



USAID
FROM THE AMERICAN PEOPLE

**ECOSYSTEMS IMPROVED FOR
SUSTAINABLE FISHERIES
(ECOFISH) PROJECT**

ECOSYSTEMS IMPROVED FOR SUSTAINABLE FISHERIES (ECOFISH) Project

RAPID PUBLIC-PRIVATE PARTNERSHIP APPRAISAL

ECOFISH Document No.: 05/2013
Version: Final

Implemented with:

Department of Agriculture-Bureau of Fisheries and Aquatic Resources
National Government Agencies
Local Government Units
Assisting Organizations

Supported by:

United States Agency for International Development
Contract No.: AID-492-C-12-00008

Managed by:

Tetra Tech ARD

18 March 2013

Ecosystems Improved for Sustainable Fisheries (ECOFISH) Project

Rapid Public-Private Partnership Appraisal

ECOFISH Document No.: 05/2013

Version: Final

Implemented with:

Department of Agriculture – Bureau of Fisheries and Aquatic Resources
National Government Agencies
Local Government Units
Assisting Organizations

Supported by:

United States Agency for International Development
Contract No. AID-492-C-12-00008

Managed by:

Tetra Tech – ARD

18 March 2013

DISCLAIMER

The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

Table of Contents

Acronyms and Abbreviations.....	i
List of Tables	ii
List of Figures.....	iii
1. Executive Summary.....	1
1.1 Key Findings	2
1.2 Building on Appraisal Findings.....	3
2. Partnership Appraisal Review.....	3
2.1 Background and Objectives.....	3
2.2 Public-Private Partnership Definition.....	4
3. Purpose of Partnership Appraisal.....	5
4. Project Considerations	6
5. Private Sector Perspectives	7
5.1 Business Interests.....	8
5.2 Business Challenges.....	9
5.3 Corporate Social Responsibility and Philanthropy.....	10
6. ECOFISH Partnership Opportunities.....	11
6.1 ‘Quick Win’ Opportunities.....	11
6.2 ‘Higher Impact’ Opportunities	14
7. Gating Potential Partnerships.....	16
7.1 Project Value	17
7.2 Business Value.....	18
7.3 Risks and Transaction Costs	19
7.4 Gating Results.....	20
8.0 Next Steps.....	23
 Annexes	
Annex A. Gated Partnership Opportunity Tables.....	26

List of Tables

Table 1. Partnership Opportunities	2
Table 2. Interviewees by Sector.....	8
Table 3. “Quick Win” Opportunities.....	12
Table 4. ‘Higher Impact’ Opportunities.....	14
Table 5. Prioritization Criteria: Project Value	17
Table 6. Prioritization Criteria: Business Value	18
Table 7. Prioritization Criteria: Risks and ECOFISH Contributions.....	19
Table 8. Gating Results: ‘Quick Win’ Partnership Opportunities.....	21
Table 9. Gating Results: “Higher Impact” Partnership Opportunities.....	22

List of Figures

Figure 1. Simplified “Stage-Gate” Process Diagram.....	20
--	----

Acronyms and Abbreviations

ATBI	-	Ayala Technology Business Incubator
BFAR	-	Bureau of Fisheries and Aquatic Resources
BOT	-	Build-Operate-Transfer
CBO	-	Community Based Organization
COP	-	Chief of Party
COR	-	Contracting Officer's Representative
CRM	-	Coastal Resource Management
CSR	-	Corporate Social Responsibility
EAFM	-	Ecosystem Approach to Fisheries Management
ECOFISH	-	Ecosystems Improved for Sustainable Fisheries Project
FISH	-	Fisheries Improved for Sustainable Fisheries Project
GDA	-	Global Development Alliance
GPH	-	Government of the Philippines
HLAG	-	High Level Assurance Group
ICT	-	Information and Communications Technology
ICTO	-	Information, Communication and Technology Office
ISO	-	Institute of Social Order
LGU	-	Local Government Unit
MFI	-	Microfinance Institution
MKBA	-	Marine Key Biodiversity Area
MOU	-	Memorandum of Understanding
MPA	-	Marine Protected Area
NGO	-	Nongovernmental Organization
PACPI	-	Philippine Association of Crab Processors, Inc.
PBE	-	Philippines Businesses for the Environment
PPP	-	Public Private Partnership
RPA	-	Rapid Public-Private Partnership Appraisal
SOW	-	Scope of Work
SMS	-	Short Message Service
SSG	-	SSG Advisors
USAID	-	United States Agency for International Development
USAID/IDEA	-	USAID's Office of Innovation and Development Alliances
USG	-	United States Government

“We must partner with the private sector much more deeply from the start, instead of treating companies as just another funding source for our development work. In short, we must embrace a new wave of creative, enlightened capitalism.”

*- Dr. Rajiv Shah
USAID Administrator
Remarks on October 20, 2011*

1. Executive Summary

The USAID-funded Ecosystems Improved for Sustainable Fisheries (ECOFISH) project will play a critical role in enhancing and sustaining the management of critical coastal and maritime resources on which many of the 94 million people living in the Philippines depend. To counter dwindling fish stocks caused by overfishing, poorly enforced regulations, and lack of controls, ECOFISH will engage the participation of national agencies, local governments, and the private sector to apply Ecosystem Approach to Fisheries Management (EAFM) principles at the local and national levels. ECOFISH will address communities’ vulnerabilities and abilities to adapt to changing conditions. Public-private partnerships can play a valuable supporting role in leveraging the private sector to address and enhance ECOFISH objectives in a way that ensures the project's results will be sustainable and have broader impact. Recognizing the potential role for partnerships, ECOFISH prime contractor Tetra Tech ARD commissioned this Rapid Public-Private Partnership Appraisal (RPA) in November 2012 from ECOFISH subcontractor SSG Advisors.

The principal focus of this RPA is to explore the development of public-private partnerships that intersect with ECOFISH project objectives, and key related interests of the private sector in the Philippines. As a core element, the appraisal analyzes the interests, challenges, and issues facing the private sector and other potential partners in the Philippines related to ECOFISH objectives. While the appraisal did not restrict the types of businesses and sectors examined, SSG Advisors did consider the anticipated focus and funding for specific ECOFISH project priorities in determining the most likely businesses and private-sector institutions that could be interested in partnerships.

In addition to identifying fifteen public-private partnership opportunities, the ECOFISH RPA prioritizes each potential partnership according to the perceived value to the project and the transaction costs that would be involved in developing each partnership. SSG is working closely with ECOFISH staff to carefully weigh each partnership opportunity according to a variety of issues ranging from effectiveness of activities to development time required.

In analyzing each partnership according to potential value and costs, the ECOFISH RPA provides the project with a series of tools and steps to assist staff in navigating how, when, and what partnerships should be pursued. An important objective of the RPA methodology is to provide a clear understanding of the ways in which partnerships can best be integrated into the

strategic planning process – i.e. pathways for identifying the most strategic partnerships according to project needs – and where the private sector can provide the greatest additional value in achieving key project outcomes.

1.1 Key Findings

The RPA team focused on finding and analyzing key intersections between ECOFISH priorities and objectives and private sector issues and interests, as highlighted in Sections 4.0 and 5.0. The following table (Table 1) highlights the fifteen high-value strategic partnership opportunities classified the opportunities into two categories that reflect both the anticipated implementation time and the level of effort needed to create the partnership. These categories also suggest the expected impact that would result from partnering – namely, the longer the timeframe, the greater the overall impact for the project.

Table 1. Partnership Opportunities

‘Quick Win’ Partnership Opportunities
<ul style="list-style-type: none"> • MPA Strengthening • Support to LGUs for Sustainable Fisheries • Support to Entrepreneurs for Sustainable Livelihoods • Mangrove Reforestation • Income Diversification • ECOFISH Infoboard/Mass SMS Protocol • Applications for ECOFISH Sites • Mobile Teacher Program • ECOFISH Video Development
‘Higher Impact’ Partnership Opportunities
<ul style="list-style-type: none"> • Blue Swimming Crab • Enhanced Enforcement • CORAL Project Expansion • ECOFISH Enterprise Incubator • ECOFISH ICT Platform • Super Wi-Fi Enforcement

The partnership opportunities presented in this report range across all ECOFISH programmatic components. Each addresses fundamental objectives of the project. Each opportunity represents a chance for ECOFISH, USAID, the Government of the Philippines (GPH), and key project stakeholders to leverage private sector resources towards improving the management of critical coastal and marine resources. By tapping the knowledge, expertise, technology and/or networks of the private sector, ECOFISH can achieve greater effectiveness, scale, efficiency, sustainability and replication of successful models, and systemic change.

A detailed description of each opportunity, including potential partners, business interests, etc., can be found in Section 6.0 of this report. Section 7.0 details how and why the fifteen partnership opportunities were prioritized based on factors such as predicted additional value to

the project's primary goals and objectives, value for the private sector, and risks and costs expected to initiate each partnership. Finally, Section 8.0 highlights a number of critical next steps for the ECOFISH partnership-building process.

1.2 Building on Appraisal Findings

The ECOFISH RPA represents the first stage in the partnership development process through which the project can build a number of high-value strategic public-private partnerships designed to leverage significant additional resources (including funding, technology, and expertise) and position ECOFISH for long-term impact well beyond the life of the project.

In the coming months, ECOFISH will hone a partnership development approach that emphasizes realistic and effective implementation of targeted partnerships for ECOFISH Year 1 and beyond. As a key element in this process, ECOFISH will continue to gate and build high-value partnerships from the opportunities identified in the assessment. Key tasks will include:

- Formally negotiating shorter- and longer-term partnerships with key potential private sector partners, including resource contributions, proposed activities, and development of concept notes.
- Convening ECOFISH partnership review panels (called the High Level Assurance Group) on a quarterly basis to assess development of key partnership opportunities and to continue the process of partnership selection.
- Developing and delivering a capacity-building component designed to support ECOFISH Community Partnership development.

