policy scoping paper on SCP and green economy (released 15 February 2012); and
- presentation of project recommendations to the Cabinet Cluster on Climate Change Adaptation and Mitigation (28 February 2012).

The activities and knowledge products delivered under the project were designed to be multi-sectoral. Rather than arranging separate engagements per sector or in sub-groups of organizations, participants from all the different types of organizations and sectors were gathered to mutually enrich their expertise, as well as to adapt solutions used in other sectors to their particular challenges.

It was also ensured that the outputs of each activity within the project would serve as inputs to succeeding activities. At the capacity building workshop and the preparatory policy workshop, the attendees participated actively during the post-presentation and breakout group discussions, from which, inputs for both the scoping paper and policy scoping paper were drawn.

As the final activity of the project, the policy scoping paper was presented to the cabinet cluster on Climate Change Adaptation and Mitigation at its monthly meeting in February 2012, where DENR Secretary Ramon Paje (as cluster chair), CCC Secretary Sering, Presidential Adviser on Climate Change Elisea Gozun, Presidential Management Staff Secretary Julia Abad, and other representatives of other concerned agencies at the undersecretary, assistant secretary and director level were in attendance.

A draft resolution of the cabinet cluster on Climate Change Adaptation and Mitigation on SCP and green economy was subsequently developed and discussed amongst the high-level representatives of the cluster's member agencies. This action was done with the DENR and the CCC continuing in their roles as chair and secretariat of the cluster respectively. The cluster was expected to provide guidance on the next steps to be taken by The Philippine government.



A second phase of the project has yet to be discussed between UNEP, DENR, CCC and WWF-Philippines. A second phase could build on the existing connections made between the different sectors and organizations which participated in the project activities, to create an SCP and green economy network. Such a network could provide the opportunities for maximizing synergies between programmes and projects undertaken by the member organizations, and provide a stronger collective voice in terms of influencing national and local policy.

LEARNING OBJECTIVES

- To introduce students to the importance and benefits of stakeholder engagement.
- To present a framework for initiating and facilitating a collaborative environment between various stakeholders.

TIPS FOR FACILITATORS

Background Information: Key success factors for effective collaboration in DENR-CCC-WWF's SCP and green economy project

1. Building on existing partnerships and aligned interests at an early stage:
 - The 2009 Green Industry in Asia Conference, which was organized by the United Nations Industrial Development Organization (UNIDO) and the DENR, provided an opportunity for UNEP, DENR and NEDA to hold a side meeting which led to the conceptualization of the project.
 - UNEP provided strong technical support throughout the project. Dr. Stefanos Fotiou, regional coordinator for resource efficiency, not only represented UNEP in the project conceptualization stage but was also present at both the capacity building workshop and the preparatory policy workshop to make presentations on the concepts of SCP and green economy. UNEP consultant Dr. Anthony Chiu also led the development of the scoping paper on SCP and green economy in the Philippines, under this project.

- WWF-Philippines had already established strong working relationships with DENR, CCC and NEDA in numerous previous projects in conservation and climate change. Atty. Angela Consuelo Ibay, climate change & energy programme head, had also established a connection with UNEP at the Green Industry in Asia Conference, and her understanding of the project from its inception placed WWF-Philippines in a good position to achieve its objectives.
 - Since the majority of SCP and green economy concepts have a direct or indirect connection with climate change mitigation and adaptation, the CCC had a large stake in the success of the project and contributed to the planning of the activities and the resulting policy statement. This was supported by Secretary Sering's involvement in the early stages of the project conceptualization in her previous capacity as DENR undersecretary.
 - NEDA had also been involved in the project at the concept stage, and so assisted in the planning and manpower of the activities, and facilitating the integration of the scoping paper results into the Rio +20 Country Report, which was the input required of NEDA as PCSD chair for the Rio +20 Conference.
2. Taking an inclusive approach with the entire breadth of stakeholders working on a green economy:
- Drawing on experiences from its programmes in conservation and climate change, WWF-Philippines made a conscious effort to take an inclusive approach in designing the project activities. This was in order to draw out a broader set of perspectives from participants from all types of organizations and economic sectors in the discussions on SCP and green economy issues and challenges, as well as ensure the acceptability of the resulting recommendations which arose from consultation with a wide range of stakeholders.
 - All in all, the project engaged 191 individuals from 55 organizations (see Table 1) in workshops, meetings and studies on SCP and green economy. The organizations represented were from the public and private sectors, civil society, the academe and the development sphere, which all influence the direction of development in their respective areas of expertise (agriculture, industry, etc.).
 - Rather than arranging separate engagements, multi-sectoral and inclusive workshop participation allows participants from different types of

