



USAID
FROM THE AMERICAN PEOPLE

INDUSTRY DAY

Natural Resources Security and Governance

Proceedings

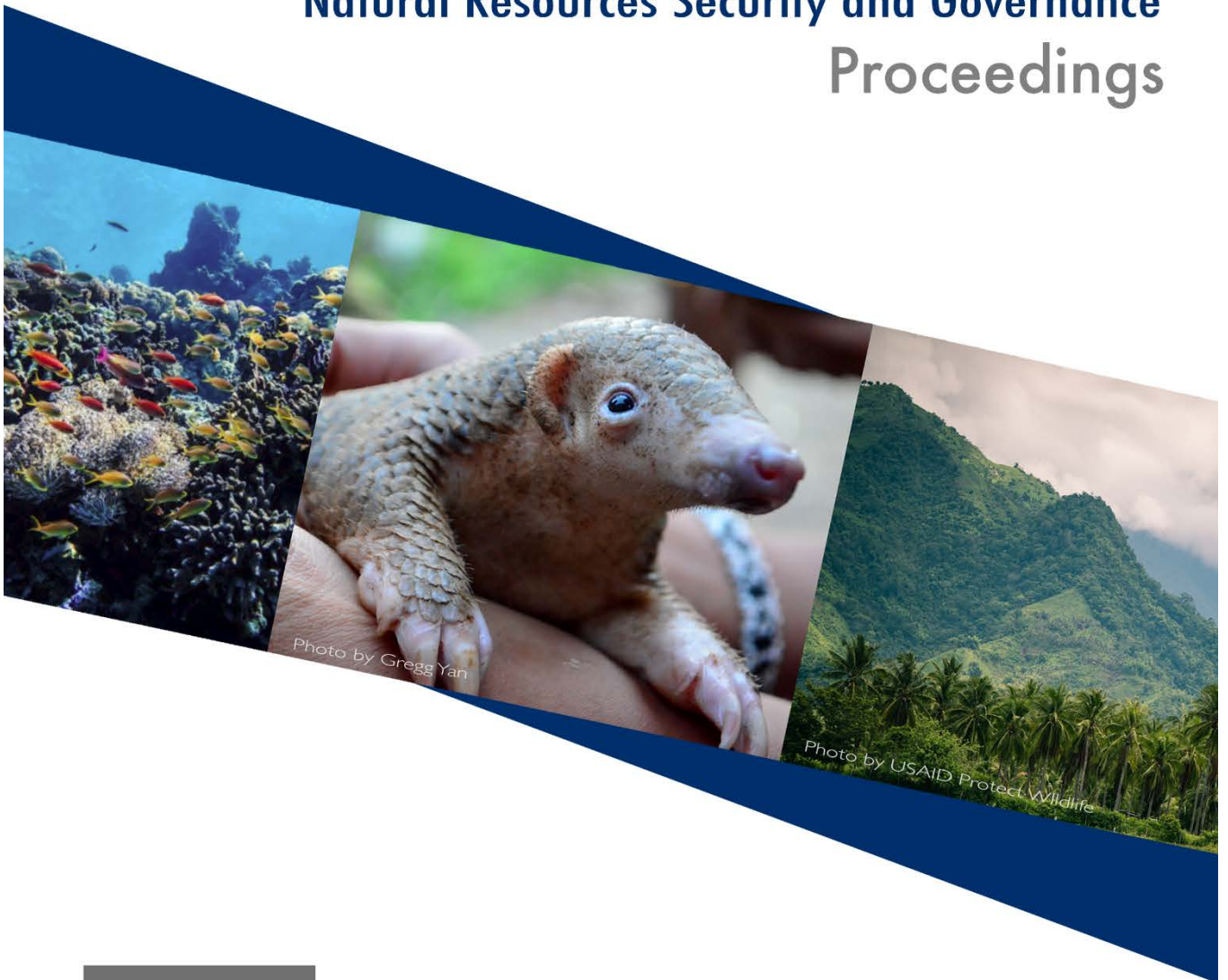


Photo by Gregg Yan

Photo by USAID Protect Wildlife



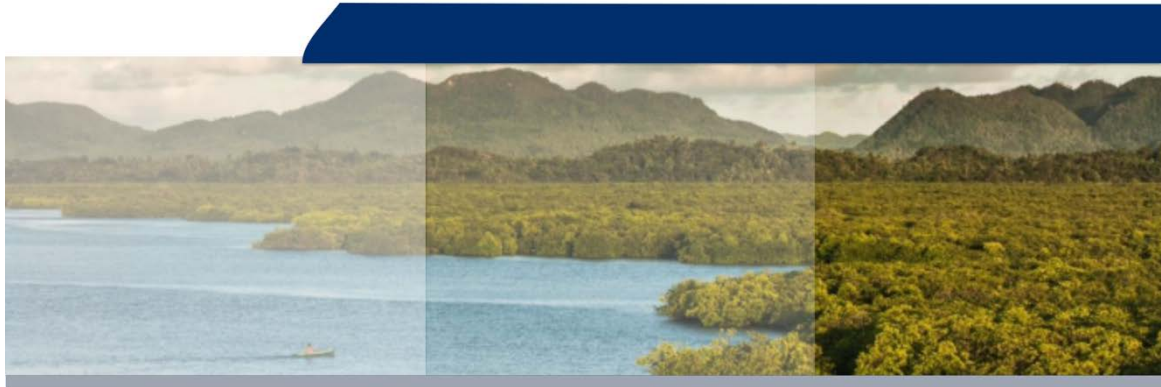
**Diamond Hotel, Manila
November 6, 2019**

Table of Contents

Opening	4
Welcome Remarks	4
Introduction of Participants	4
National Resource Security and Governance	5
USAID/Philippines' Country Development Cooperation Strategy 2020-2024	5
USAID Requirements for Programming in Natural Resource Management	5
Requirement for Sustainable Landscape Fund	5
The Draft Situation Model	9
Results Framework	9
Feedback on Situational Model and Results Framework	10
How to do Business with USAID	11
The Non-U.S. Organization Pre-award Survey (NUPAS) Process	11

Annexes

1	Attendance
2	Natural Resources Security and Governance Presentations
3	Situational Model and Results Framework Workshop Outputs
4	How to do Business with USAID Presentation
5	The NUPAS Process



The Philippines Mission of the United States Agency for International Development (USAID) seeks to enhance environmental and community resilience in the country. In order to solicit feedback on current thinking on how best to address natural resource security and governance issues and to receive information about the best practices and lessons learned of environment stakeholders in the country, USAID/Philippines held an Industry Day focused on natural resource security and governance at the Diamond Hotel Philippines, Malate, Manila last November 6, 2019. The objectives of Industry Day were to: 1) Consult with a broad community of public and private sector actors engaged in biodiversity conservation and natural resource management in the Philippines regarding USAID's programmatic requirements to address natural resource security and governance; 2) Learn about the mandates, programs and activities of participating organizations related to natural resource security and governance; and 3) Serve as a venue for organizations to meet one another, collaborate, and create potential partnerships.