As a leader in developing best practices in public-private partnerships, SSG is poised to assist ECOFISH leadership and Tetra Tech ARD in developing a comprehensive partnership strategy and approach.

2. Partnership Appraisal Overview

In June 2012, USAID/Philippines launched the Ecosystems Improved for Sustainable Fisheries (ECOFISH) Project, a five-year project implemented by Tetra Tech ARD. The main objective of the ECOFISH Project is to improve the management of important coastal and marine resources and associated ecosystems that support local economies. The ECOFISH Project is intended to foster fishing sector reforms through the application of the Ecosystem Approach to Fisheries Management (EAFM) in larger marine conservation areas and involving clusters of Local Government Units (LGUs). It will promote the growth and restore the profitability of fisheries through conservation of ecosystem health and effective management.

2.1 Background and Objectives

As an ECOFISH implementing partner and subcontractor, SSG Advisors is guiding project efforts in identifying public-private partnerships – or Global Development Alliances (GDA), as the model has been called within USAID. SSG contributions to ECOFISH are also focused on identifying and developing strategic partnership opportunities and developing the capacity of

ECOFISH community stakeholders to select, build, and manage partnerships. As a first step, SSG has conducted a project-wide Rapid Public-Private Partnership Appraisal (RPA) across all project components to identify strategic partnership opportunities for ECOFISH. SSG has worked closely with ECOFISH management and staff in order to ground all partnership opportunities in the realities of project objectives and the expectations of USAID. Moreover, selection of partnership opportunities has clearly reflected the needs and priorities of the project's stakeholders regarding private-sector involvement in improving the management of important coastal and marine resources and associated ecosystems that support local economies. The strategic partnerships will draw on the added value and resources of the private sector (including technology, skills, expertise, etc.).

Conducted in November and December of 2012, the ECOFISH RPA was led by ECOFISH Partnership Specialist Lawrence Ang and supported by Thomas Buck, ECOFISH Partnership Advisor. The appraisal focuses on identifying strategic, high value partnership opportunities in priority areas throughout the project's programming focus.

2.2 Public-Private Partnership Definition

At their most rudimentary level, USAID public-private partnerships are defined as agreements between the Agency and/or its implementing partners and at least one private-sector actor that define and address a specific development problem. Since the launch of the Global Development Alliance (GDA) model in 2001, USAID has evolved its approach to building and defining partnerships that provide the most value to USAID and its development objectives. USAID's Office of Innovation and Development Alliances (USAID/IDEA) defines *strategic* partnerships as those that most effectively and successfully combine resources and share risks in pursuit of common objectives. Strategic partnerships deliver greater development impact through the combined strengths of multiple stakeholders. Strategic partnerships are possible where private-sector interests share a degree of overlap with a USAID strategic objective or planned result. Partnerships then become a mechanism by which USAID Operating Units tap into additional resources in support of strategic objectives, and for-profit resource partners enlist USAID's development expertise in support of their direct and indirect business interests. Partners are expected to bring new resources, ideas, technologies, and/or other partners to address particular development challenges. Conversely, a public-private partnership should not be understood as a matching grant or an activity sponsorship.

It should be noted that this RPA does *not* focus on traditional or *contractual* public-private partnerships – or PPPs – which are a current focus of and priority from the Government of the Philippines (GPH).¹ Contractual PPPs are defined as broad agreements between government and the private sector that involves the provision of public services or infrastructure. Contractual PPPs are meant to infuse public priorities with the managerial skills of the private sector, thereby mitigating the burden of large public capital expenditures and transferring risk to the private sector. While privatization results in a full transfer of public assets to the private sector, contractual PPPs bring government and business together to provide or improve services. Contractual PPPs often take the form of large infrastructure projects such as 'build-operate-transfers,' or BOTs, in which a private entity receives a concession from the public sector to

¹ Information about current policy and practice for PPPs in the Philippines can be found at: http://ppp.gov.ph/?page_id=8

finance, design, construct, and/or operate a public facility, service, or system as stated in a concession contract.

USAID public-private partnerships – also called public-private alliances or Global Development Alliances (GDAs) – are distinguished from other public-private partnerships and traditional development interventions by a number of key criteria. USAID emphasizes *market-driven approaches* to partnerships between the public and private sectors to address *jointly-defined* business and development objectives. Alliances are *co-designed, co-funded, and co-managed* by partners so that the risks, responsibilities, and rewards of partnership are equally shared. In addition, each partner is viewed as bringing a unique resource or talent to address a common challenge in a manner that is bigger, better, and/or faster than each partner could achieve on its own.

3. Purpose of Partnership Appraisal

The principal focus of this RPA is the identification of strategic, high-value public-private partnerships for ECOFISH. The appraisal concentrates on recognizing and prioritizing public-private partnership opportunities, in which ECOFISH activities, priorities, expectations, and goals clearly intersect with private-sector interests, challenges, needs, and issues. ECOFISH strategic partnerships will bring new resources, ideas, technologies, and/or other partners to address the project’s overarching objective of improving the management of important coastal and marine resources and associated ecosystems that support local economies. All partnership opportunities will clearly reflect the needs and priorities of ECOFISH and its implementing and GPH partner institutions – in particular the Bureau of Fisheries and Aquatic Resources (BFAR) – regarding private-sector involvement in achieving the objectives of the project. The strategic partnerships presented in this report draw on the added value and resources of the private sector (such as technology, skills, expertise, etc.) and include international, national, or local firms that have the potential to dramatically impact project objectives.

This partnership appraisal document represents partnership scoping results as of December 2012. SSG anticipates that some partnerships identified and even launched through the RPA process may not come to fruition due to factors such as changing partner priorities. Beyond the partnership opportunities presented in this report, SSG will continue the ECOFISH strategic partnership scoping process at several junctions in Years 1 and 2. SSG expects that additional strategic partnerships not presented in this report may be identified and chosen for development by ECOFISH.

In identifying project partnership opportunities, the ECOFISH RPA addresses the following intersections between ECOFISH and the private sector:

- The ECOFISH components and activities that could be improved through partnership with the private sector;
- The major business sectors related to ECOFISH objectives that show potential for partnership oriented toward enhancing and sustaining the management of critical coastal and marine resources in the next 1-5 years;
- The business interests, needs, and challenges facing the Philippine private sector that relate to ECOFISH objectives;
- Corporate Social Responsibility (CSR) issues and philanthropy that relate to ECOFISH objectives;

- The resources (investment, technology, expertise, etc.) that the private sector might bring to bear in addressing ECOFISH objectives;
- The major potential local and multinational private-sector partners for ECOFISH going forward in building public-private partnerships;
- The key areas of overlap between the issues and concerns raised in private sector interviews and dialogues and ECOFISH programming and objectives; and
- Major constraints currently inhibiting engagement with identified potential partners, if any.

4. Project Considerations

Meetings with project management and staff provided essential information for the ECOFISH RPA. It should be noted that ECOFISH itself was in start-up mode during the first round of the RPA process covering the period of October to December 2012. Despite this, meetings with project management, staff, and the USAID ECOFISH COR provided a comprehensive review of ECOFISH objectives and expectations, and highlighted a number of areas in which partnerships could have impact. Moreover, the talks illustrated a number of key considerations for future ECOFISH partnership development. These included the following:

- **Strategic partnerships facilitating community benefits.** ECOFISH is expected to facilitate increases in fish stocks and improved employment in 8 marine key biodiversity areas (MKBAs) across the Philippines. In order for strategic partnerships to be effective and catalytic towards meeting these goals, they will be oriented towards providing community benefits to specific sites, or will be demonstrated to provide direct community impacts across multiple sites.
- **Partnerships diversifying local incomes and mainstreaming gender.** A key approach towards right-sizing fishing efforts is complementing enforcement activities with the diversification of local household incomes and the mainstreaming of gender into PPPs. Both strategic and community partnerships are expected to establish platforms towards this end—with strategic partnerships establishing linkages with broader market opportunities particularly for women, and community partnerships facilitating the identification of potential livelihood opportunities, building local skills, and empowering, where appropriate, women-specific enterprises towards competitively realizing these opportunities.
- **Value chain oriented partnerships.** As ECOFISH rolls out its benchmarking and baselining activities, partnerships could be established to address certain gaps at various points of the value chain to enhance biophysical and socio-economic outcomes. These points could correspond to product development, distribution and marketing, and establishing an enabling environment for women-specific enterprises, among others, for which strategic and/or community partnerships could be organized.
- **Leveraging ECOFISH training, research, and community mobilization.** ECOFISH is committed to deliver a certain number of trainings, research, and community mobilization to meet specific project goals. Partnerships both at the strategic and community level should leverage these activities as a counterpart in securing external commitment towards increasing scale and impact.

- **Leveraging private sector technical expertise.** Project management indicated an interest in strategic partnerships that take advantage of the private sector’s unique expertise and market position to enhance activities towards meeting project goals and nurturing community partnerships through technical assistance, mentoring, and networking for maximum impact.
- **Establishing clear ownership by communities and government counterparts.** Although ECOFISH will establish and develop partnerships, the project’s role will be strictly facilitative and catalytic to the extent possible. Any agreement established under a strategic partnership should at a minimum involve a private sector entity and a government entity at either the national and/or local level. This is to ensure that there is clear ownership of the partnership and its activities beyond just ECOFISH as the pilot or facilitator, as well as guarantee clear commitments and facilitate broader applications from the respective entities. ECOFISH will adopt a Gender and Development (GAD) approach to mainstream partnerships into local economies, specifically involving women’s groups and women champions in key decision-making processes, business planning, and leading implementation.

