



REPUBLIC OF THE PHILIPPINES

NATIONAL ECONOMIC AND DEVELOPMENT AUTHORITY



## Manila Bay Sustainable Development Master Plan

FINAL MASTERPLAN,  
ACTION PLAN + INVESTMENT REPORT  
ANNEX 2

# INSTITUTIONAL SET-UP AND CAPACITY BUILDING REPORT

February 2022



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PROPOSED  
INSTITUTIONAL  
SET-UP

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# Background

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## Current State of Manila Bay Governance

Recurring institutional and capacity issues were identified that hinder responsive, effective and efficient policy and program implementation at the national and local levels. There are several strengths and good practices, but these may not be sustained in the long-term if the hindering factors are not addressed in the short and medium term.

**Lack of competencies and processes for integrated approach.** Implementation of sustainable development related programs and policies remain fragmented and uneven because of the inability of local government units to integrate local plans with national programs. This is due to lack of competencies and processes for integrated planning and budgeting, especially for CLUPs, and science-based and evidence-based decision making. The complicated situation at the national level makes program and policy implementation more confusing and taxing at the local level. National agencies have different data bases, which are not constantly updated. Roles and accountabilities of each agency vis-à-vis implementation of specific laws and major programs are not clear and or not widely understood and consistently followed. Processes, guidelines, technology and competencies for consistent and reliable monitoring, analysis of data and information require updating and further strengthening.

**Lack of a focused oversight agency.** The governance and management of agencies critical to Manila Bay are lodged at various institutions based on the focus of the law and the programs. A comprehensive approach to governance and management is not yet effectively done by a single organization with mandates and powers to undertake key functions related to policy and program integration, oversight and collaboration, knowledge management and continuous improvement for policies and programs, institutions and human resources.

At present, the Manila Bay Commission provides policy direction and technical guidance to the members of the Supreme Court mandated 13 agencies, which are tasked to coordinate and show concrete results to develop Manila Bay. The Manila Bay Coordinating Office (MBCO) was created to support the mandamus agencies. However, the MBCO has no oversight function to compel poorly performing Mandamus agencies. Outside of the Mandamus agencies, other programs and efforts implemented by the private sector, the CSOs in partnership with various local, national and international agencies remain minimally coordinated and synergized with similar or complementing programs and projects.

**Manila Bay is not Top-of-Mind.** The lack of consistent and reliable representation of Manila Bay in various venues for integrated planning, decision-making, fund sourcing, policy and program monitoring and evaluation, policy review and analysis affects the Bay's ability to generate attention from important players in government and in the private sector. It is not top-of-mind in regional development Commissions and may not be a priority development focus in the executive and legislative bodies, unless there are emergency situations or complains the critical few in the public or private sector (like in the case of the Supreme Court Mandamus). The different national agencies that have direct responsibilities over conditions and situations related to Manila Bay are intently engaged and pre-occupied with competing critical national issues.

**Consistency and accessibility of national standards and guidelines need improvement.** Interpretations of national guidelines and standards are not consistent.

Technical assistance to NGAs, LGUs and private sector pertaining to the interpretation and promulgation of national laws, standards and guidelines differ from one lead agency to another and from one LGU to another. This creates confusion, duplication, overlaps and miscommunication between and among stakeholders in Manila Bay. Particularly affected are the LGUs who are responsible for policy execution. Given these conditions, sustaining good practices presents barriers to success. In other situations, policies and standards provided by implementing agencies are not consistent with each other affecting not only their implementation but also the design and implementation of plans and programs.

## Strengths and Opportunities

Presence of multi-stakeholder cooperation. There are notable institutional and inter-agency, multi-sector practices and initiatives happening to support and ensure a sustainable development of Manila Bay: the presence of alliances and partnerships that are able to address effects of disasters and climate change; resourcefulness and creativity in addressing waste pollution, among others. The early engagement of the CSOs and the private sector in the planning process is an emerging good practice – as experienced in several municipalities and cities in the Manila Bay regions. There are opportunities provided by other development partners (international and local) to LGUs and national agencies – funding support for specific projects, competency building for LGUs and NGAs here and abroad, technical assistance through consultants and specialists.

## Creation of the Manila Bay Task Force

Administrative Order 16 on “Expediting the Rehabilitation and Restoration of the Coastal and Marine Ecosystem of the Manila Bay and Creating the Manila Bay Task Force” is currently being implemented using a structured inter-agency cooperation design that provides a clear line of authority, specialization of roles and accountabilities and mechanisms for technical and geographical focus and coordination. It also provided functional structures that address the different key result areas for Manila Bay clean-up and development. **Table 1** **Error! Reference source not found.** below presents the seven key result areas (KRAs) and the lead national government agencies per KRA. Member agencies are likewise indicated.

*Table 1. Key Result Areas (KRAs) of the Manila Bay Rehabilitation*

KRA Group	Focus Area	Lead Agency	Members
KRA 1	Liquid Waste Management	DENR	Vice Chair: LLDA, LWUA, MWSS Members: PNP-MG, DA, PCG, PPA, MARINA, DILG, MMDA, DOH, PRRC, DPWH, MWCI, MWSI, DOST and LGUs
KRA 2	Solid Waste Management	DENR	Vice Chair: DILG, MMDA Members: LLDA, PPA, DA, DOH, PRRC, MARINA, PCG, DepEd, CHED, DOST, DICT and LGUs
KRA 3	Social Preparation and Relocation	DHSUD	Vice Chair: DILG, NHA, MMDA and DPWH Members: DENR, LLDA, PPA, DA, PRRC, PCG, NAPC, PCUP, DSWD, DOLE, DTI, DBM, DOT and LGUs
KRA 4	Habitat and Ecosystems Management	DA-BFAR	Vice Chair: DENR Members: DPWH, DILG, MWSS, LWUA, PRRC, PNP-MG, DepEd, MMDA, LLDA, PCG, and LGUs
KRA 5	Rule of Law	DOJ	DILG, OSG, Office of the Presidential Legal Counsel, NBI, DENR and PNP RO NCR, Region III and IV-A
KRA 6	Strategic Communication, Education and Mobilization	PCOO	DOT, DENR, DepEd, CHED, DILG, DND, AFP, PNP, and LGUs
KRA 7	Crafting the MBSDMP	NEDA	DENR, DILG, DOT, DPWH, DOH, DA, DHSUD, MMDA, PRRC, PCG, PPA, LWUA and MWSS

The Task Force, under the leadership of the Undersecretary of the DENR, mobilizes the participation of both Mandamus and non-Mandamus agencies through human resources, funding, and logistics contributions. Coordination and alignment are done at the Executive Command through monthly or bi-weekly meetings. The Task Force has very clear and concrete strategies and tactics (types of interventions and methodology), and phasing of activities and deliverables. Outputs of activities and initial results or short wins are immediately made visible to the public to increase support and sustain the momentum of participating agencies and private stakeholders.

With the current institutional set-up, the Task Force organizes, manages, and sustains the required institutional arrangements and the networks of cooperating agencies so that resources are fully maximized to deliver concrete results. The leadership provides focus and energy with full legal mandate and resources given to the organization to create the impetus for a fast-paced approach. The increasing support and approval from the public provide the implementers and the leaders with recognition that further feeds the momentum to deliver results.

# Institutional Requirements Toward a Sustainable Development of Manila Bay

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## Criteria for Manila Bay Governing Body

The different situations and requirements for Manila Bay and its sustainable development define the specifications for the institutional relationships and how these can be managed effectively to deliver results within constraints and opportunities. The situation analysis provided above, the priority measures of the MBSDMP and the KRAs of the Manila Bay Task Force indicate the kind of governing body that can provide synergy and integration to decisions and actions, exact compliance from the stakeholders, and maximize effective and coordinated participation for Manila Bay's sustainable development. These institutional requirements are critical and vital to the success of all efforts for Manila Bay and its surrounding areas, given the socio-political, environmental, technological, and economic complexities at the local, national and global contexts. Given a sustainable development agenda spanning 20 years, the following are important guidelines or criteria used for designing and selecting the institutional design and set-up for governing Manila Bay and its sustainable development. These are derived from the different consultation workshops, feedback of the Technical Committee created for the Project, and from evidence-based findings on institutional designs and organization development.

- An oversight function that can compel compliance from public and private institutions in the way plans, policies and programs are designed and formulated;
- Singular focus on the sustainable development of Manila Bay and its surrounding areas and the effective implementation of the MBSDMP and relevant national and global policies and programs;
- Authority and capacity to mobilize all stakeholders to cooperate and collaborate, and to manage these collaborations effectively to deliver quick wins that build toward strategic outcomes;
- Authority and capacity to be agile and adaptive; able to mobilize various resources and multi-sector collaboration within limited timeframes and respond to urgent and crises situations, emerging threats and opportunities;
- Legal mandate to implement its mission and functions across different political administrations, ensuring stability and sustainability of its existence and capacity to address social and political pressures and dynamics in any given administration and contexts; and
- Authority and capacity to sustain the momentum of change and development being undertaken by the Manila Bay Task Force and the different national agencies, LGUs and private sector partners.
- Ability to address implementation and coordination gaps and compliance issues experienced in the past and mitigate risks that will impact on the effective implementation of the MBSDMP.

## Design Options from Consultations

The consultation workshops and meetings yielded four major options for the institutional set-up of Manila Bay's governing body. A combination of these features that are consistent with the criteria presented above generated four design options for the governing body of Manila Bay. The options are presented below with descriptions of their respective mandates, general structure and assessment and recommendation of the project study group given the requirements for Manila Bay's sustainable development and management.

## Option 1: Strengthen existing MB structures: MBC and MBCO

Mandate	<ul style="list-style-type: none"> <li>- Manila Bay Council (MBC) and Manila Bay Coordinating Office (MBCO) exercises oversight and regulatory functions through the DENR.</li> <li>- Strengthens the coordination of agencies and LGUs in the development and implementation of plans, policies and programs.</li> <li>- Ensures the compliance of all stakeholders.</li> </ul>
Policy Requirement	<ul style="list-style-type: none"> <li>- Requires an Executive Order from the Office of the President to expand the coverage of the current MBC and MBCO to include all agencies not covered by the Supreme Court Mandamus, the LGUs and the private sector.</li> </ul>
Structures	<ul style="list-style-type: none"> <li>- Manila Bay Development Council (changed from Manila Bay Council)</li> <li>- Governance function: Strategic direction and policy formulation, approval and performance assessment of programs and projects.</li> <li>- Membership of the Council: Representatives from the different lead and support agencies, private sector and CSO networks, academic and technical institutions.</li> <li>- Manila Bay Management Office (change from MBCO).</li> <li>- Oversight and management functions for all Mandamus and non-mandamus agencies, including the LGUs covered within the areas of Manila Bay.</li> </ul>
Analysis & Recommendation	<ul style="list-style-type: none"> <li>- The option will not be responsive, agile and adaptive to the different complexities and challenges in and about Manila Bay and its areas. It has no assurance of sustainability since another administration may abolish these two structures or redefine its functions and coverage. Since it will exercise its oversight and regulatory powers through the DENR, the processes will take longer than desired due to multi-focus of the Department.</li> <li>- Thus, it is not recommended as the institutional set-up for Manila Bay and its sustainable development.</li> </ul>

## Option 2: Expand LLDA coverage & Empower MBCO

Mandate	<ul style="list-style-type: none"> <li>- Ensures alignment and coordination of all plans, policies and programs pertaining to Manila Bay and compliance to all laws and policies.</li> <li>- Regulatory, oversight and proprietary powers; coverage includes Mandamus and non-mandamus agencies, and LGUs in Manila Bay.</li> </ul>
Policy Requirement	<ul style="list-style-type: none"> <li>- Requires legislation since this will change the charter of LLDA. The new office can be under the Office of the President to further strengthen credibility and authority.</li> </ul>
Structures	<ul style="list-style-type: none"> <li>- Retains the structure of the LLDA and establishes the Manila Bay Development Council (MBDC) while integrating the Manila Bay Coordinating Office (MBCO) as the executive body dedicated for Manila Bay.</li> </ul>
Analysis & Recommendation	<ul style="list-style-type: none"> <li>- This will duplicate mandates and functions of agencies and LGUs, especially in the regulatory and implementation of plans, programs and policies.</li> <li>- A super structure that may lead to another layer of bureaucracy, especially for the LGUs, and may invite resistance from other agencies, especially when competing with resources.</li> <li>- Thus, it is not recommended as the institutional set-up for Manila Bay and its sustainable development.</li> </ul>

## Option 3: Create a new agency

Mandate	<ul style="list-style-type: none"> <li>- Oversight and governance functions supported by oversight power over all stakeholders (public and private) of Manila Bay and its surrounding areas to ensure integration of plans, programs and policy formulation and execution.</li> <li>- Coverage includes all Mandamus and non-mandamus agencies, and LGUs in Manila Bay.</li> </ul>
Policy Requirement	<ul style="list-style-type: none"> <li>- Requires legislation to define its powers, mandates, and outputs. It can report to the President or can be attached to the new Department of Water Resources or to the DENR.</li> </ul>
Structures	<ul style="list-style-type: none"> <li>- Governing Board – Chairperson and members are appointed by the President based on clear criteria that are built on the mandates and functions of the agency.</li> <li>- Executive Offices – headed by an Executive Director. These offices perform technical and management functions consistent with the measures of the MBSDMP and the KRAs of the Manila Bay Task Force.</li> </ul>

	<ul style="list-style-type: none"> <li>- Working or technical committees – created to provide additional technical inputs for the agency and to serve as venues for consultation and participation. These can be permanent standing committees or ad hoc task forces.</li> </ul>
Analysis & Recommendation	<ul style="list-style-type: none"> <li>- This may be the best-fit option. With clear mandates and powers that will not compete and duplicate with other agencies and LGUs, this agency may be able to address the gaps in governing the different stakeholders in Manila Bay and its surrounding areas. The legal mandate through a legislation will provide the stability and sustainability required and the capacity to address different socio-political changes and challenges in the environment.</li> <li>- Thus, it is not recommended as the institutional set-up for Manila Bay and its sustainable development.</li> </ul>