Welcome Remarks from USAID

Mr. Paul Seong, *Environment Office Deputy Chief*

The event was officially commenced through welcome remarks delivered by Mr. Paul Seong. Mr. Seong explained that with the new Indo-Pacific strategy, the Industry Day was meant to bring organizations together in one venue to share opportunities to design new mechanisms and projects USAID would be funding. He also recognized that the best minds were needed in finding solutions to shared problems, thus, the agency had been implementing co-development and co-creation as strategies to design programs and projects. Lastly, he sought honest inputs from participants as they impart their evaluation of and suggestions to improve the situational model and results framework on natural resource security and governance. He also thanked the Department of Environment and Natural Resources (DENR) for their openness to USAID support in its projects and priorities.

Introduction of Participants

Mr. Paul Seong, *Environment Office Deputy Chief*

Mr. Seong facilitated the introduction of participants. More than 60 participants attended, representing various national government agencies, non-governmental organizations, the private sector, industry and professional associations, and higher educational institutions.

PART I: NATURAL RESOURCE SECURITY AND GOVERNANCE

Presentations attached as Annex 1

USAID/Philippines' Country Development Cooperation Strategy 2020-2024

Mr. Paul Seong, *Environment Office Deputy Chief*

Mr. Seong introduced the Journey-to-Self-Reliance and USAID's new policy framework. He explained that the new policy framework was aligned with the Philippine Development Plan resulting in USAID's 2020-2024 goal to support a well-governed and more self-reliant Indo-Pacific partner. He presented the priority development objectives of USAID as well as the 12 areas for development outcomes sought by the organization. He also shared that increasing private sector engagement was also a priority in the Country Development Cooperation Strategy.