5. Private Sector Perspectives

As a core component to the assessment, the ECOFISH Partnership Specialist canvassed companies and firms representing numerous business sectors in order to analyze the interests, challenges, and issues that intersect with ECOFISH goals and activities. The overall objective of this component was to identify potential opportunities ripe for collaboration and partnership between ECOFISH and the private sector. As a first step, the ECOFISH RPA Team identified a number of industry and business sectors that were likely to have direct or indirect overlap with project goals and objectives. These ranged from fishing companies to telecommunication companies and energy companies to banks and foundations, among others.

As of December 2012, the Partnership Specialist interviewed 20 companies and entities representing several priority business sectors (Table 2). The goal of the interviews was to explore a company’s business interests, commercial or operational challenges, and corporate social responsibility objectives that might overlap with ECOFISH goals and activities

Table 2. Interviewees by Sector

Business Sectors	Companies and Institutions Interviewed
Fisheries Sector	RBL Fishing
	Philippine Association of Crab Producers Incorporated
	National Fisheries Institute (US)
Energy Sector	First Gen
	Chevron
	Manila Water
Information, Communication, Technology Sector	SMART
	Microsoft
	Mobile Movement
	Knowledge Channel
Social Enterprise	Microventures Foundation/Hapinoy
	Philippine Businesses for the Environment
Food Production Sector	Phillips Seafood
	Coca-Cola
Financial Services / Banking Sector	Landbank
	Bank of the Philippine Islands
	Development Bank of the Philippines
Private Foundations	Ayala Technology Business Incubator / Ayala Foundation
	ABS-CBN Foundation
Government Sector	Public Private Partnership Center of the Philippines

The following sections review major findings according to the types of issues addressed during the interviews. These are categorized into business interests, business challenges, and Corporate Social Responsibility and Philanthropy.

5.1 Business Interests

Interviews with the private sector identified a broad range of business interests that relate to ECOFISH goals and activities. The most significant and regularly cited business interests include:

- **New market opportunities**—Numerous interviewed companies from the telecommunication, financial, and social enterprise sectors see the opportunity of a partnership as a way to explore market entry into new geographical areas through which a

company's products or services could be promoted and further developed for specific needs.

- **Science-based approaches**—Almost all of the companies interviewed expressed enthusiasm in engaging in a partnership that included ECOFISH mainly due to the potential of establishing science-based approaches and methodologies to inform and guide interventions. With the fishing industry in particular, not only are science-based approaches seen as critical in managing potential investments and savings, but they would be important in establishing baselines and impact analysis for gauging sustainability.
- **Expanding success stories and best practices**—All companies interviewed have their own success stories and best practices generated from years of experience and interventions in the fisheries, marine, and coastal sectors of relevance to ECOFISH. These companies are very interested in engaging in partnerships that could potentially validate, expand, and scale-up such best practices where possible, and ultimately promote practical solutions for the company, the sector and the community at large. There is also an interest to build on best practices generated during the predecessor Fisheries Improved for Sustainable Harvests (FISH) project and apply these to potential partnerships.
- **Potential for innovations**—With the aggressive economic growth of the Philippines, there is now an increasing appetite across companies to develop new business in the country stemming from new ideas and new talents wherever they may be found. Companies are therefore excited to engage in partnerships that could potentially assist them in broadening their views with regard to identifying innovations needed in the field, as well as link them with new ideas and innovative solutions from the field, where these can ultimately be nurtured, “incubated” or “accelerated” for broader market applications.

5.2 Business Challenges

The most significant and regularly cited business challenges include:

- **Value chain issues**—Many food production, processing, distribution, and other companies are dependent on complex supply and value chains for their operations. In some cases, companies cited bottlenecks and challenges at various points along their value chains as a disincentive for expanding operations. For example, while there might be a strong base for fish production in a particular locale, there might be limited processing and distribution capacities on-site, making it costlier to operate. Similarly, several entities cited sheer difficulty in accessing sites as a major obstacle to even considering these for business.
- **Weak local institutions**—There is a fear among businesses that local institutions are still proven to be weak most especially in areas like Tawi-Tawi and the Bicol region. Such weaknesses are largely associated with poor governance, unclear policies and permitting schemes, and lack of community mobilization, all in all contributing to unfriendly business environments. Furthermore, businesses also cited difficulties in working with

different parts of the bureaucracy, often confusing and confounding otherwise straightforward processes.

- **Unstable political situations**—All interviewed businesses consistently cited the upcoming 2013 elections as a huge influence for how they will engage in business with certain areas. While elections are a ‘natural’ part of local governance systems, many businesses noted that local business environments depended on mayors who might not be reelected.
- **Lack of sustainability**—Several businesses mentioned challenges relating to the lack of sustainability of both government and private sector interventions in which local capacity is not properly established to carry initiatives beyond a specific project’s lifespan. Such lack of capacity, they believe, has largely to do with poor business skills and local support systems.
- **Difficulty in linking environmental outcomes and socio-economic outcomes**—In cases where the private sector has already engaged in business or CSR designed to produce environmental and/or socio-economic outcomes, a number of businesses largely cited chronic difficulties in linking these outcomes to one another and challenges in monitoring and evaluating them systematically.

5.3 Corporate Social Responsibility and Philanthropy

During assessment interviews, a number of companies also underscored ongoing CSR programs that can be useful for the purposes of ECOFISH.

- **Adopt an MPA (Marine Protected Area)**—Several companies such as Landbank, First Gen, Chevron, SMART, and others have engaged in some form of CSR that ‘adopts’ an MPA and supports its upkeep through the payment of sea guards (“bantay dagat”) and purchase of equipment, among others. A few companies like First Gen have taken the next step and established a model for implementing closed-seasons and accordingly providing alternative livelihoods to support fishers via conservation agreements.
- **Mangrove Reforestation**—Companies such as the Development Bank of the Philippines, RBL Fishing, PACPI, and SMART all engage in regular mangrove reforestation activities as part of their CSR programs.
- **Business Incubation and Acceleration**—Since 2000, the Ayala Foundation (the CSR wing of the Ayala Corporation) has engaged in nurturing high value business start-ups through enterprise support services such as the provision of workspace, mentoring, and networking as part of its Ayala Technology Business Incubator initiative.
- **Mobile Teacher Program**—The Knowledge Channel and the Bank of the Philippine Islands promote a Mobile Teacher Program as part of their CSR programs for which they provide support to local teachers to reach out to mission areas across the Philippines, as well as provide teaching modules supported with videos. These teaching modules can range from comprehensive (e.g. 4th grade curriculum) to subject-specific (e.g. marine biodiversity).

- **Application Development**—SMART has developed environment-oriented applications for smart phones including weather forecasting and environmental reporting as part of its CSR program and piloting smart applications initiative.

6. ECOFISH Partnership Opportunities

By matching private sector interests with the project’s objectives and activities, SSG was able to distill a number of potentially high-value, public-private partnership options for ECOFISH. In all, 20 opportunities are presented in the body of this report. Of these, 17 were packaged and presented to the ECOFISH team for a screening process detailed in Section 7.0 of the RPA. Partnership screening is determined by a select group of relevant ECOFISH staff – called a High Level Assurance Group, or HLAG – that reviews and deliberates partnership ideas on the basis of their potential value for the project, the businesses involved, operational costs, and opportunities for gender mainstreaming, among other decision factors. In the case of the opportunities presented in this RPA, the HLAG provided clearance for 15 of 17 strategic partnership opportunities to move forward into the development phase. The screening methodology and specific valuation by staff are presented in Section 7.0 of the report. Section 7.0 also provides details of the High Level Assurance Group’s guidance for how to proceed with specific partnerships.

The RPA divides the 15 potential partnerships into two categories: ‘quick wins’ and ‘higher impact.’ Each category is defined by the amount of time required from ECOFISH to launch and develop the proposed partnership. Moreover, each category effectively correlates with the long-term project impact predicted. The longer-term opportunities are generally expected to result in larger-scale impacts, while the shorter-term opportunities would generate lesser-scale results.

The following section summarizes individual partnership opportunities according to a basic opportunity description along with the major project activity, objective, and or issue being addressed through collaboration. In addition to these summaries, Annex A of the ECOFISH RPA elaborates on each opportunity by presenting detailed tables for each partnership opportunity that provide more information on business interests and development challenges, potential private sector resources, ECOFISH resources and value, constraints or risks, the timeframe in question, and next steps for the project.

6.1 ‘Quick Win’ Opportunities

A number of partnership opportunities can be qualified as ‘quick wins.’ These can be viewed as partnerships that ECOFISH can broker and launch relatively swiftly, possibly within Year 1 and 2. The following table illustrates key points including a very basic description and potential partners. Longer descriptions of each opportunity follow the table, and full narratives can be found in Annex A.