#### Option 4: Retain the Manila Bay Task Force

Mandate	<ul style="list-style-type: none"> <li>- With legal mandate as provided by the Administrative Order 16 from the Office of the President: “Expediting the Rehabilitation and Restoration of the Coastal and Marine Ecosystem of the Manila Bay and Creating the Manila Bay Task Force”.</li> <li>- Ensures an integrated response to the clean-up, rehabilitation, and restoration of Manila Bay. Covers all LGUs around the Bay area and national agencies involved in the areas.</li> <li>- Exercises oversight functions through the DENR and implements plans, policies, and programs through the different member organizations (public and private).</li> </ul>
Structures & functions	<ul style="list-style-type: none"> <li>- Executive Committee headed by the Department Secretary of the DENR and managed by an appointed Undersecretary. The members are representatives of the lead national agencies.</li> <li>- Geographical committees ensure integration of efforts.</li> <li>- Coordinating committees are arranged by Key Result Areas of the Task Force.</li> <li>- The MBCO provides secretariat functions.</li> </ul>
Analysis & Recommendation	<ul style="list-style-type: none"> <li>- Currently effective in coordinating various efforts resulting to specific results, e.g., Manila Bay Clean-up, awareness and participation in the rehabilitation of Manila Bay. The leadership of the Task Force provides the focus and momentum to achieve targets.</li> <li>- However, this structure does not have the stability and sustainability required, including the agility needed to respond to immediate and urgent challenges and issues. It does not have the direct political strength to ensure compliance and coordination of efforts but will have to go through the long processes and leadership in DENR.</li> <li>- Thus, it is not recommended as the institutional set-up for Manila Bay and its sustainable development.</li> </ul>

The sections below present the two recommended institutional structures for Manila Bay’s sustainable development across the different development and geographic areas. The first and immediate recommended structure is the current Manila Bay Task Force (MBTF) with its strengthened support features in order to cover additional functions required by the MBSDMP. The second and alternate structure is the creation of the Manila Bay Development Commission (MBDC).

## Recommended Structure 1:

# Manila Bay Task Force

The Manila Bay Task Force, as the current operating structure for Manila Bay's development, is the primary entity within the DENR that is most appropriate to assume responsibility over the implementation of the MBSDMP. It is currently leading the efforts in managing the implementation of plans, programs and activities related to the short-term PAPs in the MBSDMP. Moving forward, the Task Force members are expected to implement the different PAPs under the priority measures of the MBSDMP to ensure continuity of momentum in the sustainable development efforts created by the creation of the Master Plan.

Through the powers and the technical and administrative support from the DENR, the Task Force becomes the main body to ensure the effective, responsive, transparent and inclusive implementation of the MBSDMP. It provides the needed oversight, integration and alignment of multi-sector plans, actions and results in the implementation of measures in the MBSDMP. Thus, it can further strengthen its current set-up by reinforcing the overall structure supporting it through the following measures: 1) appoint an Undersecretary of the DENR whose main and only function is to lead the MBTF in the implementation and management of the MBSDMP; 2) increase the offices and staff members to undertake new roles and responsibilities to support the MB Task Force members and the MB Council; 3) widen the functions of the Manila Bay Coordinating Office (MBCO) and the Manila Bay Council (MBC); and 4) ensure a dedicated budget item for the MBSDMP and MBTF management within the annual budget of the DENR.

The appointment of an Undersecretary for Manila Bay will ensure focus in leading and managing the increased responsibilities and strengthened nature of the Task Force, the MB Council and the support offices under the office of the Undersecretary for the MB. A dedicated budget item for the management of the Task Force and the management of the MBSDMP implementation provides the stability for the entire institutional set-up for the MBSDMP. The next sub-sections provide the recommended structure and functional design for the Office of the Undersecretary for the MB and the MBTF.

A major step in ensuring a sustained, effective and inclusive implementation of the MBSDMP is the formal adoption of the Master Plan as the framework for the restoration, rehabilitation and sustainable development of Manila Bay and its surrounding areas (as identified in the Master Plan). The Task Force members recommends to its Chairperson, the Secretary of DENR, the formal adoption of the MBSDMP, and once accepted, the Department Secretary of DENR recommends to the Office of the President that the MBSDMP is adopted as the country's primary planning framework that must be used by all agencies, LGUs and private sector bodies involved in the Manila Bay. Annex 1C presents a draft resolution by the Executive Committee of the DENR adopting the MBSDMP and recommending the master plan to the President as the planning framework for the sustainable development of Manila Bay and its surrounding areas. Annex 1B provides a draft Executive Order from the Office of the President stating such order.

Capacity building will focus primarily on the officers and staff of the Office of the Undersecretary for Manila Bay so that the new structure can provide a more comprehensive and technical support for the Task Force members and for other external stakeholders of Manila Bay through the MBSDMP. Capacity building of member agencies and LGUs of the MB Task Force will be through their respective PAPs and agency/LGU plans and budgets. The MBSDMP provided a Capability Building Plan Report for the different national and local stakeholders of the Manila Bay and the Master Plan.

## Reinforced Task Force Support

The MBTF will be fully supported through the different structures under the Office of the Undersecretary for Manila Bay and by the expansion of the roles of the MB Council which will provide technical advice (sustainable development, economic, socio-political, among others) to both the Task Force members and the Department Secretary and Undersecretary with regard the implementation of the MBSDMP and other matters pertaining the Manila Bay. The expanded and reinforced structure to support the MBTF are provided below.

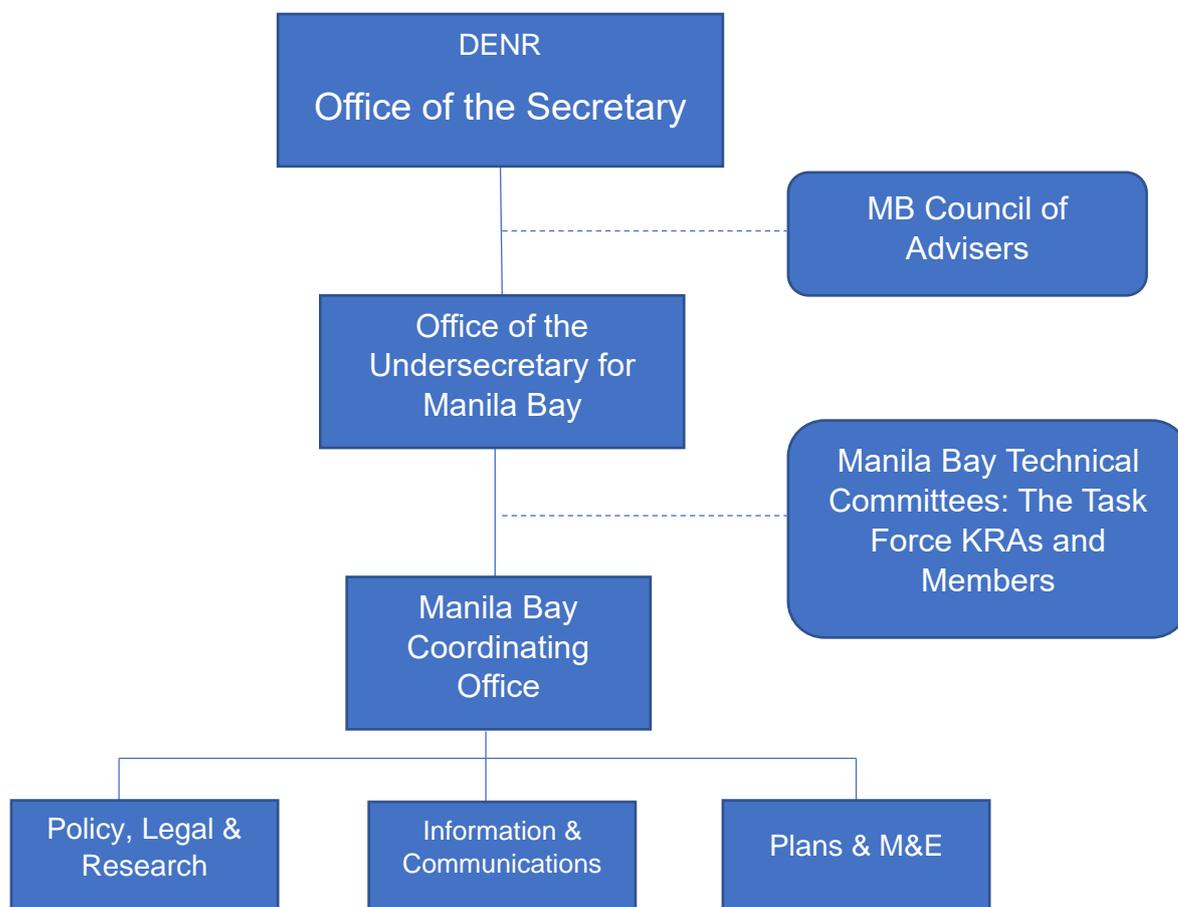


Figure 1. Strengthened organizational structure of MBTF

Table 2. Functions of different committees and offices

Office/Committee	Main Functions
<p><b>MB Council of Advisers</b></p> <p>Appointed individuals or representatives of relevant organizations by the President through the recommendations of the DENR Secretary and the MBTF. Main criteria for selection is based on the principles and measures of the MBSDMP. Membership is for three years, subject to extension. The Governors of the MB surrounding provinces will serve as de facto members of the Council.</p>	<ul style="list-style-type: none"> <li>- Provides the DENR Secretary, the Executive Committee of the DENR, the Undersecretary for Manila Bay and the MBTF Members with strategic and technical advice through the expertise of council members. The council members represent different MBSDMP-relevant expertise from all sectors (government, private, CSOs, academe) from the NCR and the LGUs. They are sources of additional, up-to-date, relevant data and information that can assist in shaping policies, legislations and programs to implement and update the MBSDMP.</li> </ul>
<p><b>Office of the Undersecretary for Manila Bay</b></p> <p>Appointed by the DENR Secretary; co-terminus with the Secretary. Reports to the Secretary of DENR.</p>	<ul style="list-style-type: none"> <li>- Provides leadership in the management of the Task Force and the Office in implementing the MBSDMP; responsible for the effective coordination of different agencies, LGUs and private sector partners. Uses the oversight function of the DENR to ensure alignment of plans, actions and outputs of the Task Force members. Manages external partnerships (local and global) of the Department and the Task Force with</li> </ul>

Office/Committee	Main Functions
	regard Manila Bay. Accountable for the performance of the different offices under his/her Office.
<p><b>MB Technical Committees:</b> Task Force Members in the different Key Result Areas of the MBSDMP.</p> <p>Identified by AO 16: Representatives of agencies and LGUs</p> <p>The KRA Committees are shown below, Table 3.</p>	<ul style="list-style-type: none"> <li>- Member agencies and LGUs, private sector partners are responsible and accountable for the implementation of the different PAPs in the MBSDMP. Each KRA committee ensures alignment and integration of plans and actions (policies and programs) within and across KRAs and with the MBSDMP. Each committee and as a whole Task Force provide feedback on the results of programs and policies and recommends strategic and operational solutions to risks, gaps and issues, and innovations that can be adopted by other members.</li> </ul>
<p><b>Manila Bay Coordinating Office</b> Headed by an Executive Director</p> <p><b>Executive Director</b> is appointed by the Secretary with concurrence from the Undersecretary for Manila Bay. Plantilla position (Department Assistant Secretary, SG-29). Reports to the Undersecretary for Manila Bay.</p>	<ul style="list-style-type: none"> <li>- Responsible for the overall management of the entire operations of the Office of the Undersecretary for Manila Bay: provide technical, secretariat and administrative support for the Task Force and the MB Council for Advisers; implement the oversight, integration and coordinating functions of the Office. Accountable for the implementation of the Office's strategic direction and annual plans and targets, policy execution, and management of the external stakeholders of the Office and the MBTF.</li> <li>- Responsible for operational efficiencies and organizational well-being of the Office of the Undersecretary, MB Council of Advisers and the MBTF.</li> <li>- The Office of the Executive Director is supported by the Administrative and Finance Unit.</li> </ul>
New Divisions under the Office of the Executive Director	
<p><b>Policy, Legal &amp; Research</b></p>	<ul style="list-style-type: none"> <li>- Performs monitoring and evaluation of Task Force members' policy issueances, compliance and implementation.</li> <li>- Leads in the formulation of research agenda for the TF members and relevant research and education partners.</li> <li>- Provides technical and science-based data and information required by the different planning and legislative bodies in government.</li> <li>- Provides policy and legal advice and support needed by TF members.</li> </ul>
<p><b>Plans &amp; M&amp;E</b></p>	<ul style="list-style-type: none"> <li>- Provides technical services to TF members in the process of creating their respective plans and programs; ensures the utilization of the ICZM Planning Framework. Assist members.</li> <li>- In the formulation of their respective MB long-range and annual plans and programs and ensures alignment with MBSDMP.</li> <li>- Monitors and evaluates the overall performance of all TF Members along the different priority measures of the MBSDMP.</li> <li>- Assists agencies, LGUs and private sector organizations in designing appropriate impact assessment framework and tools for program and policy M&amp;E.</li> </ul>

Office/Committee	Main Functions
<b>Information &amp; Communications</b>	<ul style="list-style-type: none"> <li>- Develops and manages the MB database, data warehouse, other information resources, library services and document management and archiving services.</li> <li>- Formulates plans, policies, programs and standards for systems and process improvement, systems and software development for knowledge management of the TF members and MB stakeholders.</li> <li>- Develops appropriate communication packages for the TF members and for the major joint programs or projects of the TF.</li> </ul>

*Table 3. Key Result Areas (KRAs) covered by the Technical Committees*

KRA Group	Focus Area	Lead Agency	Members
KRA 1	Liquid Waste Management	DENR	Vice Chair: LLDA, LWUA, MWSS Members: PNP-MG, DA, PCG, PPA, MARINA, DILG, MMDA, DOH, PRRC, DPWH, MWCI, MWSI, DOST and LGUs
KRA 2	Solid Waste Management	DENR	Vice Chair: DILG, MMDA Members: LLDA, PPA, DA, DOH, PRRC, MARINA, PCG, DepEd, CHED, DOST, DICT and LGUs
KRA 3	Social Preparation and Relocation	DHSUD	Vice Chair: DILG, NHA, MMDA and DPWH Members: DENR, LLDA, PPA, DA, PRRC, PCG, NAPC, PCUP, DSWD, DOLE, DTI, DBM, DOT and LGUs
KRA 4	Habitat and Ecosystems Management	DA-BFAR	Vice Chair: DENR Members: DPWH, DILG, MWSS, LWUA, PRRC, PNP-MG, DepEd, MMDA, LLDA, PCG, and LGUs
KRA 5	Rule of Law	DOJ	DILG, OSG, Office of the Presidential Legal Counsel, NBI, DENR and PNP RO NCR, Region III and IV-A
KRA 6	Strategic Communication, Education and Mobilization	PCOO	DOT, DENR, DepEd, CHED, DILG, DND, AFP, PNP, and LGUs
KRA 7	Crafting the MBSDMP	NEDA	DENR, DILG, DOT, DPWH, DOH, DA, DHSUD, MMDA, PRRC, PCG, PPA, LWUA and MWSS

## Recommended Structure 2:

# Manila Bay Development Commission

A second MB institutional set-up is presented in this section as a future option for decision makers in government. The Manila Bay Development Commission will require legislative action to create the body. As a new structure, a more comprehensive discussion is presented.