USAID Requirements for Programming in Natural Resource Management

Ms. Rebecca Guieb, *Development Assistance Specialist*

For her part, Ms. Guieb talked about USAID'S Biodiversity Policy that builds upon the agency's long history of conserving biodiversity, and its commitment to conserve biodiversity as an integral part of development. When the Policy was adopted in 2014, it was the first time for USAID to have a policy for nature conservation. She emphasized three themes: (1) biodiversity conservation brings ecosystem services, (2) biodiversity systems help communities to adapt to natural disasters, and (3) biodiversity brings about co-benefits. In this presentation, she discussed the difference between a situation model and a results chain—the main components of the open standard approach used in biodiversity policy. She ended her presentation by discussing the requirements of the USAID Biodiversity Code.

USAID Requirements for Programming in Sustainable Landscapes

Mr. Randy Vinluan, *Sustainable Landscapes Specialist*

Mr. Vinluan informed everyone that USAID was not only interested in biodiversity conservation but also in promoting sustainable land use practices which would lead to the reduction of greenhouse gas emissions. He cited a paper published in *Science* in 2018 entitled "Classifying Drivers of Global Forest Loss," which identified agricultural activities as one of the top drivers of tree-cover loss and linked it to two USAID meetings held in September 2018 and March 2019 on Tropical Forestry and Biodiversity Analysis where participants identified commercial agriculture as one of the major threats. He mentioned that, according to a study of sustainable landscapes opportunities in the country conducted by USAID's Office of Global Climate Change, reforestation and forest protection, which the Philippine government was already doing through the Expanded National Greening Program and forest protection program, represented interventions with the greatest

mitigation potential. He emphasized the agency's willingness to partner with Philippine government agencies in performing their mandate to lower emissions. Specifically, Mr. Vinluan expressed interest in working with stakeholders on nature-based climate solutions.

Question and Answer

Q: Is there any thought given to the idea of sequestering carbon at the balance down to the Local Government Unit (LGU) level, such as making an LGU-approach to reforestation and reducing carbon?

A: We are open to working at all spatial scales. If you have an LGU-oriented solution, the mission is interested to hear about that and all other solutions.

Q: With the current administration's withdrawal to the Climate Change Paris Agreement, what impact will that have on REDD + projects financed by USAID?

A: Despite the rhetoric, we are seeing robust sustainable landscapes funding. We are confident this level of sustained funding will continue and there is no impact as of now.

Q: Is there any particular location of the implementation? Are there particular parameters for the selection? I also noticed that in the RFI, there is no mention for gender or role of women in natural resources.

A: For the first question, in one of the slides talking about Biodiversity Code, it was mentioned that all biodiversity projects must work in biologically significant areas. It was also mentioned by DENR Assistant Secretary Calderon that, in the E-NIPAS Law, there are a hundred new protected areas and they all qualify for biodiversity funding. For sustainable landscapes, we are not only looking at forests; but if there are agricultural-based activities with solid mitigation potential, they are also eligible for funding.

For the second question, it was mentioned a while ago that one of the co-benefits of biodiversity conservation is promoting gender equity. We do have a policy on gender and gender analysis is required for all activities. Certainly, gender work as a crosscutting strategy is always incorporated in our activities. If there are any women-specific or gender-specific work or strategies that will be useful for us to know about, I hope they can be shared with us.



Q: It was mentioned that the project should have demonstrable carbon emission reduction. Will the USAID fund research for measurement of carbon emissions?

A: Yes, we are open to that.

Q: Our attention had been focused now in Balabac, Palawan because of the increase in incidence of crocodile-human conflict. Maybe USAID could help us as the farmers in Balabac have to make a livelihood. We are trying to approach this problem of crocodile-human conflict by making them protect the crocodiles. They are encroaching into the habitats of crocodiles and, in the process of doing so, they are harvesting mangroves. We can work together in protecting the mangroves that are harvested and used for charcoal. For example, the mangroves in Carmen, Siargao are beautiful but people are still harvesting them to sell as charcoal. If we can work together to also protect crocodile eggs, maybe USAID can help us sell in the US.