Table 3. “Quick Win’ Opportunities

Partnership	Brief Description	Potential Partners
MPA Strengthening	Partnering with Chevron to ‘adopt’ MPAs in San Fernando, Lingayen Gulf	Chevron
Support to LGUs for Sustainable Fisheries	Promotion of sustainable fisheries through credit, training, ‘Adopt-an-MPA,’ for LGUs and cooperatives.	Landbank
Support to Entrepreneurs for Sustainable Livelihoods	Promotion of sustainable livelihoods through credit, training for entrepreneurs and cooperatives.	BPI
Mangrove Reforestation	Promotion of mangrove reforestation for LGUs with policy and/or socio-economic components	DBP
Income Diversification	Diversifying micro-producer and fisherfolk incomes through value addition and distribution channels.	Hapinoy, Microventures Foundation
ECOFISH Infoboard/Mass SMS Protocol	Mass SMS protocol for large groups (e.g. all LGUs) to use for info campaigns.	SMART
Applications for ECOFISH Sites	Deploying two apps (environmental reporting and fish density) for use by ECOFISH sites and hosting of a ‘hack-a-thon’ to solve ECOFISH tech problems.	SMART
Mobile Teacher Program	Leveraging ‘mobile teacher programs’ for ECOFISH trainers.	Knowledge Channel
ECOFISH Video Development	Development of video modules	Knowledge Channel

- Strengthening MPAs in San Fernando, Lingayen Gulf**—Chevron together with the Local Government Unit of San Fernando and the NGO Institute of Social Order (ISO) are currently exploring possible MPA establishment in the San Fernando Area of the Lingayen Gulf. ECOFISH is potentially interested in engaging in a strategic partnership with Chevron, the LGU and the ISO towards facilitating the socio-economic and livelihoods component of the MPA and organizing a network analysis of the various MPAs operating in the region. As this rides onto an existing partnership, this initiative is a low hanging fruit as it also potentially contributes towards achieving biophysical and socio-economic targets of ECOFISH.
- Support to Local Government Units for Sustainable Fisheries through Credit and MPA Adoption**—Landbank has the mandate to contribute towards Philippine rural development through the provision of affordable credit schemes and has deep experience in working in the fisheries sector. Landbank’s CSR also considers the adoption of MPAs. ECOFISH is interested in potentially engaging in a strategic partnership with Landbank where ECOFISH can connect and vet potential LGU borrowers to Landbank especially if the credit scheme involves contributing to sustainable fishery outcomes and enabling women-specific enterprises. Furthermore, as an incentive, Landbank can bundle its credit support with the establishment and adoption of an MPA in the LGU. This strategic partnership contributes to ECOFISH socio-economic targets.

- **Support to Entrepreneurs for Sustainable Livelihoods through Credit, Training and Technical Support**—The Bank of the Philippine Islands (BPI) is primarily oriented towards extending credit and loans to medium-to-large scale investments and continues to be the largest provider for Philippine investments. ECOFISH is interested in potentially engaging in a strategic partnership with BPI where ECOFISH can connect and vet potential entrepreneurs and proposals meeting a certain scale especially if the credit scheme involves contributing to sustainable fishery outcomes, including infrastructure or ecotourism related proposals. ECOFISH can also leverage the facility to facilitate policy formulation and safeguards to ensure enterprises are sustainable and mainstream gender. Furthermore, as an incentive, BPI can bundle its credit support with the establishment of an ad-hoc technical group from BPI to review and advise on the most promising proposals. This strategic partnership contributes to ECOFISH socio-economic targets, while also forming part of the suite of potential mentorship offerings ECOFISH can provide to the community partnerships.
- **Mangrove Reforestation**—The Development Bank of the Philippines has an existing forest grant program as part of its CSR and contribution to the National Greening Program under the Department of Environment and Natural Resources. The forest grant program includes mangrove reforestation of up to 50 hectares. ECOFISH can identify the most suitable sites and bundle the grant with policy and/or socio-economic components as part of a potential strategic partnership.
- **Diversifying Micro-producer and Fisherfolk Incomes through Value Addition and Distribution**—Microventures Foundation together with the Hapinoy chain of sari-sari stores train rural entrepreneurs to produce and market processed food products as an income diversification strategy while at the same time offering to distribute these goods across the country. The two organizations work together and are mostly based out of Bicol. ECOFISH is interested in potentially engaging with Microventures and Hapinoy under a strategic partnership to train specifically women entrepreneurs and distribute processed food/fish products from the ECOFISH site in Bicol and beyond. This represents a potentially significant boost to ECOFISH efforts to improve livelihoods and empower women to effectively contribute towards household income diversification.
- **ECOFISH Infoboard/Mass SMS Protocol**—SMART is currently offering a mass SMS Protocol service to its corporate clients including local governments, called Infoboard. Infoboard has the capacity to text content to mobile phones en masse and could prove useful for ECOFISH information, education and communication thrusts, most especially in the field of enforcement.
- **Deploying Existing Environmental Applications for ECOFISH Sites**—SMART has developed two environmental applications for smart phones: one for facilitating environmental reporting and geotagging, and the other a fish density application. ECOFISH can potentially engage in a strategic partnership to test and improve the applications at scale, while at the same time assisting project work.
- **ECOFISH Mobile Teacher Program**—The Knowledge Channel has over 300 video modules produced on a broad range of topics covering Kinder to High School curriculum. These programs are broadcasted across the country through cable via Knowledge

Channel. For mission areas, the Knowledge Channel has established the Mobile Teacher Program, which tailors programs for specific audiences making use of videos and other teaching approaches. As part of a potential strategic partnership, Knowledge Channel is offering ECOFISH the mobile teacher platform, a training of trainers, specifically local women teachers and instructors, and the full 300 video modules of Knowledge Channel for the education programs of the project.

- **ECOFISH Video Modules**—As with above, the Knowledge Channel is also offering the production of exclusive video modules for ECOFISH, tailored to the project’s context and needs.

6.2 ‘Higher Impact’ Opportunities

In determining partnerships for the project, the appraisal team identified a number of opportunities that can be qualified as ‘higher impact.’ Compared to the 9 ‘quick win’ partnership opportunities, the higher impact opportunities are defined by more pronounced timeframes needed on the part of ECOFISH to achieve success. It is not expected that implementation for these partnerships could be launched before Year 2. Presented here are 6 potential higher impact partnership opportunities that address core business interests while achieving real project impact. As with the ‘quick win’ opportunities, the table that follows highlights key points including a very basic description and potential partners. Longer descriptions of each opportunity are included in addition to the table, and Annex A presents full explanations of each opportunity.

Table 4. ‘Higher Impact’ Opportunities

Partnership	Brief Description	Potential Partners
Blue Swimming Crab	Design of assessment tool for most effective gear replacement strategy towards the sustainable management of blue crab	PACPI, NFI, SFP
Enhanced Enforcement	Improving enforcement through technology and conservation agreements	FirstGen, JICA
CoRAL Project Expansion	Scaling up CoRAL to establish coral restoration awareness and related livelihood development	Philippine Business for the Environment
ECOFISH Enterprise Incubator	Providing ECOFISH-generated businesses with all support needed for launch	Ayala Technology Business Incubator (ATBI)
ECOFISH ICT Platform	Multi-purpose social media platform for MKBA info-sharing and ‘crowdfunding’	Mobile Movement, SMART
Super Wi-Fi Enforcement	Enhancing marine enforcement through Super Wi-Fi roll out	Microsoft, ICTO

- **Blue Swimming Crab Management**—The Philippine Association of Crab Processors (PACPI) together with US-based National Fisheries Institute is currently implementing a program to promote the sustainable management of blue swimming crabs in the

Philippines, which includes policy advocacy, training, and gear replacement. Through a strategic partnership with ECOFISH and a pilot LGU in Bohol, ECOFISH can facilitate the design of an assessment tool and assist in the implementation of a science-based assessment approach towards determining the most effective gear replacement strategy with most impact towards increasing the biomass of blue swimming crabs. This partnership can potentially address ECOFISH biophysical as well as socio-economic targets, while delivering on a species-specific study for Danajon Reef out of Bohol.

- **Enhanced Enforcement through Technology and Conservation Agreements**—First Gen has successfully piloted an enforcement approach in the Verde Island Passage under a CSR program which provides boats and technology to local enforcers or sea guards while bundling this with conservation agreements with local communities to facilitate compliance to closed-season fishing. ECOFISH is interested in facilitating a strategic partnership with First Gen and LGUs to pilot the same model for enhanced enforcement.
- **CoRAL Project Pilot**—The Philippines Businesses for the Environment (PBE) is in the process of formally establishing a project for Coral Restoration, Awareness and Livelihood or CoRAL. As a project supported by a coalition of top Philippine businesses, it will primarily be exploring the establishment of MPA ranches, or productive operations beside MPAs such as for sea cucumber production, to sustain sea guards and promote sustainable fisheries that is in harmony with enforcement. ECOFISH can facilitate strategic partnerships between LGUs and PBE to pilot the CoRAL project as well as potentially enhance its parameters to ensure positive biophysical and socio-economic outcomes.
- **ECOFISH Enterprise Incubator**—As mentioned above, the Ayala Foundation (the CSR wing of the Ayala Corporation) through the Ayala Technology Business Incubator (ATBI) since 2000 has been engaged in nurturing start-ups for high value businesses through enterprise support services such as the provision of workspace, mentoring, and networking. Under a strategic partnership, ECOFISH can identify and connect the most promising business plans, including those championed by women entrepreneurs, to be developed under the community partnership process and have the ATBI mentor the entrepreneurs involved. Conversely, the ATBI can also connect ECOFISH and LGUs with entrepreneurs who could likely contribute towards addressing ground-level concerns and assist in realizing opportunities.
- **ECOFISH ICT Platform**— ECOFISH has the opportunity to launch a dynamic partnership that would be built around a unique ‘crowd-lending’ information and communications technology (ICT) platform designed to allow MKBA fisherfolk and livelihood champions such as women-run enterprises to leverage their own stories with a goal of soliciting loans and outside funding from a wide range of individual donors. The ECOFISH ICT platform would provide a virtual ‘shop’ – essentially a mini web site for each community or community stakeholder group – into which outside visitors from around the world could directly interact with MKBA micro-businesses, explore their business concepts and personal stories of improved fishery management, track progress of skills development, and offer small loans if they like what they see through a mobile money partner. Key private sector partners in this model would include Mobile Movement, a unique social enterprise that has designed the platform, along with a mobile

carrier (e.g. SMART) and a mobile money and/or microfinance partner, or MFI (e.g. SMART Money). The carrier would provide connectivity and phones to local partners. The MFI would serve to aggregate incoming donations into loans for businesses. In the Philippine context, an advantage exists in the union of SMART and SMART Money, which are already operating under one corporate umbrella and providing mobile-based financial services.