### Institutional Features vis-à-vis Requirements of Manila Bay

The governing body for Manila Bay must be able to meet the critical institutional requirements of Manila Bay, its areas and the MBSDMP, including relevant national and global targets and programs on sustainable development and climate change. Table 4 below juxtaposes these requirements vis-à-vis the features of the Manila Bay Development Commission (MBDC).

Table 4. Features of MBDC vis-a-vis Requirements

Institutional Requirements	Features of MBDC
<ul style="list-style-type: none"> <li>▪ An oversight function that can compel compliance from public and private institutions in the way plans, policies and programs are designed and formulated.</li> <li>▪ Authority and capacity to mobilize all stakeholders to cooperate and collaborate, and to manage these collaborations effectively to deliver quick wins that build toward strategic outcomes.</li> <li>▪ Legal mandate to implement its mission and functions across different political administrations, ensuring stability and sustainability of its existence and capacity to address social and political pressures and dynamics in any given administration and contexts.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The creation of the Commission requires legislation to create the institution. Once created, it will have its own authority and power, human resources and financial resources and assets.</li> <li>▪ The legal mandate emphasizes its oversight power to ensure compliance in the contents of plans, policies, and programs and in the coordination of their implementation.</li> <li>▪ MBDC has no regulatory power and will not have functions related to implementation and regulation that are already within the mandates of other agencies and LGUs.</li> <li>▪ The MBDC will incorporate functions of related agencies pertaining to plan, program and policy development, M&amp;E, and stakeholder coordination. This will minimize duplication and overlaps.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Singular focus on the sustainable development of Manila Bay and its surrounding areas and the effective implementation of the MBSDMP and relevant national and global policies and programs.</li> <li>▪ Authority and capacity to be agile and adaptive; able to mobilize various resources and multi-sector collaboration within limited timeframes and respond to urgent and crises situations, emerging threats, and opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The mandate, mission and functions are focused on Manila Bay and its sustainable development and management. The proposed structure of the Commission is designed accordingly.</li> <li>▪ The organization is designed with three levels of authority and three areas of specialization – making the institution lean, agile and responsive to external changes. It will likewise consists of both national and local level sub-structures to ensure effective engagements with LGUs, civil society and business organizations and interest groups at the provinces, cities and municipalities while ensuring effective linkages with national agencies and organizations.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Authority and capacity to sustain the momentum of change and development being undertaken by the Manila Bay Task Force and the different national agencies, LGUs and private sector partners.</li> </ul>	<ul style="list-style-type: none"> <li>▪ One of the Commission's primary functions is to ensure that current knowledge and results are used by decision makers. This ensures that the momentum and lessons from the MB Task Force and agencies are used and maximized. The core processes and systems ensure the implementation of this function.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Ability to address implementation and coordination gaps and compliance issues experienced in the past and mitigate risks that will impact on the effective implementation of the MBSDMP.</li> <li>▪ Gaps discussed in the first section of this report and more extensively in the Situation Analysis Report. Risks to the MBSDMP identified during consultations include: 1) non-implementation of the plan due to implementation and coordination gaps; 2) confusion and conflict due to overlap of functions between and among the agencies and stakeholders; 3) waste of resources due to lack of accountability, transparency and non-compliance to</li> </ul>	<ul style="list-style-type: none"> <li>▪ The presence of a body, with full mandates and powers, focused solely on Manila Bay and the implementation of the MBSDMP ensures that the identified gaps and risks are addressed and mitigated. Without any competing interests and priorities, and built with the expertise and technology needed and prescribed by the MBSDMP, the MBDC will be able to provide, align, install, manage and sustain the needed policies, systems, competencies, structures and resource networks for Manila Bay. Its oversight power and functions provide the mandate for compliance, transparency and accountability and evidence-</li> </ul>

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scientific standards and requirements; 4) implementation of MBSDMP becomes exclusive, with minimal participation of concerned sectors in the local community.

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based decisions and actions. Its structures and institutional arrangements at the national, regional and province levels ensure inclusive participation and engagement of all sectors and mechanisms for dialogue, negotiations, conflict and grievance resolution and evidence-based decisions and actions.

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## Mandates, Mission and Functions

### MANDATE

The Manila Bay Development Commission is the primary agency mandated to ensure integration of all plans, policies and programs of agencies and local government units involved in the development of Manila Bay and the Manila Bay Area and its inhabitants, and to align these with the Manila Bay Sustainable Development Master Plan. It is responsible for the effective and efficient coordination of all stakeholders in the implementation of plans, policies, programs, and activities, and in the provision of relevant, up-to-date, evidence-based, accessible data and information about Manila Bay and the Manila Bay Area. It has oversight power in plan and program development and in policy formulation, as well as in the monitoring and evaluation of these.

### MISSION

The Manila Bay Development Commission commits to the sustainable development of Manila Bay and its surrounding areas and inhabitants. It ensures integration and alignment of actions and decisions of Manila Bay stakeholders who are provided with science and evidence-based data and information, and with effective and efficient processes for participation, coordination and partnership.

It provides relevant, up-to-date and timely technical inputs to its stakeholders given the complexities of Manila Bay and its surrounding areas. It creates and manages result-oriented processes, systems and structures for information and technology exchange, collaborative analysis and innovations, and transparency and accountability.

It commits to the effective implementation and updating of the Manila Bay Sustainable Development Master Plan which envisions a sustainable and resilient Manila Bay and promotes inclusive growth of communities and peoples in the Manila Bay Area.

### FUNCTIONS

**Primary Functions.** The following functions are directly focused on the Commission's external stakeholders. Given the oversight power to ensure integration and alignment of plans, policies and programs, the Commission will undertake the following primary functions<sup>1</sup>:

1. Integration, alignment, complementation, and consistency of all development efforts with the MBSDMP and relevant national and global policies and commitments pertaining to sustainable development and climate change.
2. Inter-agency, inter-LGU and multi-stakeholder complementation of plans, programs and local policies and the effective and efficient coordination of its implementation.
3. Implementation of the ICZM Planning Framework and environment impact assessment in the development and evaluation of plans, programs and policies.
4. Evaluation of plan and program implementation and policy execution to determine alignment with the MBSDMP and relevant local and global commitments on sustainable development and climate change, and to assess cross-agency complementation and coordination of activities. Issuance of necessary formal documentation that signify compliance of proposed plans, programs and projects

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<sup>1</sup>The functions of the MBDC contributes to the current administration's AmBisyon Natin 2040 and to the Sustainable Development Goals of the United Nations, including other global agreements signed by the Philippines pertaining to sustainable development and climate change.

are consistent with the standards set by the MBDC and conforms with the framework set by the MBSDMP.

5. Formulation and recommendation of necessary legislation and local policies and the promotion of these toward enactment and implementation.
6. Development and management of coordination and collaborative networks in the Manila Bay Area to ensure effective and timely participation in the development and implementation of plans, programs and policies.
7. Monitoring and ensuring compliance from all concerned stakeholders in the application of required standards and policies prescribed by law, inter-agency resolutions, multi-sector formal agreements and those set by the MBDC in the implementation of the MBSDMP and supporting plans. Direct appropriate regulatory and or oversight agencies to implement necessary measures required for compliance.
8. Creation and management of necessary structures and processes toward generating resources to ensure the implementation of the MBSDMP. Such structures and processes will complement and not duplicate existing government processes for fund generation, such as but not limited to the initiatives of the Department of Finance. Resources generated by such structures and processes will go directly to implementing agencies, LGUs and other stakeholders implementing the MBSDMP.
9. Provision of up-to-date, science and evidence-based data and information on the following key results areas<sup>2</sup> for Manila Bay's sustainable development through the Commission's technical services and inputs:
  - Waste Management
  - Habitat and Ecosystem Protection, Development and Management
  - Disaster Risk Reduction and Climate Change
  - Sustainable Tourism and Livelihood
  - Social Protection of Population<sup>3</sup>
  - Responsible Institutions<sup>4</sup>

**Support Functions.** To ensure the implementation of the primary functions for the external stakeholders of the Commission, the secondary functions are aimed at ensuring capabilities and competencies of the Commission to fulfil its mandates and primary functions:

- Undertake research required by the Commission and its stakeholders and ensure that such efforts are complementing and enriching existing and or on-going research activities done by other stakeholders;
- Facilitate resolution of conflict, grievances and confusion between and among concerned stakeholders through accessible and inclusive structures and processes at the national, regional and province level;
- Establish a user-friendly, accessible, available and reliable information management system for all stakeholders (internal and external) of the Commission;
- Provide an up-to-date and reliable database of relevant and credible sources of resources (funding and technology) and capacity-building assistance that can be utilized by all stakeholders;
- Establish and provide technical and creative support for all stakeholders in the creation, dissemination and evaluation of communication strategies, packages and events about Manila Bay and its sustainable development, giving priority to strategies leading to behavior change, effective coordination and collaboration of stakeholders and better understanding of policies and programs; and

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<sup>2</sup> These KRAs were derived from the Manila Bay Task Force and from the Priority Measures of the MBSDMP.

<sup>3</sup> This refers to protection of communities and inhabitants from the effects of climate change and from possible relocations.

<sup>4</sup> This pertains compliance of institutions (public and private) with existing laws related to sustainable development of Manila Bay and its surrounding areas.

- Continuously improve internal capacity and competencies of Commission officers and staff to ensure organizational effectiveness and well-being.

#### FUNCTIONAL DESIGN

The Commission has three major levels of authority, namely, 1) the governing body composed on the Chairperson and the six Commissioners with sliding terms of office; 2) the management group headed by the Executive Director and composed of Department Heads, and 3) the frontline supervisors headed by the Unit Heads. The Commission en Banc, composed of the Chairperson and the Commissioners, acts as a collegial body in formulating plans, policies and strategies relating to Manila Bay and the operation of MBDC. It can create additional structures within the Commission and multi-sector committees and task forces at the national, regional and province levels with specific, time-based and result-oriented functions

The Commission Chairperson and Commissioners will be appointed by the President of the Philippines using a set of clearly defined and published criteria for selection developed by the Manila Bay Task Force. Criteria must include competencies required by the measures of the MBSDMP, representation of sectors.

It has three specialized groups that directly perform the functions of the Commission: 1) Technical Services; 2) Policy & Legislative Services, and 3) Technical Support. One group is dedicated to administration and financial management of the Commission. The staffing pattern with operating budget is provided in Annex 1A.

The Board of Advisers provides additional technical and expert inputs to the Commission to support the Commission governing body and executive officers in making strategic and urgent or critical decisions. It is composed of individual experts whose core competencies, track record, background and specialization are consistent with the primary functions of the Commission, the priority measures of the MBSDMP and the KRAs of the MB Task Force. Representatives from relevant civil society organizations and interest groups may also be considered and included based on criteria set by the Commission en Banc. At the local level (regions, provinces), specific pools of technical experts are also created as part of the MB Networks (to be further discussed in the Institutional Arrangements section). The MB local networks must also be composed of relevant civil society organizations, associations and interest groups that are vital to the MBSDMP implementation.

In addition, the specialized groups of Technical Services, Technical Support and Policy & Legislative Support have a shared coordinating committee at the regional and provincial level to ensure effective management of MBSDMP-related networks, collaborations and technical consultations between and among LGUs, LGU associations, civil society organizations, academe and MBSDMP local pool of experts or advisers (See section of Institutional Arrangements).