A: Those are the types of ideas we would like to hear. Clearly, there is uneven governance right across the country so part of the strategy we presented demonstrates the importance of CSOs playing their role in helping the government enforcement. An idea we would like your thoughts on is about a grants mechanism to really engage these civil society entities and NGOs for provision of direct support, not only for the good work that you do but also your capacity.



Q: We are now the topmost at-risk country for environmental defenders. How will this program address that? I'm really worried about your reference of parameter which has demonstrable reduction of carbon emissions and yet if the frontline defenders of the environment are most at risk, I wonder how the program is going to reconcile those two elements?

A: That is noted. This is one of the things I refer to when I highlight social and environmental safeguards in one of the slides of the presentation. But the way you can frame it is in terms of a forest law enforcement approach or a protected area enforcement approach. That way, while you are achieving a greenhouse gas emission reduction outcome, you are also achieving a social outcome in the same breath. We can help you frame it if we will work together.

Community empowerment is one of the co-benefits of biodiversity conservation. It is acknowledged that what you are doing is for the conservation of biodiversity.

There is also the potential to get a different set of funding or another type of earmark. That is not outside the realms of possibilities.

One of the things that the biodiversity policy emphasizes is integration. We are working with colleagues across the agency to do integrated programming. That means working with people who are in governance and are doing human rights work. You are probably familiar with USAID Oceans from the regional office of the USAID. It has been working on the key data elements of a traceability system that includes labor issues and human welfare conditions.



*“conserve
biodiversity for
sustainable,
resilient
development”*

PART II: NATURAL RESOURCE SECURITY AND GOVERNANCE

Presentations attached as Annex 2

The Draft Situation Model

Ms. Rebecca Guieb, Development Assistance Specialist

Ms Guieb walked the participants through the draft situation model that was based on several stakeholders’ consultations conducted over the last year. In this part of the presentation, the situational model and results chains were thoroughly discussed. Three key elements were specifically discussed: divers, threats, and focal interests. Intervention approach and strategic approach were also discussed and differentiated.

Results Framework

Mr. Randy John Vinluan, Sustainable Landscapes Specialist

Mr. Vinluan showed a glimpse of USAID’s current thinking about natural resource security and governance. He provided the context in which the agency is working and described the richness of the country’s natural resources and the threats surrounding them. The theory of change adopted by the agency was also explained. Lastly, the draft results framework was discussed.



Feedback on Situational Model and Results Framework

After the draft result framework was presented to the participants, they were divided into five groups for them to evaluate the results framework and situational model and make suggestions for improvement through a small group discussion. There is one group for (a) *Environmental Crimes Reduced*, and two groups each for (b) *Natural Resources Sector Developed* and (c) *Governance of Natural Resources Improved*.

The instructions for this session were:

1. Review the threats and drivers. Validate their causal linkages in terms of logic and completeness.
2. Evaluate the draft results framework in terms of clarity, feasibility and completeness.
3. Propose strategic approaches that will achieve the outcomes stated in the draft results framework
4. Identify one key area of competence and associated program that your organization has to offer to achieve the results in the draft results framework.

Each group was required to assign a documenter and rapporteur. The output of each group is attached as ***Annex 2***.



How to do Business with USAID

Ms. Sandra Jansen, *Contracting and Agreement Officer*

This presentation was for the benefit of organizations that had not previously received USAID funding assistance. Ms. Jansen shared the process of funding and delivery of U.S. foreign assistance. She thoroughly discussed the grant and contract process, emphasizing the meticulous documentation and validation happening between Step 4 (business forecast) and Step 5 (solicitation). She also talked about the ways to explore potential funding opportunities and gave advice on how to align with USAID’s priorities, among others. Ms. Jensen’s presentation is attached as **Annex 3**.