- **Enhancing Marine Enforcement through Super Wi-Fi**— For ECOFISH, Super Wi-Fi could be an important technology for facilitating sustainable fisheries management through improved enforcement across Marine Protected Area Networks. Multiple communities would be able to work together through leveraged broadband access to harmonize management efforts across large geographic areas, with Super Wi-Fi as an efficient and effective means for communication and coordination. The Government of the Philippines (through the Information, Communication and Technology Office) has made universal access to broadband a national policy priority. Accordingly, it is planning to leverage ultra-low cost broadband technologies and innovative business models to ensure that even marginalized populations have access to information and services via broadband. Through discussions with SSG, ICTO has agreed to shift one of its Super Wi-Fi Pilot sites to an ECOFISH site, in order to demonstrate the potential of the technology to facilitate sustainable fisheries at the local level.

7. Gating Potential Partnerships

During the course of fieldwork, SSG identified 20 partnership opportunities in which ECOFISH project goals intersected with private sector interests. To determine which partnerships were appropriate for implementation, SSG convened a working group comprised of select ECOFISH staff whose primary role was to “gate” or decide if potential strategic partnerships should be elevated to the next stage of development. Called the ECOFISH High Level Assurance Group (HLAG), the group met on December 20th, 2012 and analyzed partnership opportunities presented in the RPA for their overall value that the public-private partnerships could bring to the project.

Central to this determination, the HLAG considered the additional value to be leveraged through partnership as well relative costs in building partnerships. The HLAG concluded that some RPA partnership opportunities could be jump-started quickly while others would require longer timeframes and negotiations. The highest value partnerships would take time to mature, but they also could lead to impressive outcomes for the project. At the opposite end of the spectrum, shorter-term partnerships might rapidly lead to tangible activities and deliverables within ECOFISH’s first year, assuming both management buy-in and successful negotiations with the private sector partners.

Going forward, the ECOFISH **High Level Assurance Group** will “gate” or determine if potential strategic partnerships are to be elevated to the next stage of development. The HLAG will be convened after SSG has conducted activities relating to various stages of partnership building (e.g. scoping, engagement, formalization, implementation).

The HLAG includes the ECOFISH COP, DCOP, and ECOFISH technical staff. As a rule, at least the ECOFISH COP and a relevant technical staff (e.g. Resource Economics Specialist, Biophysical Specialist, Enforcement Specialist, Training Specialist) should be present at a gating meeting.

Building from SSG’s STEP Framework, the HLAG reviewed the business value, development value, and risks and transaction costs associated with each partnership opportunity identified in the assessment. The group quickly determined that 5 of the 20 partnerships were not appropriate for detailed review due to a lack of overlap with project goals or very high transaction costs, as well as reputational risks. The remaining 15 opportunities were then carefully reviewed according to project value, business values, and operational costs (e.g. risks). The following sections (7.1-7.3) outline the methodology used by the HLAG and elaborate each of these factors into its component parts. Following this review, the final section (7.4) presents the findings of the HLAG partnership gating process for this RPA. Moving forward, these prospective partnerships will be mobilized and screened further along the ECOFISH stage-gate process, which will involve the participation of critical decision-makers and stakeholders including national and local BFAR representatives, LGU representatives, and community champions. Further information about the gating process and the HLAG can be found in the ECOFISH Public-Private Partnership Strategy.

7.1 Project Value

In determining the relative value of a partnership opportunity, it is important to weigh the merits of a public-private partnership as a development intervention. ECOFISH’s work plan specifies a series of project results as measures of project success. For a partnership to be considered of the highest value, it must fulfill program goals above and beyond what the project could achieve independently.

Over the last several years, SSG has analyzed scores of public-private partnerships around the world to determine the development value that collaboration with the private sector can bring to USAID development objectives (by enhancing and extending that which USAID-funded activities are able to achieve through project funding alone). With this in mind, the HLAG framed its review of opportunities with five types of value that partnering with the private sector could offer ECOFISH (see Table 5).

Table 5. Prioritization Criteria: Project Value

<ul style="list-style-type: none"> • Increased Scale refers to expanded impact as measured through a greater number of beneficiaries or extended geographic or sector reach achieved through the partnership. <ul style="list-style-type: none"> <u>Example</u>: Development of the Super Wi-Fi partnership could increase the power of enforcement by leveraging cutting edge technology to reach remote locations and collect data not available through traditional means. • Improved Effectiveness denotes an improved technical approach, results, and/or program as a direct result of the private sector’s unique knowledge. <ul style="list-style-type: none"> <u>Example</u>: Partnership with PACPI would help bring top of the line science and understanding of the Blue Swimming Crab industry to ensure the most impact towards increasing biomass and improving long-term health of the fishery • Increased Efficiency implies a cost or time savings to the partnership effort simply as a result of private sector contributions.
--

Example: Collaborating with First Gen’s Enhanced Enforcement partnership could lead to substantially reduced investments from ECOFISH, BFAR, and LGUs in VIP enforcement.

- **Increased Sustainability/Replication** seeks to define whether activities or impacts of the partnership can continue after ECOFISH support for the partnership or project ends. Replication refers to how feasible it is for ECOFISH or its partners to reproduce a successful partnership activity in other contexts.

Example: By partnering with Hapinoy, ECOFISH would provide a sustainable market for processed food products as an income diversification strategy while distributing these goods across the country

- **Systemic Change** refers to whether the partnership has the potential to make a substantial positive impact on a development challenge or an industry-wide bottleneck.

Example: By partnering with Mobile Movement and SMART, the ICT Platform could generate vast, on-going flows of small loans through social media outreach and MFI delivery that would serve to boost SME and entrepreneur development in MKBAs to a new level and create social and economic bridges to many investors otherwise unreachable.

7.2 Business Value

In successful strategic public-private partnerships, private companies typically collaborate with projects because a partnership will help address a key business issue. While there may be a variety of factors motivating a company to forge a partnership with ECOFISH, the HLAG framed its review around three of the most common motivators (see Table 6).

Table 6. Prioritization Criteria: Business Value

- The partnership solves a **key business challenge**. PACPI and the NFI are very conserved with the long-term health of the blue swimming crab fishery in the Philippines. Working with ECOFISH could be an important part of its approach to improve crab sector practices.
- The partnership creates **an investment or expanded market opportunity**. The ICT Platform partnership would create significant new investment opportunity by attracted small, social media-generated lenders from around the world
- The partnership creates **Corporate Social Responsibility (CSR) or image value for the company**. ECOFISH could partner with The Development Bank of the Philippines’ existing forest grant CSR program and its mangrove reforestation initiatives.

In most cases, the first two factors will have much greater importance to a company than CSR/image value. While CSR is gaining in importance globally, relatively few companies successfully integrate CSR as a component of their business strategy. Despite an overall lack of sophistication in a global context, CSR will clearly play a significant role in ECOFISH partnerships. For this reason, the gating process ascribed equal value to CSR as it did to solving business challenges or aiding new investment/ expanding markets, both of which are more clearly related to core business interests of most companies. Using this approach, the HLAG

determined the RPA opportunities that most successfully address interests of businesses operating or interested in the Philippines.

7.3 Risks and Transaction Costs

While business and project value of partnership opportunities is absolutely critical, the HLAG also considered whether partnership opportunities could present ECOFISH with significant risks and transaction costs. Table 7 illuminates the relevant risks of partnering.

Table 7. Prioritization Criteria: Risks and ECOFISH Contributions

<ul style="list-style-type: none">• Increased Risk refers to both development and reputational risk that ECOFISH may face as a result of the partnership. <u>Example:</u> Before embracing partnerships an extractive company like Chevron, USAID would need to agree to proceed and rigorous due diligence will need to be conducted on the company's practices in the region.• Staff Intensity refers to the level of ECOFISH staff involvement that may be required to bring a partnership to fruition and oversee its successful implementation. <u>Example:</u> Building the Holistic Foundation partnership would require ECOFISH staff to focus significant time to work with the Knowledge Channel producing video modules for ECOFISH.• Time Horizon defines the amount of lead-time required to take the proposed partnership opportunity from its present form to the point at which actual partnership activities are underway. <u>Example:</u> Building a Mobile Transaction partnership with SMART could involve too much planning and negotiation for the partnership to be feasible within the ECOFISH implementation period.

All partnerships and, indeed, development interventions as a whole entail a certain degree of risk. ECOFISH should not seek to avoid risk altogether but rather take calculated risks where the ‘payoff’ in development terms is deemed worth the potential risk to USAID funds and reputation. Having an understanding of the relative risk of a partnership opportunity is critical for management to make an informed decision about moving forward with a partner or partners. Transaction costs get at the heart of one of the most significant constraints ECOFISH faces: staff time. For ECOFISH in particular, staff time will be at a premium. Therefore, it is vitally important that ECOFISH management understand how much staff time a potential partnership requires and ensure that workloads, job descriptions, and performance evaluations are adjusted to reflect the time-intensive nature of a partnership. In line with this, staff engagement will ultimately be limited and optimized towards the participation of key personnel as members of a High Level Assurance Group responsible for “gating” strategic partnerships, and participation of site coordinators on identifying most appropriate communities for partnership and business planning training and “gating” the most promising business plans.