organizations in a single sector to enrich their expertise, as well as to adapt solutions used in other sectors to their particular challenges. This approach can also foster future collaboration between stakeholders even without the participation of the project implementers.

3. Identify and engage government bodies that directly implement or influence wide-reaching policy reform:

- The cabinet cluster on Climate Change Adaptation and Mitigation was identified as the government body for which the policy recommendations would be the most relevant. Among the five clusters within the executive branch, this is the body tasked to promote sustainable natural resource utilization and climate change adaptation and mitigation strategies and measures, and also serves as advisory committee to the office of the president. It includes not only the DENR secretary as chair and the CCC as secretariat, but also the Department of Energy (DOE), the Department of Agriculture (DA), the Department of Science and Technology (DOST), the Department of Public Works and Highways (DPWH) and the Department of Interior and Local Government (DILG), among others.
- In addition to its regular members, the project team further determined that it would be beneficial for NEDA, the Department of Budget and Management (DBM), the Department of Finance (DOF), the Department of Transportation and Communications (DOTC), and the Department of Trade and Industry (DTI) to be represented for the presentation of policy recommendations. The CCC was able to facilitate these invitations to the meeting as cluster secretariat.
- Following the presentation, the CCC, which also acts as the cluster secretariat, was tasked to draft a cluster resolution which states that the cluster member agencies are to take the lead on undertaking the policy assessment and creating an enabling environment for an SCP-enabled green economy based on the project recommendations. The project partners worked closely with the legal team of the CCC in producing the initial draft of this cluster resolution prior to the end of the project period, to ensure that the project policy recommendations which had been contributed by the various stakeholders, were summarized clearly and accurately in the document.