The Non-U.S. Organization Pre-award Survey (NUPAS) Process

Mr. Atoy Tumaneng, *Regional Financial Services Center*

Mr. Tumaneng clarified that while projects are evaluated by a select individual comprising the Technical Evaluation Committee of USAID, project implementers or applicants are also evaluated through the pre-award survey. Pre-award survey is part of the agreement officers’ responsibility in determining whether the applicant has the capacity (financial and managerial) to perform on the award in accordance to the principles and requirement established by USAID. This is specifically conducted for new USAID project implementers. He also noted that undergoing the pre-award survey does not guarantee the award. Mr. Tumaneng then extensively discussed the NUPAS process as well as the criteria used in the pre-survey. Mr. Tumaneng’s presentation is attached as **Annex 4**.

Question and Answer

Q: Small business realization and local partner realization both are big drivers for USAID and their approach. Is there some guide? I know some missions have been pushing one over another. Is there a desire either way?

A: We use market research to be able to identify those organizations we can set aside our activities for. We had last year a couple of opportunities for American small businesses. Philippines is a pilot mission for the agency, and we do have a percentage we have to meet every year. We are chosen because we do incorporate the American small businesses into our procurement. Yes, whether one way or another we use market research so we can identify those entities.

Q: What is the timeframe for NUPAS Approval?

A: Once we get the go-signal from the regional office for acquisition and assistance, we give two to three weeks for applicants to respond to the request for documents. Then we allow a week or two for desk review and field work, then two to three weeks to draft the report. Approximately six to nine weeks.

Q: Is the modality for small grants possible?

A: Some activities are built with small grants components which is not the same as having a partnership or small grant recipients. We are still currently gathering information for the design. Talking about a small grants component is still premature. However, a lot of activities such as capacity building and support for CSOs, depending on the type of work that we are doing and where it is, a small grants component is totally feasible. But, right now it is still premature.

Q: Based on the presentation, we are only in the market research stage. Do you foresee any further information such as issuance of RFI or something like that in the next few months?

A: The information that we gather here today is going to be released for public view for competitive purposes so everybody gets a fair chance. However, you are here and already networking. We thank you for that. But, the information today is going to be released with the RFI. However, step 4 and step 5 have not happened yet. We are hoping to have something by the end of the year or early next year. Business forecast will be your best source of information. We will provide an update as soon as we know where we are in the process. But we do not want to drag you along. We want you to be ready.

Q: It was mentioned earlier that you do not want to release in a lump at the same time and you do not want too many. Is there some indication of your preference in terms of scale of grants? Are we talking large consortiums or small partnerships?

A: We are still in the design phase. We still do not know how many solicitations we are going to have. After we gather the information, we are going back to the drawing

board with the technical team. We were thinking of having several solicitations in this program but we do not know. Again, it is still premature.

Q: When you say co-development, is there a point where partners can really float ideas or venture proposed partnerships and things like that and get some feedback on whether that is the right direction to take?

A: It depends on how the solicitation is written and we are still working on that. In some solicitations, co-development is done towards the end after we have already identified an apparently successful applicant. It is multi-phase: it starts with a concept note, then it goes into a presentation, and then, after that, we identify an apparent successful applicant and we co-develop with that organization. In terms of partnerships, we are not going to build a solicitation that allows for us to push partnerships together. But since you are here, I gave you some tools on how to find potential partners. That is something that you can do on your own after the solicitation is out and you can see where your expertise fits.

Q: Is an organization limited to one project?

A: Yes. For example, if you saw a solicitation and it calls for a different type of expertise and you feel like your expertise falls under component one. And, you know from this Industry Day that another organization is an expert on Component 2. Then, talk to the organization and see how you can both get in together. However, only one organization gets the award. It will be a business decision on which organization is best suitable to take that award. Remember, all of these pre-award [requirements] need to be satisfied but there is also post-award. You have to have your financial and procurement systems in place. It is a lot for a new organization to take on, depending on the size and magnitude of the award.

Closing Remarks

Ms. Rebecca Guieb, Development Assistance Specialist

For her closing remarks, Ms. Guieb quoted the report of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystems Services which depicts the alarming threats of possible extinction of a million animal and plant species which confirms the unprecedented rate of nature decline globally. However, she shared that hearing everyone's insights on the problems on and solutions for the natural resource sector during the Industry Day is a manifestation of the readiness of the sector given the wide spectrum of identified competencies and the diverse solution the various organizations are offering. She also believes that the sector is ready for the transformational actions needed to respond to the challenge. Finally, she thanked everyone for their time and cooperation.