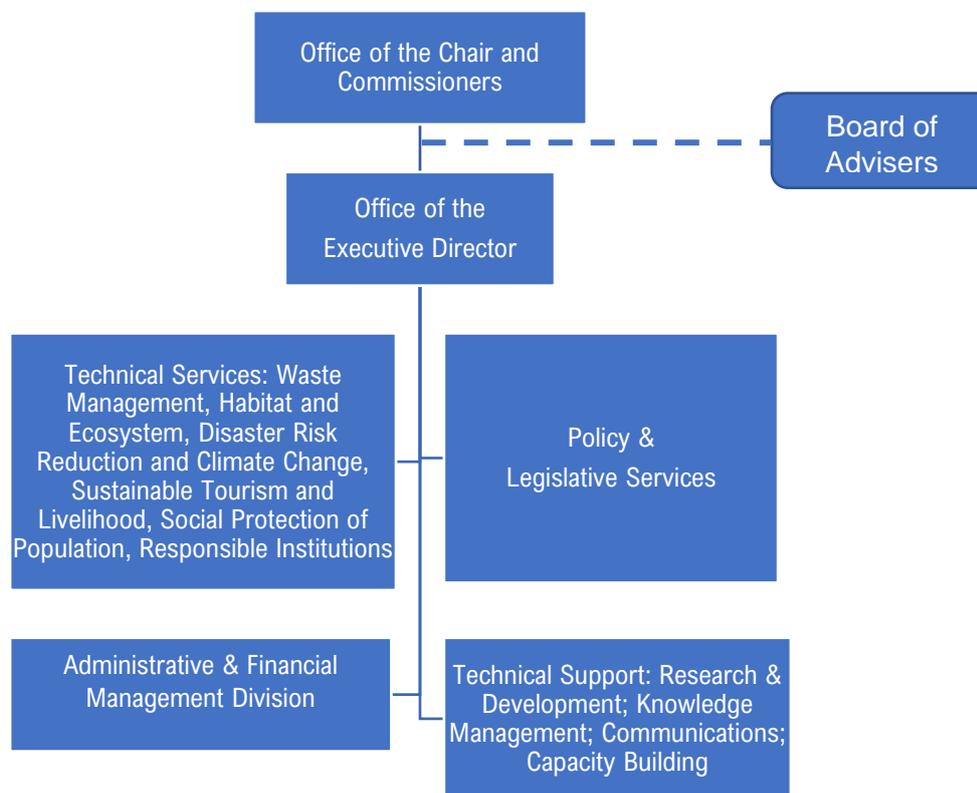


Figure 2. Organizational diagram of the structure of the Commission

## ORGANIZATIONAL STRUCTURE

Table 5 below presents the Commission’s major offices and its core functions. Each Office has its staffing complement with appropriate salary grade (SG) and names of positions established by the Department of Budget and Management (DBM).

Table 5. Office Functions and Staffing

Office	Function	Number of positions Level of positions
<b>Commission en Banc</b>		
	<ul style="list-style-type: none"> <li>Overall governance of Manila Bay’s sustainable development.</li> <li>Responsible and accountable for the implementation of the Commission’s mandates, mission and functions.</li> <li>Formulates the strategic direction and priorities of the Commission and aligns these with the MBSDMP, national medium and long-term plans and targets, and international goals on sustainable development and climate change.</li> <li>Promulgates rules and regulations necessary to carry out objectives, policies, functions, plans, programs and projects of the Commission.</li> <li>It can create additional structures within the Commission and multi-sector committees and task forces at the national, regional and province levels with specific, time-based and result-oriented functions.</li> </ul>	
Office of the Chairperson	<b>Chairperson</b> <ul style="list-style-type: none"> <li>Advises the President and Heads of national government agencies and concerned local government units on matters under the jurisdiction of the MB Development.</li> <li>Provides leadership for the Commission and its external partners in the formulation and implementation of strategic goals, standards and policies for Manila Bay’s sustainable development.</li> <li>Leads the Commission in implementing its mandates, mission and functions.</li> </ul>	1 Chairperson (SG-31) 1 Head Executive Assistant (SG-27) 1 Senior Administrative Assistant V (SG-18)
Commissioners & Office of the Commissioner (six offices)	<ul style="list-style-type: none"> <li>Assists the Chairperson in the overall governance of the Commission and in the full implementation of the MBSDMP.</li> </ul>	6 Commissioners (SG-30)

Office	Function	Number of positions Level of positions
Six-year Term of Office. Three Commissioners will be appointed at the same year while the other three will be appointed two years after.	<ul style="list-style-type: none"> <li>▪ Provides technical and strategic inputs and guidance to the operations of the Commission, particularly in the KRAs relevant to Manila Bay's sustainable development: Waste Management, Habitat and Ecosystem Protection, Development and Management, Disaster Risk Reduction and Climate Change, Sustainable Tourism and Livelihood, Social Protection of Population, Responsible Institutions.</li> <li>▪ Provides technical and strategic inputs to the external stakeholders of the Commission particularly in policy and plan formulation using the ICZM and related frameworks, technology and systems, and the application of these in the KRAs mentioned above.</li> </ul>	<p>6 Executive Assistant IV (SG-22) 1 Executive Assistant III (SG-20) for each Commissioner</p> <hr/> <p>6 Senior Administrative Assistant IV (SG-16) for each Commissioner</p>
Office of the Executive Director	<ul style="list-style-type: none"> <li>▪ Provides overall management of the entire operations of the Commission— implementation of strategic direction and annual plans and targets, policy execution, and management of the Commission's external and internal stakeholders.</li> <li>▪ Ensures alignment of operational decisions and actions with the policy and direction set the by Commission en Banc.</li> <li>▪ Provides strategic and operational information for top level decision-making, especially for the Chairperson and Commissioners.</li> <li>▪ Responsible for operational efficiencies and organizational well-being.</li> </ul>	<p>1 Assistant Secretary (Executive Director) (SG-29)</p> <hr/> <p>1 Administrative Assistant III (SG-9) 1 Administrative Assistant I (SG-7)</p>
Unit for Planning, M&E and Communications of the Commission  <i>Reporting directly to the Executive Director</i>	<ul style="list-style-type: none"> <li>▪ Formulates plans and budgets, policies and programs of the Commission in coordination with the Finance Unit.</li> <li>▪ Designs, develops, installs, and continuously improves the framework, system, processes, and standards for planning, monitoring and evaluation, research, policy development, and stakeholder management of the MB Development Commission.</li> <li>▪ Performs monitoring and evaluation on plans, projects and activities of the Commission, including policy compliance and implementation.</li> <li>▪ Manages the Commission's internal and external communication requirements and services.</li> </ul>	<p>1 Development Management Officer V (SG-24) 1 Development Management Officer III (SG-18) 1 Planning Officer III (SG-18) 1 Public Relations Officer III (SG-18)</p>
Audit Unit  <i>Reporting directly to the Office of the Chairperson</i>	<ul style="list-style-type: none"> <li>▪ Advises and assists the Chairperson, Commissioners, and Executive Director on budgetary, financial, and management matters based on audit results.</li> <li>▪ Ensures the soundness, adequacy and application of accounting, financial and management controls and promotes the most effective control at reasonable cost.</li> <li>▪ Monitors adherence to and use of required financial rules, guidelines and regulation by all MB Development Commission personnel.</li> <li>▪ Provides technical assistance on the adoption and application of internal controls systems and procedures in all operating units, programs and services.</li> <li>▪ Ensures compliance with the government mandate, policies, regulations, established objectives, systems, procedures and processes on accounting and financial management.</li> </ul>	<p>1 Internal Auditor IV (SG-22) 1 Internal Auditor III (SG-18)</p>
<b>Technical Services Division</b>		
<ul style="list-style-type: none"> <li>▪ Responsible for technical inputs and support to the stakeholders of the Commission in the following key result areas of the MBSDMP: Waste Management, Habitat and Ecosystem Protection, Development and Management, Disaster Risk Reduction and Climate Change, Sustainable Tourism and Livelihood, Social Protection of Population, Responsible Institutions.</li> </ul>		
Office of the Division Head	<ul style="list-style-type: none"> <li>▪ Provides overall direction and management for the Division.</li> <li>▪ Translates top-level plans and policies into Division level key result areas, objectives, targets and results</li> <li>▪ Ensures effective and efficient operations and provision of services to stakeholders of the Division</li> </ul>	<p>1 Project Development Officer V (SG-24) 1 Administrative Assistant II (SG-14)</p>

Office	Function	Number of positions Level of positions
	<ul style="list-style-type: none"> <li>▪ Human resource management and development of officers and staff of the Division.</li> <li>▪ Provides management inputs and technical advice to the Executive Director.</li> </ul>	
Plans and Programs Unit	<ul style="list-style-type: none"> <li>▪ Provides technical services to the stakeholders of the Commission in the process of creating their respective plans and programs.</li> <li>▪ Ensures the utilization of the ICZM Planning Framework in the creation of plans, programs and policies along the technical key result areas of the Division.</li> <li>▪ Assist agencies, LGUs and private sector organizations in the formulation of their respective long-range and annual plans and programs that are directly related to Manila Bay and its surrounding areas, especially in the KRAs of Manila Bay's sustainable development.</li> <li>▪ Ensures integration of plans, programs and performance indicators across different external stakeholders of the Commission and alignments of these with the MBSDMP and pertinent national and global plans, programs and targets.</li> <li>▪ Assist agencies, LGUs and private sector in formulating criteria for prioritizing programs and projects, and for selecting appropriate funding schemes and funding sources.</li> <li>▪ Maintains liaison with the planning and budgeting offices of agencies and LGUs and appropriate offices relevant to the MBSDMP.</li> <li>▪ Provides technical assistance and other capability building opportunities to MB Stakeholders.</li> </ul>	<p>1 Project Development Officer IV (SG-22) 1 Project Development Officer III (SG-18) 2 Project Development Officer II (SG-15) 2 Project Development Officer I (SG-11)</p>
M&E Unit	<ul style="list-style-type: none"> <li>▪ Leads in monitoring and evaluating the over-all performance of all stakeholders of Manila Bay along the different priority measures of the MBSDMP and related goals and targets.</li> <li>▪ Assists agencies, LGUs and private sector organizations in designing appropriate impact assessment framework and tools toward program and policy formulation.</li> <li>▪ Implements and creates recommendations to continuously improve the systems, processes, and standards for monitoring and evaluation for the MB Stakeholders and the MBSDMP.</li> <li>▪ Provides inputs in policy development, planning, program development and implementation, and research priorities based on M&amp;E results.</li> <li>▪ Provides technical assistance and other capability building opportunities to MB Stakeholders.</li> </ul>	<p>1 Project Evaluation Officer IV (SG-22) 1 Project Evaluation Officer III (SG-18) 2 Project Evaluation Officer II (SG-15) 2 Project Evaluation Officer I (SG-11)</p>
Network Management & Investments Unit	<ul style="list-style-type: none"> <li>▪ Provides technical assistance in establishing, strengthening and managing the different networks of the Commission.</li> <li>▪ Provides capability building opportunities for MB Stakeholders particularly to strengthen highly technical competencies that are critical for the implementation of programs and policies in KRAs of the Manila Bay's sustainable development.</li> <li>▪ Assists in the creation, performance monitoring and evaluation of MB networks, especially those that are established by the Commission.</li> <li>▪ The Unit creates appropriate committees to address complains, queries and issues related to the implementation of the MBSDMP at both national and local levels. It creates mechanisms and processes to address grievance and conflict as well as technology transfer and showcasing of good practices.</li> </ul>	<p>1 Project Development Officer IV (SG-22) 1 Project Development Officer III (SG-18) 1 Project Development Officer II (SG-15) 1 Project Development Officer I (SG-11)</p>
<b>Technical Support Division</b>		
<ul style="list-style-type: none"> <li>▪ Responsible for technical inputs for the external stakeholders of the Commission and technical support for the Technical Services Division in the following key result areas: data and information management and research and development.</li> </ul>		

Office	Function	Number of positions Level of positions
Office of the Division Head	<ul style="list-style-type: none"> <li>▪ Provides overall direction and management for the Division.</li> <li>▪ Translates top-level plans and policies into Division level key result areas, objectives, targets and results.</li> <li>▪ Ensures effective and efficient operations and provision of services to stakeholders of the Division.</li> <li>▪ Human resource management and development of officers and staff of the Division.</li> <li>▪ Provides management inputs and technical advice to the Executive Director.</li> </ul>	<p>1 Project Development Officer V (SG-24)</p> <p>1 Administrative Assistant II (SG-14)</p>
Research and Development Unit	<ul style="list-style-type: none"> <li>▪ Leads in the formulation of research agenda for the Commission and its external stakeholders.</li> <li>▪ Undertakes and oversees conduct of research relevant to the Manila Bay Region, and where necessary, provide the technical assistance to offices or personnel within the Commission and its stakeholders</li> <li>▪ Provides technical and science-based data and information required by the different planning and legislative bodies in government.</li> <li>▪ Designs, develops, installs and continuously improves the system, processes, and standards for research management.</li> <li>▪ Serves as clearing and coordinating body for all research to be undertaken by the Commission and relevant agencies.</li> <li>▪ Manages the knowledge management system of the Commission.</li> </ul>	<p>1 Supervising Ecosystems Management Specialist (SG-22)</p> <p>1 Senior Ecosystems Management Specialist (SG-18)</p> <p>2 Ecosystems Management Specialist II (SG-15)</p> <p>2 Ecosystems Management Specialist I (SG-11)</p>
ICT & Knowledge Management Unit	<ul style="list-style-type: none"> <li>▪ Develops and manages the Commission's corporate database, data warehouse, other information resources, library services and document management and archiving services.</li> <li>▪ Formulates plans, policies, programs and standards for systems and process improvement, systems and software development for knowledge management of the Commission.</li> <li>▪ Provides technical inputs and support to the Research and Development Unit in the management of the Commission's knowledge management system.</li> <li>▪ Ensures reliable, accessible and quality data and information for the Commission's external and internal stakeholders, particularly for the decision makers of these institutions.</li> <li>▪ Develops and manages the Commission's ICT infrastructure and provide ICT related-services, including computer networking and voice communications services and data exchange.</li> <li>▪ Advises the leaders of the Commission on matters pertaining to information and knowledge management systems and services, and ICT-related services.</li> </ul>	<p>1 Project Development Officer IV (SG-22)</p> <p>1 Project Development Officer III (SG-18)</p> <p>1 Information Technology Officer III (SG-18)</p> <p>1 Information Systems Analyst II (SG-15)</p> <p>1 Information Systems Researcher II (SG-15)</p> <p>1 Librarian I (SG-11)</p>
Communications, Public Relations and Advocacy Unit	<ul style="list-style-type: none"> <li>▪ Provides communication, advocacy and marketing strategies and technical advice to the Commission's external stakeholders on matters related to programs, policies and activities for MB's sustainable development.</li> <li>▪ Provide technical inputs and support to the Commission's external stakeholders on publicity campaigns related to positioning specific policies and programs that require awareness and support from the general public.</li> <li>▪ Provides opportunities for capability building of stakeholders.</li> <li>▪ Monitors and analyzes image perceptions and feedback about MBSDMP and its different implementing plans, policies and programs, including the advocacies of the Commission and its stakeholders.</li> </ul>	<p>1 Project Development Officer IV (SG-22)</p> <p>1 Project Development Officer III (SG-18)</p> <p>1 Community Affairs Officer III (SG-18)</p> <p>1 Communications Development Officer II (SG-15)</p>