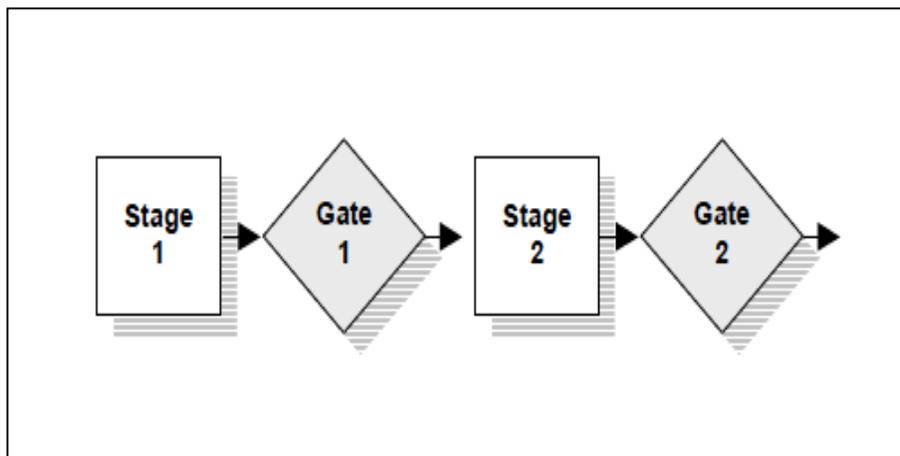
7.4 Gating Results

In conducting their overall review of partnership opportunities, the ECOFISH HLAG was able to ‘score’ each opportunity according to perceived value to businesses, the additional value they would add to project objectives and activities, and the potential transaction costs and risks each opportunity might present.

This scoring should be understood as Stage 1 in the ‘gating’ process – Partnership Scoping. The “stage-gate” approach to partnership development will allow ECOFISH to make disciplined decisions about partnership development in line with project goals. The “stage-gate” approach is outlined in more detail in the ECOFISH Public-Private Partnership Strategy. In sum is the objective of the approach to facilitate more efficient and focused efforts regarding partnership engagement and formalization, cognizant of the potential diversity and number of partnerships as well as limited staff time.

The stage-gate process is comprised of a series of ‘stages’ and ‘gates’ as shown in Figure 1. Each stage is defined by a set of specific partnership development activities; gates are checkpoints where guidance is provided by ECOFISH staff based on alignment of prospective partnerships to project objectives. More details of this process are provided in the ECOFISH Public-Private Partnership Strategy.

Figure 1: Simplified “Stage-Gate” Process Diagram



The following tables summarize the overall Gate 1 scores as measured according to high, medium, and low value; cost to the project; and reviews recommended gating actions for each opportunity. The first table reviews the ‘quick win’ partnership opportunity gating results.

Table 8. Gating Results: ‘Quick Win’ Partnership Opportunities

Partnership	HLAG Scorecard			HLAG Gating
	Project Value	Business Value	Risks	Action
MPA Strengthening	●	●	●	<i>Re-proceed to Stage 1</i> – Need to formally discuss with Chevron rather than just ISO on ECOFISH participation
Support to LGUs for Sustainable Fisheries	◐	●	◐	<i>Proceed to Stage 2</i> – Preference to connect MKBA LGU projects to Landbank and that adopt-an-MPA be an entry point
Support to Entrepreneurs for Sustainable Livelihoods	○	●	◐	<i>Re-Proceed to Stage 1</i> – Need to conduct due diligence on potential impacts on a case-by-case basis and consider bundling loans with safeguards and ordinances for sustainable fisheries
Mangrove Reforestation	○	○	○	<i>Hold</i> – Explore tapping into the Mangrove Reforestation grant
Income Diversification	●	●	●	<i>Proceed to Stage 2</i>
ECOFISH Infoboard/Mass SMS Protocol	●	●	●	<i>Proceed to Stage 2</i>
Applications for ECOFISH Sites	◐	●	●	<i>Proceed to Stage 2</i> – Need for more info and demo on existing apps for environmental reporting and fish density
Mobile Teacher Program	●	●	●	<i>Proceed to Stage 2</i>
ECOFISH Video Development	●	●	●	<i>Proceed to Stage 2</i> – High interest in video module development.
				

In comparing results, the HLAG ‘cleared’ all but three ‘quick win’ partnership opportunities to proceed into the next phase of partnership development (Stage 2), which entails negotiation and concept development with the potential partners. The HLAG asked that two opportunities (*MPA Strengthening and Support to Entrepreneurs for Sustainable Livelihoods*) return to the initial scoping stage in order to conduct due diligence and initiate discussions with additional potential strategic partnership. The *Mangrove Reforestation* partnership opportunity was put on hold to review potential overlap with an existing initiative.

Table 9. Gating Results: ‘Higher Impact’ Partnership Opportunities

Partnership	HLAG Scorecard			HLAG Gating
	Project Value	Business Value	Risks	Action
Blue Swimming Crab	●	●	●	<i>Proceed to Stage 2</i> – ECOFISH agreeable to assist with designing an assessment tool if: <ol style="list-style-type: none"> 1. There’s a focus on testing gear replacement outcomes. 2. PACPI helps fund the test plots 3. ECOFISH is not a control plot 4. There’s a potential for eco-labeling
Enhanced Enforcement	●	◐	●	<i>Proceed to Stage 2</i>
CoRAL Project Expansion	●	●	◐	<i>Proceed to Stage 2</i>
ECOFISH Enterprise Incubator	●	●	●	<i>Proceed to Stage 2</i>
ECOFISH ICT Platform	●	●	●	<i>Proceed to Stage 2</i>
Super Wi-Fi Enforcement	●	●	●	<i>Proceed to Stage 2</i>
				

In addition to the ‘quick win’ partnership opportunities, the HLAG also reviewed ‘higher impact’ opportunities. The HLAG agreed that all six ‘higher impact’ opportunities could proceed to the next stage of partnership development, i.e. engaging partners to develop concrete concept papers. In reviewing the Blue Swimming Crab partnership with PACPI, the HLAG concluded that in proceeding to concept development, ECOFISH should be clear about the expectations of the project, including direct funding from PACPI for the initiative.

While ECOFISH will move forward on developing fifteen select partnerships based on the results of the RPA and the gating process, it should be emphasized that SSG does not necessarily expect all partnership opportunities to develop into full-fledged strategic partnerships. All partnership opportunities are in their infancy – with the exception of the Super Wi-Fi opportunities – and more engagement with potential partners is needed before opportunities can evolve into full strategic partnerships. As outlined in the ECOFISH Partnership Strategy, the HLAG will meet at regular intervals for further “gating” of partnerships as they advance to the concept, MOU, and implementation stages. It should also be noted that ECOFISH will identify and build other strategic partnerships in the months and years to come beyond the fifteen identified in this RPA.

8.0 Next Steps

This RPA should be viewed as a first stage in the ECOFISH public-private partnership development process. In the second half of ECOFISH Year 1, SSG Advisors will develop a comprehensive, multi-tiered process to assist the project in building a range of strategic and community-level partnerships. First, SSG has developed an ECOFISH PPP Strategy that emphasizes realistic and effective implementation of targeted partnerships for ECOFISH Year 1 and beyond. SSG will also support ECOFISH by building staff capacity and understanding of the complex partnership implementation process. As part of this process, SSG will deliver tailored training support to select ECOFISH MKBAs and will mentor ECOFISH MKBA Site Teams. Finally, SSG will spearhead discussions and negotiations with the private sector with the goal of formally reaching an agreement and launching the ‘quick win’ Year 1 partnerships while simultaneously laying the foundation for the more complex medium- and long-term partnerships for Year 2 and beyond. A detailed description of next steps is given in the PPP workplan provided in the ECOFISH Public-Private Partnership Strategy document. Key next steps for ECOFISH partnership building include the following:

- **Review ECOFISH RPA with ECOFISH Management.** SSG will review key assessment findings and recommendations of the ECOFISH Rapid Public-Private Partnership Appraisal with project management and confirm partnership opportunities chosen for implementation. Central to this engagement will be a discussion of the resources (including staff time, funding, etc.) that ECOFISH will be able to contribute to any particular partnership over the life of the project.
- **Present ECOFISH Rapid Partnership Appraisal to USAID.** Once approved by ECOFISH management, SSG will present the RPA to USAID/Philippines in the first quarter of 2013.
- **Begin Negotiations with the Private Sector for Year 1 and 2 Public-Private Partnerships.** Building on the initial HLAG review process, SSG will enter formal negotiations on short- and long-term partnerships with key potential private sector partners. SSG will discuss resource contributions, proposed activities, and development of concept notes. Milestones and goals for discussions and overall partnership development will be formally outlined in individual concept papers and MOUs.
- **Launch ‘Quick Win’ Partnership Building.** Building on the initial HLAG review process, SSG will identify and develop the ‘low hanging fruit’ short-term partnerships most likely to develop rapidly in Year 1 of ECOFISH.
- **Continued facilitation for the negotiation and signing of the Super Wi-Fi and Blue Swimming Crab MOUs.** Building on negotiations and concept papers, SSG will seek to finalize development of MOUs for both the Super Wi-Fi and Blue Swimming Crab partnerships. SSG will facilitate final negotiations and assist in the organization and conduct of a public announcement of these partnerships. If successful, SSG anticipates partnership MOU negotiations will conclude by February 2013 for both partnerships and that signing ceremonies will take place for each partnership.