| No. | Organization | No. | Organization |
|-----|--|-----|---|
| 1 | CEMENT MANUFACTURERS ASSOCIATION OF THE PHILIPPINES (CEMAP) | 29 | INTERNATIONAL FINANCE CORPORATION (IFC) |
| 2 | CIVIL SOCIETY COUNTERPART COUNCIL FOR SUSTAINABLE DEVELOPMENT (CSCCSD) | 30 | INTERNATIONAL LABOUR ORGANIZATION (ILO) |
| 3 | CLIMATE CHANGE COMMISSION (CCC) | 31 | KOREA INTERNATIONAL COOPERATION AGENCY (KOICA) |
| 4 | DE LA SALLE UNIVERSITY - MANILA (DLSU-MANILA) | 32 | LA LIGA POLICY INSTITUTE |
| 5 | DELEGATION OF THE EUROPEAN UNION TO THE PHILIPPINES | 33 | LAND BANK OF THE PHILIPPINES (LBP) |
| 6 | DENTSU INDIO | 34 | LEAGUE OF CITIES OF THE PHILIPPINES (LCP) |
| 7 | DEPARTMENT OF AGRARIAN REFORM (DAR) | 35 | LEAGUE OF MUNICIPALITIES OF THE PHILIPPINES (LMP) |
| 8 | DEPARTMENT OF AGRICULTURE (DA) | 36 | METRO MANILA DEVELOPMENT AUTHORITY (MMDA) |
| 9 | DEPARTMENT OF BUDGET AND MANAGEMENT (DBM) | 37 | NATIONAL ECONOMIC AND DEVELOPMENT AUTHORITY (NEDA) |
| 10 | DEPARTMENT OF EDUCATION (DEPED) | 38 | NATIONAL WATER RESOURCES BOARD (NWRB) |
| 11 | DEPARTMENT OF ENERGY (DOE) | 39 | NESTLE PHILIPPINES |
| 12 | DEPARTMENT OF ENVIRONMENT AND NATURAL RESOURCES (DENR) | 40 | OFFICE OF THE PRESIDENT |
| 13 | DEPARTMENT OF FINANCE (DOF) | 41 | PHILIPPINE BUSINESS FOR THE ENVIRONMENT (PBE) |
| 14 | DEPARTMENT OF LABOR AND EMPLOYMENT (DOLE) | 42 | PHILIPPINE CHAMBER OF COMMERCE AND INDUSTRY (PCCI) |
| 15 | DEPARTMENT OF NATIONAL DEFENSE (DND) | 43 | PHILIPPINE COUNCIL FOR AGRICULTURE, FORESTRY AND NATURAL RESOURCES R&D (PCARRD) |
| 16 | DEPARTMENT OF PUBLIC WORKS AND HIGHWAYS (DPWH) | 44 | PHILIPPINE EXPORTERS CONFEDERATION, INC. (PHILEXPORT) |
| 17 | DEPARTMENT OF SCIENCE AND TECHNOLOGY (DOST) | 45 | PHILIPPINE GREEN BUILDING COUNCIL (PHILGBC) |
| 18 | DEPARTMENT OF SOCIAL WELFARE AND DEVELOPMENT (DSWD) | 46 | PHILIPPINE RURAL RECONSTRUCTION MOVEMENT (PRRM) |
| 19 | DEPARTMENT OF THE INTERIOR AND LOCAL GOVERNMENT (DILG) | 47 | RIZAL TECHNOLOGICAL UNIVERSITY |
| 20 | DEPARTMENT OF TRADE AND INDUSTRY (DTI) | 48 | SIBOL NG AGHAM AT TEKNOLOHIYA (SIBAT) |
| 21 | DEPARTMENT OF TRANSPORTATION AND COMMUNICATIONS (DOTC) | 49 | UNITED ARCHITECTS OF THE PHILIPPINES (UAP) |
| 22 | DEVELOPMENT BANK OF THE PHILIPPINES (DBP) | 50 | UNITED NATIONS COORDINATION OFFICE (UNCO) |
| 23 | FEDERATION OF PHILIPPINE INDUSTRIES (FPI) | 51 | UNITED NATIONS ENVIRONMENT PROGRAMME (UNEP) |
| 24 | FOOD AND AGRICULTURE ORGANIZATION (FAO) | 52 | UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION (UNIDO) |
| 25 | DEUTSCHE GESELLSCHAFT FÜR INTERNATIONALE ZUSAMMENARBEIT (GIZ) | 53 | UNITED STATES AGENCY INTERNATIONAL DEVELOPMENT (USAID) |
| 26 | GREEN CHOICE PHILIPPINES | 54 | UNIVERSITY OF THE PHILIPPINES (UP) |
| 27 | GREENBULB | 55 | WORLD WIDE FUND FOR NATURE - PHILIPPINES (WWF PHILIPPINES) |
| 28 | HARIBON | | |

Table 1. Organizations represented in the various project activities

FACILITATION OF THE LEARNING PROCESS

Working Session 1: Identifying unsustainable development effects (20 minutes)

1. Based on the conditions described in the Background section, what corresponding negative impacts would you expect, to the economic, environmental and social facets of sustainable development in the Philippines?

Worksheet 1: Sustainable development matrix (example)

| Challenges | Economy (e.g. % of GDP, gross revenue, production quantity) | Environment (e.g. ecological footprint, resource use/yield, pollution) | Society (e.g. employment, per capita income, HDI, vulnerable subgroups) |
|--|---|--|---|
| Increasing energy demand – current energy policy favours coal-fired power plants | <p>Decline in quality of natural resources due to ecosystem damage and climate change impacts</p> <p>Decrease in productivity of workforce due to social costs</p> <p>As global coal prices fluctuate and GHG emissions are regulated, electricity costs increase</p> | <p>Greater GHG emissions leading to climate change impacts</p> <p>Pollutants cause further ecosystem damage (e.g. water quality, ground-level ozone, etc.)</p> | Rise in morbidity and mortality due to respiratory disease and climate change impacts |