Office	Function	Number of positions Level of positions
	<ul style="list-style-type: none"> <li>Promotes programs, initiatives, and advocacy of the Commission for Manila Bay's sustainable development.</li> </ul>	
<b>Policy and Legislative Services Division</b>		
<ul style="list-style-type: none"> <li>Responsible for policy inputs for the external stakeholders of the Commission and technical support for legislative bodies in government, including policy inputs for the Technical Services and Technical Support Divisions. Provides policy and legal inputs for the decision makers of the Commission and its external stakeholders.</li> </ul>		
Office of the Division Head	<ul style="list-style-type: none"> <li>Provides overall direction and management for the Division.</li> <li>Translates top-level plans and policies into Division level key result areas, objectives, targets and results.</li> <li>Ensures effective and efficient operations and provision of services to stakeholders of the Division.</li> <li>Manages and develops officers and staff of the Division.</li> <li>Provides management inputs and technical advice to the Executive Director.</li> </ul>	1 Attorney V (SG-25) 1 Administrative Assistant II (SG-14)
Policy and Legal Support Unit	<ul style="list-style-type: none"> <li>Provides legal advice to the external stakeholders of the Commission, especially in the process of formulating their own policies and regulations, plans and programs.</li> <li>Interprets national and local laws and rules affecting the operations of the Commission and its external stakeholders.</li> <li>Leads in the formulation of policy agenda for the Commission and the Manila Bay Region.</li> <li>Liaises with the legislative committees on environment and legislative bodies within the Manila Bay Region and in national government.</li> <li>Answers legal queries from the public pertaining national laws and regulations on Manila Bay and related matters.</li> <li>Prepares comments and position papers on proposed legislation on the Manila Bay and its surrounding areas.</li> <li>Prepares contracts and instruments to which the Commission is a party.</li> <li>Interprets provisions of contracts covering work performed for the Commission by private entities.</li> <li>Assists in the promulgation of rules governing the activities of the Commission.</li> </ul>	1 Attorney IV (SG-23) 1 Associate Government Corporate Attorney II (SG-22) 1 Legal Assistant II (SG-12) 1 Legal Assistant I (SG-10)
Policy Monitoring Unit	<ul style="list-style-type: none"> <li>Leads in monitoring and assessing the level and quality of policy law execution (local and national) by the different stakeholders in Manila Bay and its surrounding areas.</li> <li>Provides feedback to the Commission and stakeholders on the results of monitoring and evaluation activities.</li> <li>Designs, develops, installs and continuously improves the system, processes, and standards for policy analysis, monitoring and evaluation.</li> <li>Works in close coordination with the Policy and Legal Support Unit in providing stakeholders with technical inputs on understanding and interpreting national and global policies and regulations.</li> <li>Provides guidelines and technical assistance in the analysis and formulation of policies relevant to the Manila Bay area.</li> </ul>	1 Project Development Officer IV (SG-22) 1 Project Development Officer III (SG-18) 1 Project Development Officer II (SG-15) 1 Project Development Officer I (SG-11)
<b>Administrative and Financial Management Division</b>		
<ul style="list-style-type: none"> <li>Responsible for providing support for all members of the Commission in the following areas: human resource management and development, financial and asset management, logistics and procurement, motor pool and office management and related services.</li> </ul>		
Office of the Division Head	<ul style="list-style-type: none"> <li>Provides overall direction and management for the Division.</li> <li>Translates top-level plans and policies into Division level key result areas, objectives, targets and results.</li> </ul>	1 Chief Administrative Officer (SG-24) 1 Administrative Assistant II (SG-14)

Office	Function	Number of positions Level of positions
Finance Unit	<ul style="list-style-type: none"> <li>▪ Ensures effective and efficient operations and provision of services to stakeholders of the Division.</li> <li>▪ Manages and develops officers and staff of the Division.</li> <li>▪ Provides management inputs and technical advice to the Executive Director.</li> </ul>	<p>1 Accountant IV (SG-22)</p> <p>1 Senior Budget and Management Specialist (SG-19)</p> <p>1 Budget and Management Specialist II (SG-16)</p> <p>1 Accountant II (SG-16)</p> <p>1 Accounts Liquidation Officer II (SG-15)</p> <p>1 Cashier I (SG-10)</p>
Human Resources Unit	<ul style="list-style-type: none"> <li>▪ Formulates strategic approaches to effectively manage the Commission's personnel work performance.</li> <li>▪ Develops, maintains, and implements efficient human resources management and development systems to ensure the effective performance and well-being of the Commission's human resources.</li> <li>▪ Ensures that all mandated provisions are implemented and provided to all personnel such as on salary, leave benefits and other entitlements, health and medical coverage, social costs.</li> <li>▪ Manages and maintains complete, accurate, and updated records and database of personnel.</li> <li>▪ Ensures the application of due process in addressing all personnel issues, concerns and grievance, in accordance with the process and procedures required by law and the Civil Service Commission.</li> <li>▪ Monitors and ensures updated, complete and timely remittances of contributions to appropriate government offices (GSIS, PAGIBIG, PhilHealth, BIR, Provident Fund and payments for loans and other deductions).</li> <li>▪ Manages the transitions when changes in the leadership of the MB Development Commission take place.</li> </ul>	<p>1 HRMO IV (SG-22)</p> <p>1 HRMO III (SG-18) – RSP, Org well-being—staff dev</p> <p>1 HRMO II (SG-15) – payroll, records management</p> <p>1 HRMO II (SG-15) – RSP, records management, Org well-being—grievances</p>
Administration and Logistics Unit	<ul style="list-style-type: none"> <li>▪ Manages and provides an overall efficient, effective, and economical support services system such as on housekeeping, motor pool, security for the MB Development Commission office and personnel.</li> <li>▪ Manages upkeep and cleanliness of office and work areas and looks after minor repairs and maintenance in offices and workstations, to ensure safe, clean, and comfortable work environment of the MB Development Commission staff and personnel.</li> <li>▪ Provides office logistics support such as driving and minor errands, as may be required.</li> <li>▪ Manages and ensures availability of security and safety services for the MB Development Commission office and personnel.</li> <li>▪ Manages and ensures adherence to and implementation of government policies, laws, guidelines, rules and regulation pertaining to Building</li> </ul>	<p>1 Administrative Officer IV (SG-22)</p> <p>1 Supply Officer II (SG-14)</p> <p>1 Logistics Management Officer II (SG-15)</p> <p>1 Driver Courier II (SG-5)</p>

Office	Function	Number of positions Level of positions
	<p>Code of the Philippines, Clean Air Act, Waste Management, Clean and Green Program, Occupational Safety and Health, rules on the proper use of government vehicles and among other pertinent laws, rules and regulations on both national and local.</p> <ul style="list-style-type: none"> <li>▪ Develops, plans, maintains, updates and implements an efficient and effective system, guidelines and procedures for managing procurement and logistics support to the MB Development Commission personnel and staff, and to those involved in the delivery of programs and services, in accordance with government policy, rules and regulation.</li> <li>▪ Identifies and develops a clear system and procedure for the pre-qualifications of potential suppliers and service providers, in accordance with the policy, guidelines, regulations and other legal provision of RA 9184 (Government Procurement Law).</li> <li>▪ Manages, monitors and implements an efficient, effective and economical systems on the receipt and delivery of supplies and materials for the MB Development Commission staff and personnel and for health programs and services.</li> <li>▪ Monitors and prepares report on status of procurement and logistics support and recommends innovations to procurement and logistics support to better support overall operations and delivery of programs and services.</li> <li>▪ Monitors, reviews and consolidates procurement requirements and requests of the different the MB Development Commission offices for the acquisition and distribution of critical supplies, materials, equipment and electronic devices and to ensure effective utilization of resources.</li> </ul>	

## PROCESSES & SYSTEMS

Given the mandates of the Commission, the following are critical processes and systems that must be established in the Commission to fulfill its primary functions.

**1. Performance Management of Agencies and LGUs.** A core process of the Commission, it implements a major function on ensuring that agency and LGU plans and programs are consistent with science and evidence-based standards and national and local policies related to sustainable development of Manila Bay. The Commission likewise monitors and provides further technical support to ensure that the ICZM planning framework is effectively applied in the planning process and environment impact evaluation is conducted by the agencies and the LGUs in the process of assessing current programs and developing new ones that will affect Manila Bay and its environments.

As shown in Figure 3, the Performance Management System consists of a process cycle from monitoring and evaluating results of agency and LGU plans, programs and activities (PPAs) to providing them with feedback on findings and technical support to strengthen their PPAs in the process of developing these through 1) integration with PPAs of agencies and LGUS, 2) technical inputs based on research and evidences, 3) linkages with

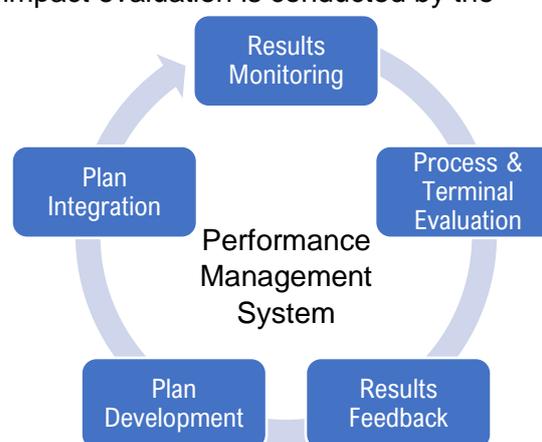


Figure 3. Performance Management System

possible funding sources, and 4) assistance with needed enabling policies (internal and or inter-agency). Cross-functional and inter-agency integration of PPAs is part of this system and is further supported by the other two primary systems of the commission: knowledge management and policy monitoring and development.

The Commission's involvement in the development and implementation of the agency and LGU PPAs commence with the formulation of medium term and strategic plans of the agency and the LGU until the development and implementation of the Annual Work Plan and Budget. Once the annual work plans are approved, the Commission starts the ongoing task of monitoring and evaluation (M&E) with constant feedback provided to the agency and the LGU on the findings of the M&E.

The Commission further ensures that key stakeholders at the LGU and regional levels are engaged appropriately in all the processes, particularly in providing evidence in project status, decision-making in matters that will affect them, and in recommending necessary policies and enabling assistance to the projects.

**2. Knowledge Management System.** Knowledge management (KM) ensures that the Commission and all of its stakeholders are provided with relevant, evidence-based, accurate, accessible and timely information for making evidence-informed decisions. As a decision support system, it is a critical function of the Commission as the institution responsible for providing technical inputs on Manila Bay and a hub of all information and knowledge products about the Bay and its sustainable development. The system as shown in the Figure 4 consists of three major processes: research, analysis of M&E results and information utilization. The information and communications technology (ICT) support for this system is vital since this will ensure that different kinds of data is converted to meaningful and user-friendly information that is accessible and available when needed and where needed. The system responds to the dire need of different stakeholders for reliable, up-to-date and complete data and information on Manila Bay.

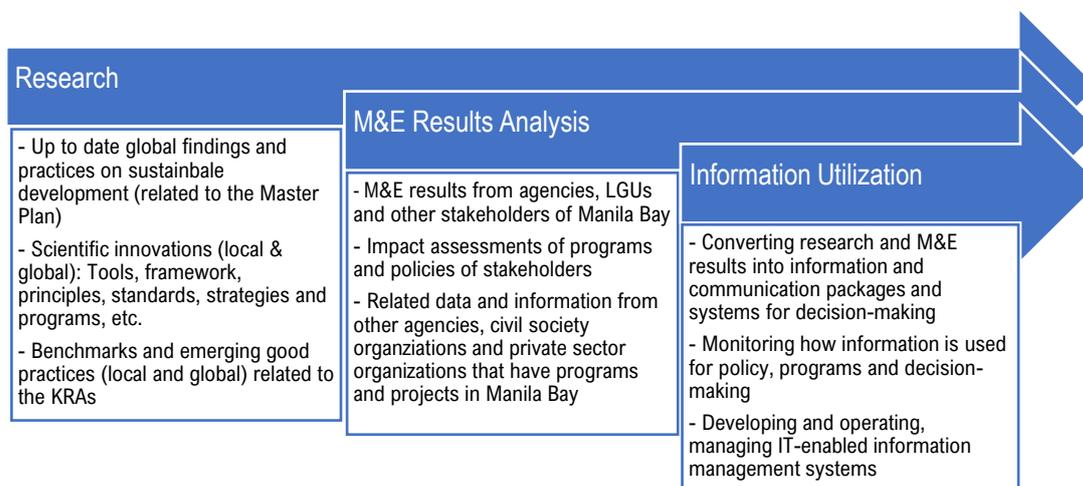


Figure 4. Knowledge Management System

For the combined processes of planning, M&E and KM, project documentation and reporting play a vital role. Process or progress and terminal reporting will be part of the performance management cycle and will be a major input to the KM system of the Commission. Results and lessons derived from M&E and reporting will be evidence for planning and decision-making, particularly in ensuring that MBDC management is responsive, flexible and adaptive – given the complex contexts in Manila Bay.