- **Gate Partnerships with ECOFISH Staff.** As a key element of the strategic partnership development process, SSG will continue to convene the High Level Assurance Group on a quarterly basis to assess development of key partnership opportunities and to continue the process of partnership selection and oversight.
- **Train ECOFISH Staff on Partnership-Building.** Successful development of ECOFISH partnerships will require the active understanding and participation of ECOFISH staff and select project stakeholders. As part of the overall ECOFISH Public-Private Partnership Strategy, SSG will conduct half-day trainings on the mechanics of partnership building, focusing on management, requirements, private sector understanding, and challenges/pitfalls, among other topics.
- **Develop ECOFISH Partnership Tools.** SSG will introduce and work with ECOFISH staff on specific partnership tools including concept paper frameworks, MoU templates, due diligence process assistance, and partnership governance design.
- **Design Monitoring and Measurement Process.** Working closely with the Fisheries and Coastal Resources Management Specialist, the ECOFISH Monitoring and Evaluation Specialist and the ECOFISH Resource Economist, SSG will design a monitoring and measurement (M&M) process to measure key PPP results. The M&M process shall be consistent with the ECOFISH PMP and will be built around capturing several core results of the project.
- **Conduct Community Partnership Assessment (Mapping and Scoping).** SSG will coordinate with the ECOFISH Resource Economist and MKBA site coordinators to identify locales for community partnership development for Year 1 and map/scope their overall needs, interests, and organizational capacity. It is envisioned that all community partnership development work in Year 1 will take place in the Verde Island Passage and the Danajon Reef MKBAs.
- **Conduct Community Partnership Training Design.** SSG will design three primary training modules for community partnership training – 1) Introduction to Partnerships, 2) Business Planning and Partnership Modelling, and 3) Community Mentorship Program. Adapted from SSG’s STEP Community Training tool, each module will provide a tiered engagement with targeted communities to build their capacity to build and identify their own partners.
- **Conduct Community Partnerships Training.** In Year 1, SSG will conduct three initial community partnership trainings in two priority MKBAs – Verde Island Passage and Danajon Reef – already identified through consultations with ECOFISH key staff and senior management. The trainings are expected to last 2 days and will take participants through the initial 2 modules from partnership introduction to initial business planning. By the end of three trainings in Year 1, SSG expects a minimum of 30 partnerships identified by community stakeholders.

- **Update Rapid Public-Private Partnership Appraisal.** Building on the successes in identifying 15 potential strategic partnerships in the ECOFISH RPA, the SSG team will update the RPA with potential high-value partnerships identified through continued engagement with the private sector. Priority sectors will continue to include the fishing industry, ICT, finance, equipment and tourism. In addition, the team will interview other foundations, development banks and key stakeholders that may have an interest in joining an ECOFISH strategic partnership. Through the updating, the team may identify up to 10 additional high value strategic partnership opportunities for consideration in the ECOFISH High Level Assurance gating process.

Annex A: Gated Partnership Opportunity Tables

Section 6.0 of the ECOFISH Rapid Partnership Assessment summarizes and highlights fifteen partnership opportunities that have been identified by the appraisal team. The following tables provide additional information for each partnership opportunity. In addition to basic information about the opportunities, each table provides more information on business interests and development challenges, potential private sector resources, ECOFISH resources and project value, constraints or risks, the timeframe in question, and next steps for the project.

A.1 ‘Quick Win’ Opportunities

A following tables detail the partnership opportunities qualified as ‘quick win.’

Opportunity	Strengthening MPAs in San Fernando, Lingayen
Business Sector(s)	Energy
Leading Companies	Chevron and the Institute of Social Order (ISO)
ECOFISH Component(s)	The establishment of a prospective marine protected area (MPA) within the area addresses the objective of conserving biological diversity and consequently contributes to the increase in fish biomass.
Project Development Challenge Addressed	One of the target sites of ECOFISH is Lingayen Gulf, encompassing the coast of Pangasinan and La Union. The gulf is a major site for various fishing activities and is at the same time a major shipping route for industrial vessels. As a consequence, the gulf faces serious issues in overfishing and marine pollution. In addition, the territory lacks action and support from the surrounding community. In response to this, San Fernando, a municipality of Lingayen, has required businesses with nearby operations to “adopt” MPAs as a contribution to the community. Currently, San Fernando is tapping CEMEX and Chevron, a company using the gulf as a shipping route for its oil supply. Chevron is now scoping for potential partners to assist them in ensuring the establishment and strengthening of an MPA in San Fernando. ECOFISH is specifically being eyed to conduct an MPA network analysis, as well as explore potential livelihood opportunities. The NGO Institute of Social Order (ISO) is currently being charged with conducting the community mobilization and training and will work closely with ECOFISH.
Business Interest	Chevron is interested in ensuring the continuity of operations in the Lingayen Gulf, supporting the local government’s programs for marine protection. Lingayen Gulf is one of its depot sites and it frequently uses the area as a shipping route for the transport of its oil. Its cooperation avoids possible conflicts with the community.
Potential Private Sector Resources	Chevron’s support can range from funding for the set-up of the MPA, the conduct of the MPA network analysis, monitoring and evaluation, the maintenance of the MPA and possible livelihood activities.

ECOFISH & Implementing Partner Resource Contribution & Value	As a prospective partner, ECOFISH is being eyed to undertake the MPA network analysis, and explore the possible socio-economic opportunities in San Fernando. ECOFISH will need to work with experts regarding the determination of the area and the coverage of the MPA site in San Fernando. ECOFISH is also expected to conduct basic socio-economic surveys and assessments to determine possible livelihood opportunities in the area.
Constraints/ Risks	The investment maybe an act of due diligence, to compensate for its recent oil spill incident. Long-term commitment of Chevron beyond the set-up of the MPA remains to be seen.

Opportunity	Support for Local Government Units for Sustainable Fisheries through Credit and MPA Adoption
Business Sector(s)	Banking
Leading Companies	Land Bank of the Philippines (Landbank)
ECOFISH Component(s)	Depending on the LGU projects which will eventually get funding, this opportunity can contribute to meeting both the biophysical and socioeconomic objectives of ECOFISH.
Project Development Challenge Addressed	Local Government Units (LGUs) across ECOFISH sites share a common challenge in accessing legitimate credit to fund LGU initiatives that could provide environmental or socio-economic benefits to their communities. As a Government Financial Institution (GFI), Landbank has experience and expertise in working with the public sector, particularly in the area of agriculture and fisheries, and is also interested in adopting a Marine Protected Area (MPA) as a CSR project. Through this partnership, Landbank shall extend friendly credit terms and technical support to LGUs for high-value projects, such as investing in infrastructure or equipment that can help achieve ECOFISH objectives, i.e., conserve biodiversity, enhance ecosystem productivity, and restore profitability of fisheries.
Business Interest	This is an opportunity for Landbank to broaden its client base in rural areas in the Philippines and help address challenges experienced by LGUs in loan repayment.
Potential Private Sector Resources	Access to legitimate credit, technical expertise, financial support for MPA establishment/strengthening
ECOFISH & Implementing Partner Resource Contribution & Value	ECOFISH shall mobilize the LGUs and help them identify and vet potential projects that would require funding. ECOFISH shall then put the LGUs in touch with Landbank and help in facilitating the discussion on financing for worthwhile projects. ECOFISH shall also assist the LGUs in designing a program where Landbank can adopt an MPA and contribute to its activities in conservation and protection.

Constraints/ Risks	This opportunity shall be limited by the following: (1) the types of projects or investment that the LGU can handle and sustain, and (2) the credit terms and funding that Landbank can offer. There is also additional work required to assess the LGUs' internal budget operations, as well as evaluating other financing opportunities available to LGUs.
-------------------------------	--

Opportunity	Support for Entrepreneurs for Sustainable Livelihoods through Credit, Training and Technical Support
Business Sector(s)	Banking
Leading Companies	Bank of the Philippine Islands (BPI)
ECOFISH Component(s)	This opportunity shall contribute to the ECOFISH objective of forging public-private partnerships as well as increasing the gainful employment from sustainable fisheries management.
Project Development Challenge Addressed	Entrepreneurs in ECOFISH sites often have limited access to legitimate credit. This is either because of their location or the scale of their business is not a large enough investment for financial institutions. This opportunity with BPI shall help extend credit to both start-ups and medium-to-large scale entrepreneurs and help improve their economic performance. The bank can also participate in training aspiring and start-up entrepreneurs in business plan development and execution by tapping their network for speakers and mentors.
Business Interest	Through this opportunity, BPI shall be able to increase their client base in rural Philippines, as well as improve their network and relationship with medium-to-large scale businesses based in rural areas.
Potential Private Sector Resources	Access to large facilities of credit, technical expertise, networking, training
ECOFISH & Implementing Partner Resource Contribution & Value	ECOFISH shall tap local entrepreneurs and businesses and train them in making proposals on potential business opportunities that BPI can fund. Worthwhile opportunities shall be passed on to BPI for further discussion and evaluation, and eventual funding.
Constraints/ Risks	To pursue this opportunity, ECOFISH needs to develop a program for training entrepreneurs and evaluating their business plans. This shall require ECOFISH to establish parameters to ensure that the business opportunities that will be funded shall have no adverse effect on the environment or go against ECOFISH objectives.