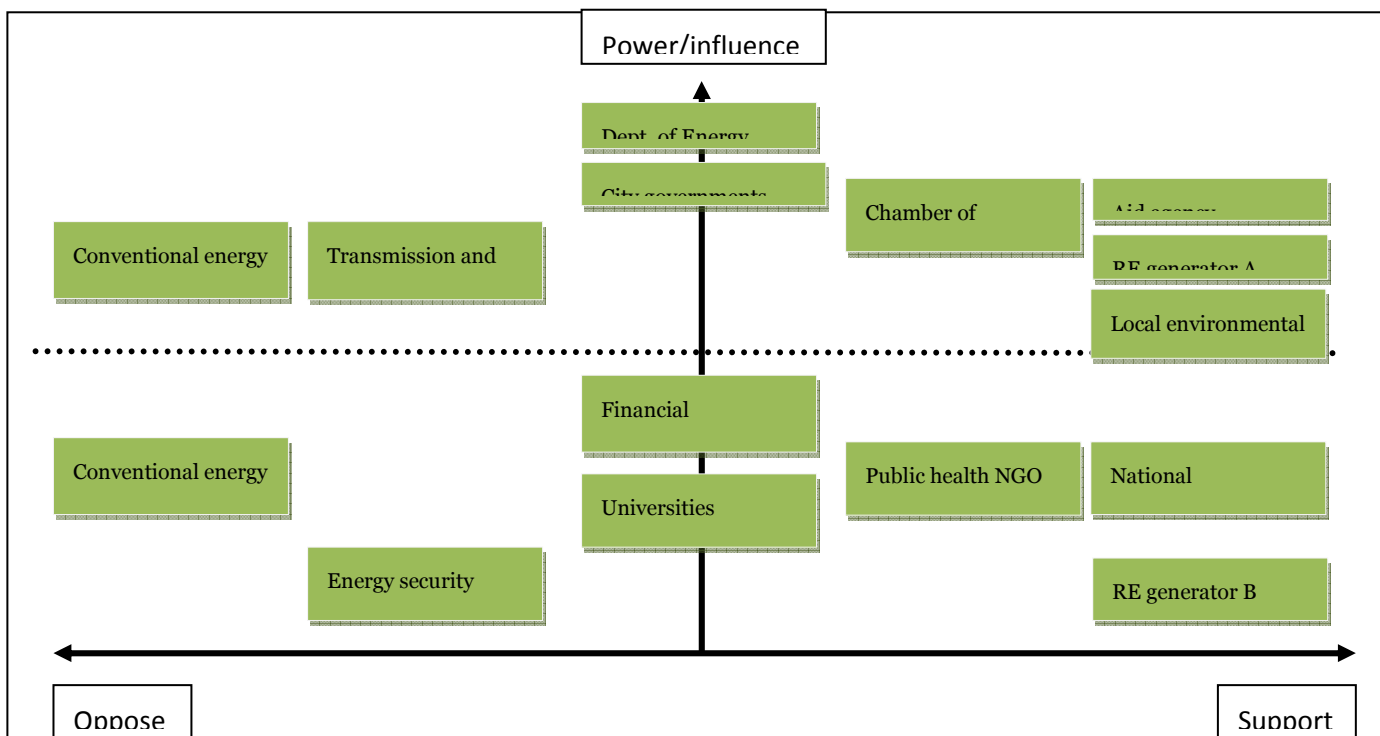
Working session 2: Stakeholder identification and prioritization (15 mins)

1. Select one set of linked economic, environmental and social issue from Worksheet 1 and restate it in Worksheet 2. Drawing from the background given on the case, identify your goal for addressing this set of issues that is in line with the concepts of SCP or green economy.
2. Based on your own experience, identify stakeholder organizations which have an interest or involvement in this, whether their objectives support or oppose your own. Write their names on sticky notes.
3. It is often necessary to prioritize engagement of stakeholders which are more influential. Based on your assessment of their position, arrange the sticky notes on the worksheet. Try to situate around half of the stakeholders above the dotted line, and half below. (Note: the vertical arrow labeled ‘Power/influence’ signifies ‘high’ power/influence at the top and ‘low’ power/influence at the bottom)