**3. Policy Monitoring & Development System.** The system implements the Commission's functions related to policy and legislative inputs and recommendations to appropriate legislative bodies (local and national) along the important key results areas for Manila Bay's sustainable development (Function #7). The system comprises three major process: 1) consolidation and analysis of data and information that will serve as policy inputs; 2) drafting of recommended policy for the appropriate legislative body (formulation) and staging necessary activities for its adoption (advocacy), and 3) documentation of its enactment and subsequent implementation, which will serve and inputs to the M&E of policy execution (sub process #1). Aside from the results of M&E of ongoing program and policy implementation of agencies and LGUs, inputs to policy further includes 1) research findings from national and global practices and standard setting and 2) political, economic and environmental assessment of global, national and local situations that are directly and indirectly influencing Manila Bay and its areas and inhabitants. Figure 5 presents the cycle of the system.

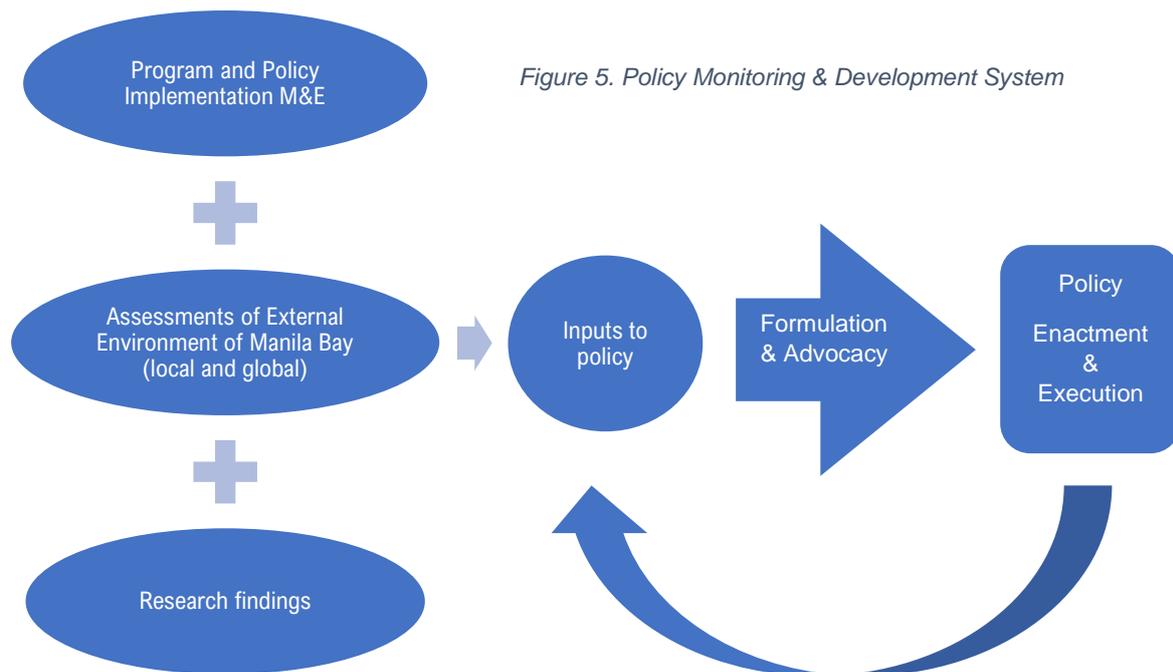


Figure 5. Policy Monitoring & Development System

### Institutional Arrangements

**Integration with other agencies.** The MBCO will integrate the functions of the MBCO and the MBC of the DENR and Manila Bay specific functions of the LLDA, the Pasig River Rehabilitation Commission, the MMDA and related agencies as far as the following: 1) formulation and development of plans, programs and policies; 2) the coordination of implementation of these, and the 3) the respective M&E of plans, programs and policies. The creation of a single body for Manila Bay will effectively and efficiently integrate program and policy development, monitoring and evaluation. The integration will likewise address several bureaucratic issues experienced by the LGUs as they implement specific sustainable development programs and policies on the ground.

**Primacy of the LGUs in the implementation of projects.** The MBDC will provide guidelines on the role of the different stakeholders in the different aspects of MBSDMP implementation. However, it is guided by the principle of subsidiarity, hence the recognition that the LGUs, at the frontline, is the key government body responsible for the direct implementation of PAPs in the MBSDMP, with specific exceptions provided by the MBSDMP.

**Coordination and technical support.** Three coordination and collaboration arrangements are provided from national to local levels as shown below in Figure 6.

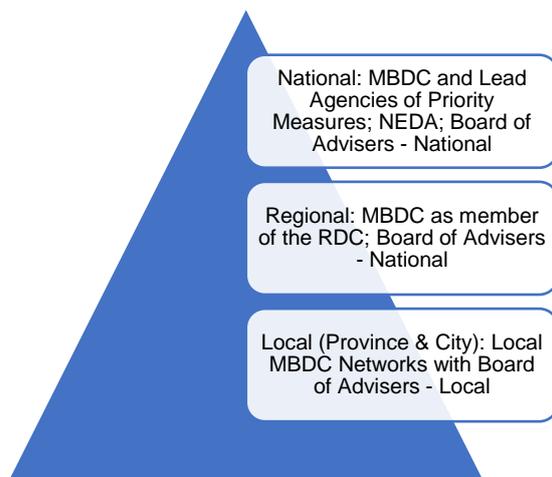


Figure 6. Participation at various levels

- National:** The main network for strategic decisions and policy formulation is headed by the MBDC en Banc together with the heads of agencies and Provincial and City LGUs and the Board of Advisers at the National level. This body ensures strategic alignment at the broad policy and program level and integrates the development of Manila Bay with the MBSDMP, country-level development plans and agenda and international agreements signed by the Philippines for sustainable development, climate change and related global development agenda.
- Regional MB networks.** The MBDC sits as a member of the Regional Development Council and convenes a regional technical working group composed of 1) provincial and city level heads of environment and disaster management offices, 2) regional heads of national government agencies, 3) nominated representatives of CSOs and business associations from the different provinces and cities in the region, including region-based academic and development institutions. This group is further sub-divided into the major KRAs of the technical services of the Commission: Waste Management, Habitat and Ecosystem Protection, Development and Management, Disaster Risk Reduction and Climate Change, Sustainable Tourism and Livelihood, Social Protection of Population, Responsible Institutions. This network ensures alignment of plans, local policies and programs across provinces and cities and with the MBSDMP, national long-term plans and strategic priorities. It provides strategic inputs to effective coordination of efforts within the region and between regions in Manila Bay.
- Local MB Networks:** At the provincial or city level, all MB actors are linked in a network structure headed by the provincial LGU, the Governor, and members consist of municipal mayors, local CSO networks, business associations or representatives, representatives of local academic institutions and heads of provincial or city level NGAs. The local network can also create its Board of Advisers using the criteria of the national Board of Advisers. Members of this Board may come from outside the locality provided they have the required competencies. This network is tasked to ensure integration and coordination of plans, policies and activities; provide inputs and feedback on program and policy performance; conduct participatory planning, monitoring and evaluation; and advocate for policy reforms and program innovations.

### Transition Arrangements

When the decision makers in government are more inclined toward the creation of the Commission, the MB Task Force, as the primary implementing body of the MBSDMP, will be responsible for preparing the groundwork to create of the Manila Bay Development Commission. The Secretary of DENR then recommends to the President that the DENR, through the MB Task Force, will be responsible for the creation of its governing body, the MBDC which is incorporated in the MBSDMP as an annex document.

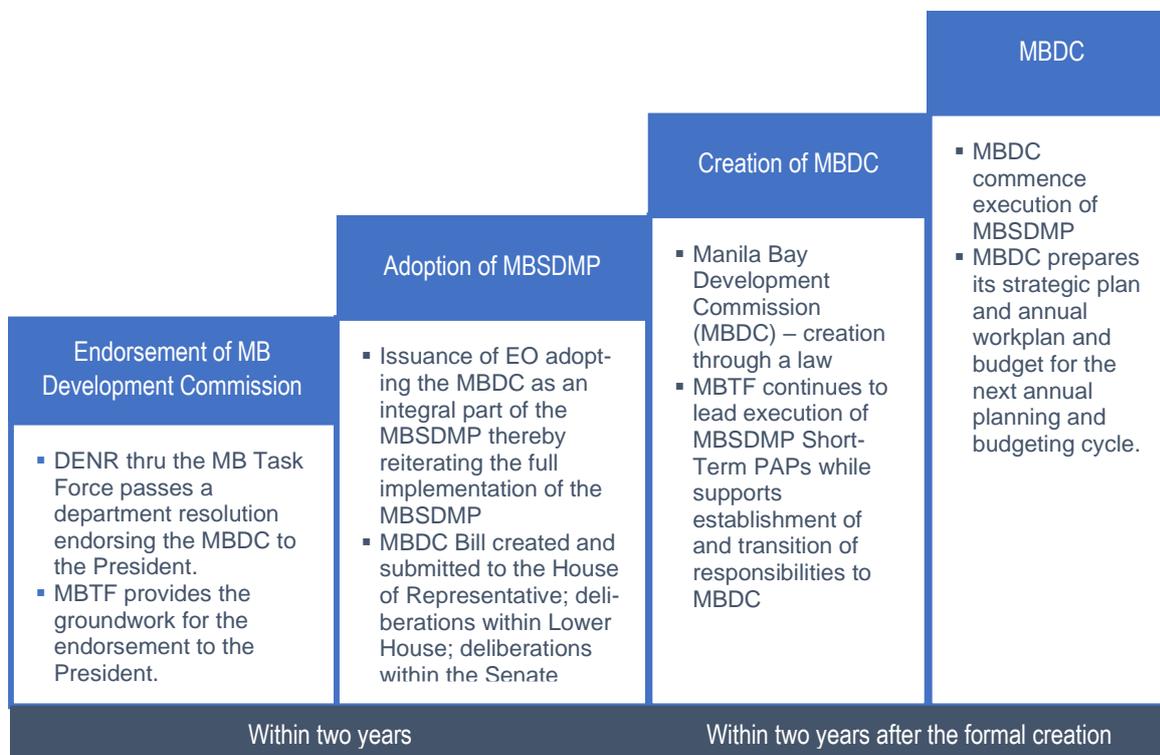


Figure 7. Transition activities from 2021 - onwards

As shown in Figure 7, two years is a projected timeframe for the process of creating the MBDC – going through the process of crafting the draft House Bill creating the MBDC and submitted the bill to the Lower House of Congress and the Senate for enactment. The DENR, through the MB Task Force, formulates strategies toward policy support and sponsorship in the House and in the Senate. The annual working budget for its first year of operation is provided in the law and subsequent budget for the Commission is determined through its annual work and financial plan, approved by Congress and included in the succeeding national budget. Annex 1D provides a draft of the House Bill creating the MBDC.

# ANNEX 1A. STAFFING PATTERN WITH OPERATING BUDGET - MBDC

Table 1. Annual Budget – Summary for Two Years of Operations

Budget Item	Total per Month	Total Annual
Personnel Services	PhP 6,297,086.00	PhP 81,862,118.00 (13mos)
Operating Expenses	PhP 25,000,000.00	PhP 300,000,000.00
Capital Outlay		PhP 150,000,000.00
Programs		PhP 250,000,000.00
Total Year 1		PhP 781,862,118.00
Total Year 2		PhP 781,862,118.00
Total for Two Years of Operation		PhP 1,563,724,236.00