Worksheet 2: Power graph (example)

Issue: Increasing electricity demand leading to greater emissions from coal-fired power plants, resulting in a rise in respiratory disease and death, ecosystem damage, climate change impacts and corresponding economic losses

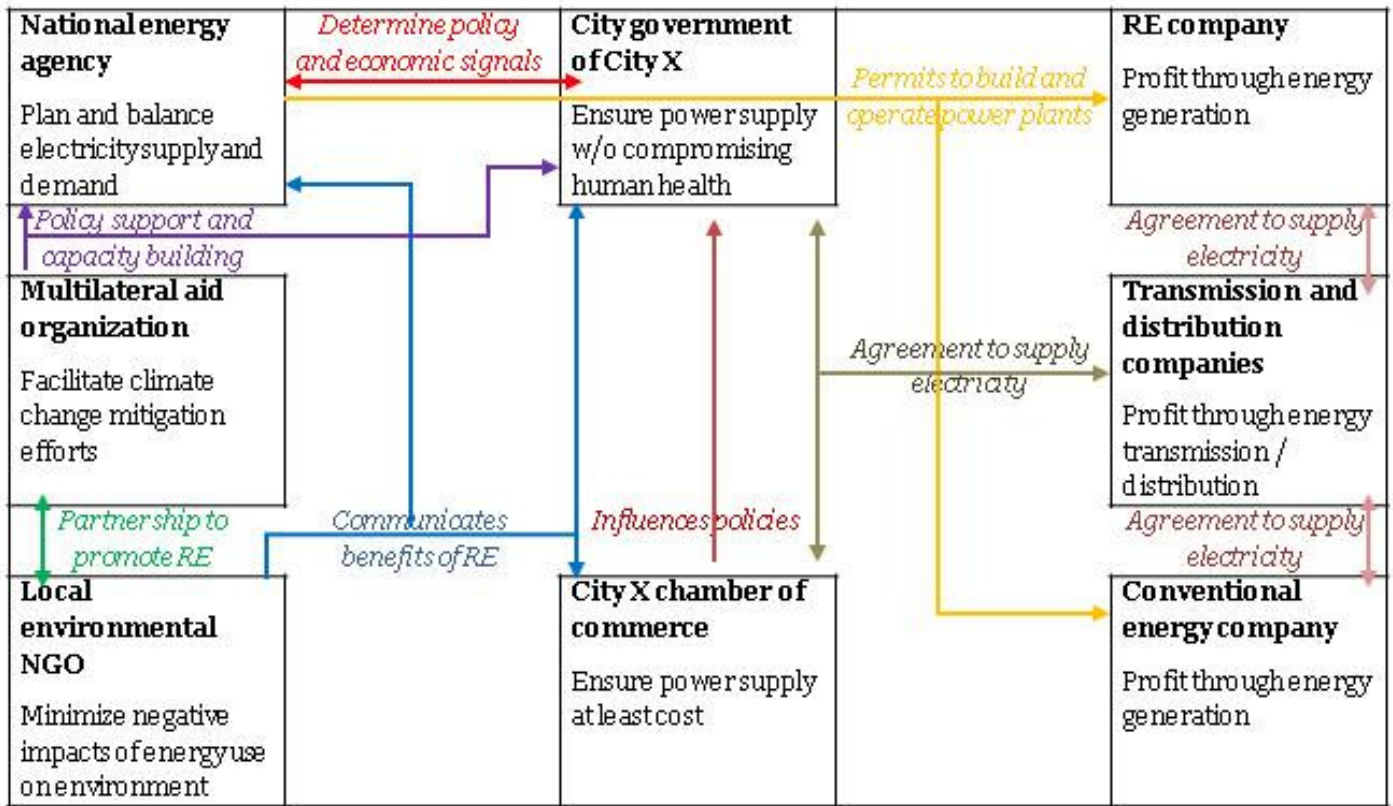
Goal: Displace coal by increasing renewable energy contribution to energy supply mix to 50% by 2030



Working session 3: Stakeholder interaction mapping (15 mins)

1. Take the stakeholders which are more influential (above the dotted line) from Worksheet 2 and write them down in the boxes. (Note: you may add boxes.)
2. Within each box, briefly describe their desired outcome in the sector as well as activities.
3. Based on your own experience, draw an arrow between stakeholders which have existing direct/indirect relationships, Briefly describe the relationship along the arrow's line. How do (or can) these organizations make use of their power/influence in the context of these relationships?

Worksheet 3: Stakeholder map (example)



Working session 4: Overcoming barriers to collaboration (20 mins)

1. Review the stakeholders' desired outcomes and existing relationships from Worksheet 3.
2. Can you identify barriers to collaboration between stakeholders, towards your common goal? What action can your organization take to strengthen or change interactions, or even facilitate new relationships that will contribute towards meeting your goal?
3. For stakeholders (referred as Stakeholder B, in Worksheet 4) whose desired outcomes are not aligned to yours, what action can your organization take to engage these stakeholders, to align their positions toward your (referred as Stakeholder A) desired goal? (List as many stakeholder B and respective barriers and actions in the respective columns)

Worksheet 4: Relationship management matrix (example)

| Stakeholder A | Stakeholder B | Barrier | Action |
|---------------|---------------|---------|--------|
|---------------|---------------|---------|--------|



| | | | |
|--------------|---------------------------------------|---|--|
| RE Generator | Transmission and distribution utility | Concerns on intermittent energy source's effect on the grid | Organize round-table discussions on smart grid implementation with technical experts |
|--------------|---------------------------------------|---|--|

Working session 5: Work plan (30 mins)

1. Based on information gleaned from the previous worksheets, design a work plan in Worksheet 5, that will lead to your desired goal, with some or all of the activities engaging the identified key stakeholders. These can range from policy reform to a localized initiative.
2. For the Assumptions column:
 - What do you envision the stakeholders' respective roles/contributions will be in these activities?
 - What is the decision-making level of these stakeholders' representatives that you would wish to engage with, for each activity?

Worksheet 5: Log frame with stakeholder engagement (example)

| Project structure | Indicators | Means of verification | Assumptions |
|---|---|---|---|
| Goal: Increase share of renewable energy (RE) in energy mix | Projected share of RE in energy mix is on track to reach at least 50% by 2030 | Dept. of Energy (DOE) reports on RE project development, energy supply mix and projected demand | <ul style="list-style-type: none"> • DOE adopts this goal and is collaborating with local governments, private sector, and aid and non-government organizations at the Secretary / Mayor / CEO level to achieve it |
| Purpose: Enable RE development through policy-making | New policies supporting RE development are in place, or existing policies are amended | Official declarations of energy policy | <ul style="list-style-type: none"> • Stakeholders are actively involved in promoting policy enactment • DOE – Undersecretary / RE Head • Local government – Mayors / Policy Heads • Private sector, aid agencies, NGOs – CEO / Energy Head / Govt. Relations Head |
| Outputs: Develop viable | Synthesized | Position papers | <ul style="list-style-type: none"> • Stakeholders are reviewing |



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|--|--|--------------------------------------|--|
| policy recommendations and implementation roadmaps | policy recommendations and roadmaps approved by participating stakeholders | signed by participating stakeholders | <p>recommendations critically and contributing feedback based on the specific objectives of their own organizations</p> <ul style="list-style-type: none"> • DOE – RE team • Local government – Policy teams • Private sector, aid agencies, NGOs – Energy and Govt. Relations teams |
| <p>Activities:</p> <p>Capacity and knowledge building through exposure to best practices and opportunities for multi-stakeholder discussion</p> | <p>Conduct of RE project site visits, technical expert consultations, case study reviews, workshops, and round-table discussions</p> | <p>Activity reports</p> | <ul style="list-style-type: none"> • Good working relationships are established between stakeholders and with project proponent • Stakeholders are actively engaged in a mutual learning process • DOE – RE team • Local government – Policy teams • Private sector /Aid agencies / NGOs – Energy and Govt. Relations teams (including technical staff) |