Table 2. Personnel Services - Budget

		Rank	Quantity	SG	Amount	Budget
1.0	<b>Governance</b>					
1.1	<b>Office of the Chairperson</b>					
	Chairperson		1	31	262,965.00	262,965.00
	Head Executive Assistant		1	27	123,839.00	123,839.00
	Senior Administrative Assistant	V	1	18	42,159.00	42,159.00
	<b>Subtotal 1.1_Office of the Chairperson</b>		<b>3</b>			<b>428,963.00</b>
1.2	<b>Members of the Commission</b>					
	Member		6	30	178,688.00	1,072,128.00
	Executive Assistant	IV	6	22	66,867.00	401,202.00
	Executive Assistant	III	6	20	52,703.00	316,218.00
	Senior Administrative Assistant	IV	6	16	35,106.00	210,636.00
	<b>Subtotal 1.2_Members of the Commission</b>		<b>24</b>			<b>2,000,184.00</b>
1.3	<b>Board of Advisers</b>					
	Adviser		5	28	139,939.00	699,695.00
	<b>Subtotal 1.3_Board of Advisers</b>		<b>5</b>			<b>699,695.00</b>
	<b>SUBTOTAL 1.0_GOVERNANCE</b>		<b>32</b>			<b>3,128,842.00</b>
2.0	<b>Executive</b>					
2.1	<b>Office of the Executive Director</b>					
	Assistant Secretary		1	29	158,131.00	158,131.00
	Administrative Assistant	III	1	9	18,784.00	18,784.00
	Administrative Assistant	I	1	7	16,458.00	16,458.00
	<b>Subtotal 2.1_Office of the Executive Director</b>		<b>3</b>			<b>193,373.00</b>
2.2	<b>Planning, M&amp;E, Internal Communications Unit</b>					
	Development Management Officer	V	1	24	85,074.00	85,074.00
	Development Management Officer	III	1	18	42,159.00	42,159.00
	Planning Officer	III	1	18	42,159.00	42,159.00
	Public Relations Officer	III	1	18	42,159.00	42,159.00
	<b>Subtotal 2.2_PMEIC Unit</b>		<b>4</b>			<b>211,551.00</b>
	<b>Audit Unit</b>					
	Internal Auditor	IV	1	22	66,867.00	66,867.00
	Internal Auditor	III	1	18	42,159.00	42,159.00
	<b>Subtotal 2.3_Audit Unit</b>		<b>2</b>			<b>109,026.00</b>
	<b>SUBTOTAL 2.0_EXECUTIVE</b>		<b>9</b>			<b>513,950.00</b>
3.0	<b>Offices</b>					
3.1	<b>Technical Services Division</b>					
	<b>Office of the Division Head</b>					
	Project Development Officer	V	1	24	85,074.00	85,074.00
	Administrative Assistant	II	1	14	29,277.00	29,277.00
	<b>Subtotal 3.1.1_Office of the Division Head</b>		<b>2</b>			<b>114,351.00</b>
	<b>Plans and Programs Unit</b>					
	Project Development Officer	IV	1	22	66,867.00	66,867.00
	Project Development Officer	III	1	18	42,159.00	42,159.00
	Project Development Officer	II	2	15	35,053.00	70,106.00
	Project Development Officer	I	2	11	22,316.00	44,632.00
	<b>Subtotal 3.1.2_Plans and Programs Unit</b>		<b>6</b>			<b>223,764.00</b>
	<b>M&amp;E Unit</b>					
	Project Evaluation Officer	IV	1	22	66,867.00	66,867.00
	Project Evaluation Officer	III	1	18	42,159.00	42,159.00
	Project Evaluation Officer	II	2	15	35,053.00	70,106.00
	Project Evaluation Officer	I	2	11	22,316.00	44,632.00

		Rank	Quantity	SG	Amount	Budget
	Subtotal 3.1.3_M&E Unit		6			223,764.00
Network Management & Investments Unit	Project Development Officer	IV	1	22	66,867.00	66,867.00
	Project Development Officer	III	1	18	42,159.00	42,159.00
	Project Development Officer	II	1	15	35,053.00	35,053.00
	Project Development Officer	I	1	11	22,316.00	22,316.00
	Subtotal 3.1.4_Network Mngt & Investments Unit		4			166,395.00
	<b>Subtotal 3.1_Technical Services Division</b>		<b>18</b>			<b>728,274.00</b>
3.2	Technical Support Division					
Office of the Division Head	Project Development Officer	V	1	24	85,074.00	85,074.00
	Administrative Assistant	II	1	14	29,277.00	29,277.00
	Subtotal 3.2.1_Office of the Division Head		2			114,351.00
Research and Development Unit	Supervising Ecosystems Management Specialist		1	22	66,867.00	66,867.00
	Senior Ecosystems Management Specialist		1	18	42,159.00	42,159.00
	Ecosystems Management Specialist	II	2	15	35,053.00	70,106.00
	Ecosystems Management Specialist	I	2	11	22,316.00	44,632.00
	Subtotal 3.2.2_Research and Development Unit		6			223,764.00
ICT & Knowledge Management Unit	Project Development Officer	IV	1	22	66,867.00	66,867.00
	Project Development Officer	III	1	18	42,159.00	42,159.00
	Information Technology Officer	III	1	18	42,159.00	42,159.00
	Information Systems Analyst	II	1	15	35,053.00	35,053.00
	Information Systems Researcher	II	1	15	35,053.00	35,053.00
	Librarian	I	1	11	22,316.00	22,316.00
	Subtotal 3.2.3 ICT & Knowledge Mngt Unit		6			243,607.00
Communications, PR, and Advocacy Unit	Project Development Officer	IV	1	22	66,867.00	66,867.00
	Project Development Officer	III	1	18	42,159.00	42,159.00
	Community Affairs Officer	III	1	18	42,159.00	42,159.00
	Communications Development Officer	II	1	15	35,053.00	35,053.00
	Subtotal 3.2.4_Comms, PR, & Advocacy Unit		4			186,238.00
	<b>Subtotal 3.2_Technical Support Division</b>		<b>36</b>			<b>767,960.00</b>
3.3	Policy and Legislative Support Division					
Office of the Division Head	Attorney	V	1	25	96,985.00	96,985.00
	Administrative Assistant	II	1	14	29,277.00	29,277.00
	Subtotal 3.3.1_Office of the Division Head		2			126,262.00
Policy and Legal Support Unit	Attorney	IV	1	23	75,359.00	75,359.00
	Associate Government Corporate Attorney	II	1	22	66,867.00	66,867.00
	Legal Assistant	II	1	12	24,495.00	24,495.00
	Legal Assistant	I	1	10	20,219.00	20,219.00
	Subtotal 3.3.2_Policy and Legal Support Unit		4			186,940.00
Policy Monitoring Unit	Project Development Officer	IV	1	22	66,867.00	66,867.00
	Project Development Officer	III	1	18	42,159.00	42,159.00
	Project Development Officer	II	1	15	35,053.00	35,053.00
	Project Development Officer	I	1	11	22,316.00	22,316.00
	Subtotal 3.3.3_Policy Monitoring Unit		4			166,395.00
	<b>Subtotal 3.3_Policy and Legal Support Division</b>		<b>10</b>			<b>479,597.00</b>
3.4	Administrative and Finance Division					
Office of the Division Head	Chief Administrative Officer		1	24	85,074.00	85,074.00
	Administrative Assistant	II	1	14	29,277.00	29,277.00

		Rank	Quantity	SG	Amount	Budget
	Subtotal 3.4.1_Office of the Division Head		2			114,351.00
Finance Unit	Accountant	IV	1	22	66,867.00	66,867.00
	Senior Budget and Management Specialist		1	19	46,791.00	46,791.00
	Budget Management Specialist	II	1	16	35,106.00	35,106.00
	Accountant	II	1	16	35,106.00	35,106.00
	Accounts Liquidation Officer	II	1	15	35,053.00	35,053.00
	Cashier	I	1	10	20,219.00	20,219.00
	Subtotal 3.4.2_Finance Unit		6			239,142.00
Human Resources Unit	Human Resource Management Officer	IV	1	22	66,867.00	66,867.00
	Human Resource Management Officer	III	1	18	42,159.00	42,159.00
	Human Resource Management Officer	II	1	15	35,053.00	35,053.00
	Human Resource Management Officer	II	1	15	35,053.00	35,053.00
	Subtotal 3.4.3_Human Resources Unit		4			179,132.00
Admin and Logistics Unit	Administrative Officer	IV	1	22	66,867.00	66,867.00
	Supply Officer	II	1	14	29,277.00	29,277.00
	Logistics Management Officer	II	1	15	35,053.00	35,053.00
	Driver Courier	II	1	5	14,641.00	14,641.00
	Subtotal 3.4.4_Admin and Logistics Unit		4			145,838.00
	<b>Subtotal 3.4_Administrative and Finance Division</b>		<b>16</b>			<b>678,463.00</b>
	<b>TOTAL 3.0_OFFICES</b>		<b>62</b>			<b>2,654,294.00</b>
	<b>GRAND TOTAL</b>		<b>103</b>			<b>6,297,086.00</b>

**ANNEX 1B. DRAFT  
EXECUTIVE ORDER  
ADOPTING THE MBSDMP**

**BY THE PRESIDENT OF THE PHILIPPINES**

**EXECUTIVE ORDER NO. XX**

**EXPEDITING THE REHABILITATION AND RESTORATION OF THE  
COASTAL AND MARINE ECOSYSTEM OF THE MANILA BAY AND  
ADOPTING THE MANILA BAY SUSTAINABLE DEVELOPMENT MASTER  
PLAN**

**WHEREAS**, Section 16, Article II of the Constitution enshrines the policy of the State to protect and advance the right of the people to a balanced and healthful ecology in accord with the rhythm and harmony of nature;

**WHEREAS**, Section 2(c) of Republic Act (RA) No. 9257 or the “Philippine Clean Water Act of 2004,” recognizes that water quality management issues cannot be separated from concerns about water sources and ecological protection, water supply, public health and quality of life;

**WHEREAS**, Section 2(a) of RA No. 9003 or the “Ecological Solid Waste Management Act of 2000,” mandates the State to adopt a systematic, comprehensive and ecological solid waste management program which shall ensure the protection of public health and the environment;

**WHEREAS**, the Supreme Court in *Metro Manila Development Authority, et al. v. Concerned Residents of Manila Bay, etc., et al.* (G.R. Nos. 171947-48, 18 December 2008 and 15 February 2011) issued a *Writ of Continuing Mandamus* that directed concerned government agencies and private entities to clean up, rehabilitate, preserve, restore and maintain the waters of the Manila Bay to a level that is fit for swimming, skin-diving and other forms of contact recreation, as well as to fully implement the Operational Plan for the Manila Bay Coastal Strategy (OPMBCS) pursuant to Section 19(c) of RA No. 9275;

**WHEREAS**, the Manila Bay Region encompasses the bay surface area of 1,870 km<sup>2</sup> and coastline of 190 kilometers, and a total drainage area of about 17,540 km<sup>2</sup>, which spans across Regions III, IV-A and the National Capital Region (NCR), or a total of 178 local government units (LGUs) and 17 major river systems;

**WHEREAS**, RA No. 7160 or the “Local Government Code of 1991,” calls on all LGUs to ensure the general welfare of its constituents, and to share with the national government the responsibility in the management and maintenance of ecological balance within their respective territorial jurisdictions;

**WHEREAS**, the convergence of national government agencies and LGUs in the Manila Bay Region, and the active participation of private and public stakeholders, are necessary to facilitate the robust and integration implementation of all rehabilitation and restoration efforts at the Manila Bay; and

**WHEREAS**, Section 17, Article VII of the Constitution provides that the President has the power to control over all executive departments, bureaus and offices, and that he shall ensure the faithful execution of laws;

**WHEREAS**, Section 2(f) of Administrative Order No. 16 or the “Expediting the Rehabilitation and Restoration of the Coastal and Marine Ecosystem of the Manila Bay and Creating the Manila Bay Task Force” mandates the Manila Bay Task Force (MBTF) to fast-track compliance with the *Writ of Continuing Mandamus* issued by the Supreme Court, including full implementation of the Operational Plan for the Manila Bay Coastal Strategy (OPMBCS) in accordance with its schedule;

**NOW, THEREFORE, I, (name of the President),** President of the Philippines, by virtue of the powers vested in me by the Constitution and existing laws, do hereby order:

**Section 1. The Use and Implementation of the Manila Bay Sustainable Development Master Plan.** The Manila Bay Task Force (MBTF) and its member agencies and other relevant government units shall use the Manila Bay Sustainable Development Master Plan as a guiding framework for its current and succeeding operations in fulfilling its mandate.

**Section 2. Reportorial Requirement.** The MBTF shall submit a quarterly report on the implementation of this Order to the Office of the President, through the Office of the Executive Secretary. Such report shall include the actions taken by MBTF in the adoption and implementation of the MBSDMP and the processes involved in the creation of the MBDC.

**Section 3. Funding.** The funding for the implementation of this Order shall be sourced from existing appropriations of member-agencies of the MBTF and such other appropriate funding sources as the DBM may identify, subject to existing budgeting, accounting and auditing laws and regulations.

**Section 4. Separability.** If any part or provision of this Order shall be held unconstitutional or invalid, other parts or provisions hereof which are not affected shall continue to be in full force and effect.

**Section 5. Repealing Clause.** All orders, rules and regulations, and other issuances or parts thereof inconsistent with the provisions of this Order, are hereby repealed or modified accordingly.

**Section 6. Effectivity.** This Order shall take effect immediately.

**DONE** in the City of Manila, this \_\_\_\_\_ of \_\_\_\_\_ in the year of our Lord, Two Thousand and xxx.

By the President:

**(name of the Executive Secretary)**  
Executive Secretary

# ANNEX 1C. DRAFT DENR RESOLUTION ADOPTING THE MBSDMP

**The Department of Environment and Natural Resources**

**Department Resolution NO. <sup>xx</sup>**

**ADOPTING THE MANILA BAY SUSTAINABLE DEVELOPMENT MASTER PLAN AND RECOMMENDING SUCH TO THE PRESIDENT OF THE REPUBLIC FOR ALL CONCERNED AGENCIES AND LGUs**

**WHEREAS**, the Manila Bay Region encompasses the bay surface area of 1,870 km<sup>2</sup> and coastline of 190 kilometers, and a total drainage area of about 17,540 km<sup>2</sup>, which spans across Regions III, IV-A and the National Capital Region (NCR), or a total of 178 local government units (LGUs) and 17 major river systems;

**WHEREAS**, the convergence of national government agencies and LGUs in the Manila Bay Region, and the active participation of private and public stakeholders, are necessary to facilitate the robust and integration implementation of all rehabilitation and restoration efforts at the Manila Bay; and

**WHEREAS**, Section 17, Article VII of the Constitution provides that the President has the power to control over all executive departments, bureaus and offices, and that he shall ensure the faithful execution of laws;

**NOW, THEREFORE, the Executive Committee of the Department of Environment and Natural Resources, headed by the Secretary of the Department and through the Manila Bay Task Force hereby resolve to:**

1. Adopt of the Manila Bay Sustainable Development Master Plan as the primary planning framework that will provide inputs to the different agency and LGU plans and programs;
2. Recommend to the President of the Republic the formal adoption of the Master Plan as the planning framework for all concerned national and local government agencies including the private sector;

**DONE** in the City of Manila, this \_\_\_\_\_ of \_\_\_\_\_ in the year of our Lord, Two Thousand and xx.

**ANNEX 1D. DRAFT  
HOUSE BILL CREATING  
THE MANILA BAY  
DEVELOPMENT  
COMMISSION**

# **An Act Creating the Manila Bay Development Commission, Prescribing its Powers, Functions and Duties and Providing Funds Therefor**

**Section 1.** Title. This Act shall be known as the “Manila Bay Development Commission Act of \_\_\_\_.”

**Section 2.** Declaration of Policy.

The State shall protect and advance the right of the people to a balanced and healthful ecology in accord with the rhythm and harmony of nature. Towards this end, it shall be the national policy to ensure a sustainable and resilient Manila Bay that is able to deliver a variety of services to its communities guided by principles and plans that are integrated, holistic, ecosystem-based, participatory, stakeholder-driven and science-based.

A Manila Bay Task Force was created through Administrative Order No. 16, series 2019 in order to realize the objective of strengthening governance over the Manila Bay. It is consistent with national policy to sustain the momentum of the Manila Bay Task Force and the formulation of the Manila Bay Sustainable Development Master Plan (MBSDMP) through a government body specifically created for such purpose.

**Section 3.** Definition of Terms. As used in this Act, the following terms shall mean:

- Manila Bay area (MBA) - The Manila Bay area covers eight (8) provinces and 178 local government units in three regions of the country, namely: National Capital Region (NCR), Region III, and Region IV-A. Of the eight provinces, four are coastal (Bataan, Bulacan, Cavite and Pampanga); four are non-coastal (Laguna, Nueva Ecija, Rizal and Tarlac);
- Manila Bay Sustainable Development Master Plan (MBSDMP) – a 20-year comprehensive and sustainable master plan for Manila Bay and the immediate coastal zone with the aim for inclusive growth, ecosystem protection, climate change adaptation and disaster risk reduction, water quality improvement, and upgrading informal settlements;
- Manila Bay Task Force (MBTF) – an inter-agency body chaired by the Department of Environment and Natural Resources (DENR) created under Administrative Order No 16, series 2019, entitled, “Expediting the Rehabilitation and Restoration of the Coastal and Marine Ecosystem of the Manila Bay and Creating the Manila Bay task Force.” One of its outputs is the Manila Bay Sustainable Development Master Plan (MBSDMP);
- Private sector partners - stakeholders from the private sector and civil society, including but not limited to for-profit local and international organizations, the academe and technical support organizations related to sustainable development.

**Section \_\_.** Creation of the Manila Bay Development Commission

There is hereby created a Manila Bay Development Commission, hereinafter referred as the MBDC, is hereby created under the Office of the President, which shall serve as the primary agency for integration and oversight of implementation of plans, policies and programs of agencies and LGUs in the Manila Bay area. In undertaking its mandates, the MBDC shall employ science-based information in decision making, and safeguard inclusive and meaningful participation of all stakeholders towards achieving Manila Bay 2040 as embodied in the Manila Bay Sustainable Development Master Plan (MBSDMP).

The MBDC is created to:

- Ensure integration, complementation, and consistency of all development plans and efforts in or that will be affecting Manila Bay to the MBSDMP.
- Provide focused, integrated, science-based, agile, efficient, and timely response through relevant agencies and local government units in addressing pressing challenges and concerns in MBA.
- Ensure stakeholder engagement and participation in the whole process towards building sustainability of efforts and investments.
- Continuously monitor and evaluate results of efforts and interventions in or that is affecting Manila Bay, and ensure that the MBSDMP is updated and enhanced.
- The MBDC is responsible for the delivery of results in the following areas to ensure the sustainable development of Manila Bay and its surrounding areas: Waste Management, Habitat and Ecosystem Protection, Development and Management, Disaster Risk Reduction and Climate Change, Sustainable Tourism and Livelihood, Social Protection of Affected Population, Responsible Institutions

The MBDC shall not perform functions relating to implementing matters pertaining to Manila Bay's sustainable development. Moreover, it shall not be an investment sourcing agency that will access, manage and allocate local and international funds for Manila Bay development projects.

**Section \_\_.** Composition of the MBDC.

The MBDC shall be composed of five commissioners to be appointed by the President. It shall be headed by a Chairperson with rank of a Cabinet Secretary. The four commissioners shall have the rank of undersecretary. All commissioners shall have a term of office of four years. All members of the MBDC shall be citizens and residents of the Philippines, of good moral character and with known and recognized integrity and competence in the field of management, engineering, finance, law, environment and biodiversity, biology, poverty reduction, public health, marine management and related field, with at least \_\_years of actual experience in their respective field of expertise. Provided, that gender balance shall be observed in the appointment of commissioners.

The Commission En Banc acts as a collegial body in formulating plans, policies and strategies relating to Manila Bay and the operation of MBDC.

Technical Services groups are aligned with the Measures identified by the MBSDMP. They focus on plan and program integration, monitoring and evaluation of implementation, technical advice, among others

Technical Support groups fulfill important key result areas to support Technical and Legal services  
Policy & Legislative Services provide policy analysis and recommendations; ensures alignment and consistency in policies created by different major bodies, and provide legal advice to law-making bodies

**Section \_\_.** Powers and Functions of the MBDC.

The MBDC shall have the following powers and functions:

**I. Policymaking, planning and program development**

- Ensure the adoption of the Manila Bay Sustainable Development Master Plan (MBSDMP) as the sustainable development framework to integrate and align the different local and national plans, programs and policies concerning the sustainable development of Manila Bay;
- Review and formulate policies, standards, strategies and innovation programs in coordination with other relevant entities to meet the goals and objectives for sustainable development of Manila Bay and its surrounding areas;
- Continuously and regularly update, in consultation with other agencies and stakeholders, the Manila Bay Sustainable Development Master Plan following the IWRM framework, and incorporating evidence-based findings related to sustainable development of bay.
- Ensure the integration of all Manila Bay development plans, policies and programs of national government agencies and local government units, including priorities set at the regional development councils, and align these with the MBSDMP;
- Establish and ensure the use of the Manila Bay Decision-Support System and other evidence-based framework for program design and implementation;
- Recommend policies and provide technical inputs to national and local law-making bodies to further ensure the sustainable development of Manila Bay;
- Together with relevant agencies, local government units and private sector partners, analyze areas for improvements and innovations in the design and delivery of programs;
- Mandate agencies, local government and private sector partners to submit to the Commission within agreed timeframes their respective formal and pertinent development plans, policies and fully costed program designs, including their land use plans.

**II. Monitoring and Evaluation and Communications**

- Ensure the consistent and regular monitoring and evaluation of policy, plan and program implementation by the different implementing agencies and government units, including implementing private sector partners and business groups;

- Establish a unified information management system that can be used by all agencies and partners in sharing information about Manila Bay and the implementation of the various policies, standards, plans and programs related to Manila Bay's development;
- Mandate agencies, local government and private sector partners to submit to the Commission within agreed timeframes the results of monitoring and evaluation together with formal plans, policies and fully costed program designs.

### **III. Coordination**

- Ensure the effective and efficient coordination of the different national and local government agencies and the private sector in policy, plan and program implementation, including accessing of resources and investments for specific programs and capacity building of relevant implementing organizations;
- Create necessary structures and mechanisms to ensure multi-agency, multi-sector coordination and alliances and measure the impact of such coordination and alliances on the implementation of policies and programs for Manila Bay's development.

### **IV. Capacity building**

- Identify and recommend venues, opportunities and relevant courses and organizational strengthening technical assistance for continuing capacity building of implementing, enforcement and policy making organizations, including critical decision makers and technical staff of these organizations;
- Create, continuously update and ensure adoption by implementing agencies a competency framework relevant to the sustainable development of Manila Bay and ensure that these are aligned with Civil Service guidance and global standards.

### **V. Research and Development and Knowledge Management**

- Undertake or commission relevant research and studies including impact assessment to generate datasets and information as basis for policy formulation and program innovations;
- Establish, make available, and be the repository of all Manila Bay-related information, reports, and reference materials to and for all stakeholders.

#### **Section \_\_ Principal Office.**

The MBDC shall establish its principal office in \_\_\_\_ and may establish such offices within the Manila Bay area as may be deemed necessary by the President of the Philippines to carry out the powers and functions of the MBDC.

#### **Section \_\_\_\_.** The MBDC Secretariat.

The MBDC shall be supported by a Secretariat, headed by an Executive Director that shall perform the following:

- a. Technical Services groups are aligned with the Measures identified by the MBSDMP. They focus on plan and program integration, monitoring and evaluation of implementation, technical advice, among others.
- b. Technical Support groups fulfill important key result areas to support Technical and Legal services.
- c. Policy & Legislative Services provide policy analysis and recommendations; ensures alignment and consistency in policies created by different major bodies, and provide legal advice to law-making bodies.

Other units may be created by the MBDC in order to fully perform its functions, objectives and plans.

**Section \_\_\_\_** Offices, Functions and Personnel to be subsumed by MBDC.

For efficient operations and coordination, offices that have been established to implement programs in the Manila Bay area will be subsumed by the MBDC. Specifically, the Manila Bay Coordinating Office (MBCO) of the DENR which was created by virtue of DENR Special Order 2011-01 to coordinate the efforts of the fourteen (14) national agencies covered by the Mandamus Order of the Supreme Court to rehabilitate the Manila Bay is hereby subsumed by the MBDC. Included would be all its powers, functions, personnel, applicable funds and appropriations, records, equipment and property.

Other offices similarly created shall be subsumed to the MBDC in accordance with the provisions of this Act.

**Section \_\_\_\_.** The Manila Bay Sustainable Development Master Plan (MBSDMP) – The MBSDMP is a 20-year comprehensive and sustainable master plan for Manila Bay and the immediate coastal zone. This was developed by the Manila Bay Task Force, headed by the DENR as Chairpersons and DILG and DOT as vice-chairpersons. The composition, powers and functions of the Manila Bay Task Force is contained in Administrative No. 16, series 2019.

The MBSDMP include inclusive growth, ecosystem protection, climate change adaptation and disaster risk reduction, water quality improvement and upgrading informal settlements. It also set in place appropriate mechanisms for sustainable engagement of the private sector.

**Section \_\_\_\_.** Institutional Arrangements

- The MBDC shall coordinate through regular consultations with the respective LGUs and relevant government agencies to ensure the effective and efficient planning and monitoring of the implementation of the MBSDMP and the resolution of issues and concerns arising from it. For this purpose, committees and advisory boards may be created by the MBDC, participated by representatives from LGUs and government agencies and other relevant sectors, supported by the Secretariat. The Commission seats as a member of the Regional Development Council of the concerned regions in Manila Bay.

- Government financial institutions, shall provide preferential financial packages for Manila Bay sustainable development-related projects. In consultation with the Bangko Sentral ng Pilipinas (BSP), they shall, within thirty (30) days from the effectivity of this Act, issue and promulgate the implementing guidelines therefor.
- The Commission shall integrate the functions of the Manila Bay Coordinating Office (MBCO), the Manila Bay Council and the Manila Bay Task Force which are all under the Department of Environment and Natural Resources to ensure continuity of efforts in Manila Bay and its surrounding areas. When applicable and through necessary processes, the integration of functions of the Manila Bay Coordinating Office will likewise include the personnel performing pertinent functions.

**Section \_\_\_\_.** Authority to Receive Donations and/or Grants.

The Commission is hereby authorized to accept grants, contributions, donations, endowments, bequests, or gifts in cash, or in kind from local and foreign sources in support of the development and implementation of climate change programs and plans: Provided, That in case of donations from foreign governments, acceptance thereof shall be subject to prior clearance and approval of the President of the Philippines upon recommendation of the Secretary of Department of Finance: Provided, further, That such donations shall not be used to fund personal services expenditures and other operating expenses of the Commission.

The proceeds shall be used to finance:

- (a) Research, development, demonstration and promotion of technologies;
- (b) Conduct of assessment of Manila Bay water quality, resource inventory, and adaptation capability building;
- (c) Advocacy, networking and communication activities in the conduct of information campaign; and
- (d) Conduct of such other activities reasonably necessary to carry out the objectives of this Act, as may be defined by the Commission.

**Section \_\_\_\_.** Transitory Mechanisms.

Upon the appointment of Commissioners of the MBDC, the MBTF shall turnover the approved MBSDMP to the MBDC. The MBDC and MBTF shall come up with a transition plan to ensure that complete turn-over of all tasks shall be completed. Whereupon, the MBTF shall cease to exist. (*Note: a timeframe can be set here*)

**Section \_\_\_\_.** Funding. – The initial funding requirements for the implementation of this Act shall be \_\_\_\_\_ ₱\_\_\_\_) charged against the current appropriations of the Office of the President. Thereafter, such sums as may be necessary for the implementation of this Act shall be included in the yearly budget of the MBDC under the General Appropriations Act.

All relevant government agencies and LGUs shall allocate from their annual appropriations adequate funds for the formulation, development and implementation, including training, capacity building and direct intervention, of their respective climate change programs and plans. It shall also include public awareness campaigns and initiatives, through educational and training programs and micro-credit schemes, especially for women in rural areas. In subsequent budget proposals, the concerned offices and units shall appropriate funds for program/project development and implementation including continuing training and education in the sustainable use and development of Manila Bay.

**Section \_\_\_\_.** Separability Clause.

If any provision or part hereof is held invalid or unconstitutional, the remainder of the law or the provisions not otherwise affected shall remain valid and subsisting.

**Section \_\_\_\_.** Repealing Clause. – Any law, presidential decree or issuance, executive order, letter of instruction, administrative order, or regulation contrary to, or inconsistent with, the provisions of this Act is hereby repealed, modified, or amended accordingly.

**Section \_\_\_\_.** Effectivity Clause. This Act shall take effect fifteen (15) days after its publication in at least two (2) newspapers of general circulation.