Opportunity	Diversifying Micro-producer and Fisherfolk Incomes through Value Addition and Distribution
Business Sector(s)	Retail Distribution / Microcredit
Leading Companies	Hapinoy, Microventures Foundation
ECOFISH Component(s)	This opportunity shall contribute in meeting the ECOFISH objective of increasing the number of people gaining employment or better employment from sustainable fisheries management.
Project Development Challenge Addressed	Some ECOFISH sites may have “signature products”, such processed food products, particularly fisheries-related products, or handicrafts, which have a lot of market potential if it had better reach. With the Hapinoy, a chain of sari-sari stores with branches throughout the Philippines, and Microventures Foundation, ECOFISH communities shall be able to turn these products from novelty items into a sustainable industry. Microventures can help facilitate training for communities to improve the quality and packaging of their products, which shall then be distributed in Hapinoy stores.
Business Interest	This opportunity shall benefit the Hapinoy and Microventures by increasing the variety of products available in Hapinoy stores. The ECOFISH community shall also benefit by learning social entrepreneurship, getting access to microcredit and improving the distribution of their products.
Potential Private Sector Resources	Market access, distribution of process products, training, microcredit
ECOFISH & Implementing Partner Resource Contribution & Value	ECOFISH shall identify communities with marketable processed food products and coordinate with Microventures and Hapinoy for community training, as well as marketing the products. ECOFISH can also encourage communities to develop products or handicrafts or suggest potential livelihood programs that Microventures and Hapinoy can support.
Constraints/ Risks	ECOFISH shall have to prioritize communities with existing marketable products. Moreover, ECOFISH has limited manpower to assist Hapinoy in marketing the products developed by the communities.

Opportunity	ECOFISH Infoboard / Mass SMS Protocol
Business Sector(s)	Telecommunications
Leading Companies	SMART

ECOFISH Component(s)	The ECOFISH's target to enhance and improve fisheries management can be achieved through the provision of a fast and more efficient way of communication. Texting content to mobile phones en mass empowers the LGU in its enforcement and coordination towards fisheries regulation, as well as the quick dissemination of information and news to all the stakeholders.
Project Development Challenge Addressed	The ineffectiveness of the enforcement of marine policies and restrictions has long been an issue in the country. Destructive fishing, illegal fishing and poaching as well as illegal entries in protected areas are still evident in various parts of the Philippines. It may be attributed to the fact that even the people in patrol doesn't have enough means to actually capture these acts and report incidents immediately to all the agencies involved. The capacity to forward information and report immediately is thus a priority. The capability to text content to mobile phones en masse via an infoboard/mass sms protocol system creates quick response teams and prompts real-time updates regarding marine enforcement and monitoring by providing instantaneous communication support. Mass sms protocols can also be utilized to facilitate information campaigns, disseminate news and updates, and enhance coordination of all the stakeholders. This can be done through a partnership with one of the biggest telecom provides in the country – SMART. Working with SMART satisfies ECOFISH's objectives of enhancing enforcement of various marine policies and likewise, shall promote the protection and preservation of marine biodiversity.
Business Interest	The partnership shall be in-line with SMART's interest to increase the users of SMS services as well as to demonstrate the potential of telecommunications for socio-civic purposes. This shall also improve the image of SMART towards the communities and hopefully capture more market in choosing SMART as their choice for telecommunication.
Potential Private Sector Resources	ECOFISH targets the technology of SMART and its ability to create the mass SMS platform. Likewise, SMART has established its reach/connectivity in most parts of the Philippines.
ECOFISH & Implementing Partner Resource Contribution & Value	ECOFISH needs to pull-in all information on how to maximize the use the infoboard/mass sms system . It shall be in-charge of the content development, the conduct of training on how to use the service, and shall be responsible for the roll-out of the infoboard/mass protocol system in the community and the mobilization of the quick response team (QRT).

Opportunity	Applications for ECOFISH
Business Sector(s)	Telecommunication
Leading Companies	SMART

ECOFISH Component(s)	The objective of ECOFISH to improve fisheries management and train the community to conduct their own monitoring shall be attained through an application that monitors fish catch density and promotes environmental control
Project Development Challenge Addressed	<p>It would take a significant amount of time and effort in monitoring fish catch manually. Fishermen return with their catch on different times of the day, and within a short amount of time, some fishermen immediately sell their catch to distributors/importers right away, and so, their catch are not monitored. Moreover, manual monitoring is prone to inaccuracy and subjectivity of the enumerator. The information gathered per fish landing site shall take time to integrate before it is forwarded to the office in-charge. Therefore, there is a need for a quick and more efficient way to monitor fish catch.</p> <p>SMART has developed a fish density monitoring application and an environmental reporting application for smartphones. The application aides fisheries management by providing a more efficient and accurate way of gathering fisheries data regarding catch values and fish composition. Through this technology, fish catch data is more accurate and more realistic.</p> <p>Moreover, the application shall enhance the enforcement of fishing regulations by providing a more systematic and quick way of relaying news and updates. Pictures of incidents, as well as the location shall quickly be forwarded to the appropriate offices. The application can be tested and demonstrated via various components of ECOFISH project, particularly in the enforcement and training for community-based monitoring.</p>
Business Interest	Through this partnership, SMART can increase its market share by expanding its services through smart phone applications and shall demonstrate socio-civic uses of smart phone technology. It is another way of marketing SMART down to the community level as it improves its image to the community and in the long run, can capture more users.
Potential Private Sector Resources	SMART has the technology and therefore, shall be in-charge of developing a user-friendly application fit for monitoring catch density as well as the application for environmental monitoring.
ECOFISH & Implementing Partner Resource Contribution & Value	ECOFISH shall be in-charge in selecting possible areas within the ECOFISH sites to serve as the pilot sites for the technology. ECOFISH shall likewise be in-charge in evaluating the information needed for fish catch monitoring and the improvement of the application. Likewise, ECOFISH is in-charge of the training of the QRT / LGU on the use of the application.
Constraints/ Risks	The partnership may be constrained to areas where the coverage of SMART's frequency is available. There might also be some restrictions on the service providers (e.g. Globe) the recipients are using.

Opportunity	Mobile Teacher Program
Business Sector(s)	Telecommunications
Leading Companies	Knowledge Channel
ECOFISH Component(s)	The mobile teacher program promotes the ECOFISH goal of imparting knowledge towards the marine environment and biodiversity to the local communities, and can be a substantial aid in developing different enterprise and livelihood programs in that community.
Project Development Challenge Addressed	<p>Multimedia is a vital tool for learning. Through the videos of Knowledge channel, learning can be much easier for the community because it has more reach – the videos can be seen by different people be it from the government down to the children at home. Moreover, the videos can be seen anytime, thus, learning can be replicated in the future.</p> <p>The partnership with Knowledge channel can supplement the ECOFISH training modules at the community level with the provision of applicable videos available from the Mobile Teacher Program of Knowledge Channel. We review and select appropriate materials that are related to biodiversity conservation, fisheries management and the creation of different enterprise and alternative sources of livelihood. Videos may be instructional videos on how to venture in different micro-business such as candle-making and food processing, and or informational videos highlighting the different flora and fauna in the marine environment.</p> <p>The access to these video modules will be given to ECOFISH and ECOFISH can provide these videos to different communities. Through the aid of the videos, ECOFISH promotes its objective of helping communities identify and create possible enterprises, and the objective of promoting biodiversity.</p>
Business Interest	Knowledge channel may increase its viewing population at different rural areas.
Potential Private Sector Resources	Resources that Knowledge channel can provide include its collection of 300+ educational videos at 20 minutes each
ECOFISH & Implementing Partner Resource Contribution & Value	The main role of ECOFISH is to integrate the video modules and incorporate it into the ECOFISH training programs, and to facilitate the training of ECOFISH staff on how to use the video modules.
Constraints/ Risks	Constraints include the language used in the videos and the reception or availability of cable channels in the rural areas.

Opportunity	ECOFISH Video Development
Business Sector(s)	Telecommunications
Leading Companies	Knowledge Channel
ECOFISH Component(s)	Through the videos, ECOFISH can meet its objective of making the communities identify possible alternative sources of livelihood and enterprise by highlighting different enterprise and business models to the community; promote marine biodiversity through documentation of the marine environment, and/or promote ecosystem-based fisheries management through documentation of a successful one
Project Development Challenge Addressed	The 20-minute video shall supplement the ECOFISH training modules at the community level. Given the opportunity of selecting its own theme and own concept, ECOFISH can create a video that shall be the most effective in actually meeting its objectives towards the local communities. This may be in the form of an instructional video on how to create business enterprises, on how to manage fisheries or it may be an informative video showing marine biodiversity.
Business Interest	Main business interest is to expand the viewers of Knowledge Channel programs at rural areas
Potential Private Sector Resources	Knowledge channel shall provide the production of the video. They can provide the cameras, the light set-up, the studio for voice recording and other production materials. Eventually, once the video is finalized, Knowledge channel may include the video in its line-up of programs. It is also important for the channel to provide the videos to different rural areas as they have more access towards these areas via the cable channel.
ECOFISH & Implementing Partner Resource Contribution & Value	ECOFISH shall be in-charge in developing the content of the video. It shall be in-charge of the actual research on the socio-demographics of its target market and the selection of materials and language to be used in the video. It needs to develop a story or flow that can encompass the objectives of ECOFISH and shall be in-charge in coordinating with possible resource persons for the knowledge or science part, and shall be in-charge in looking for potential actors and sites for the videos.
Constraints/ Risks	A possible constraint is the applicability of the different enterprises/livelihood highlighted in the videos and whether the language and materials to be used in the video is appropriate towards the local community.

A.2 ‘Higher Impact’ Opportunities

The second set of partnership opportunities that have been qualified as ‘higher impact.’

Opportunity	ICT Platform Business Development
Business Sector(s)	ICT
Leading Companies	SMART, Mobile Movement, SMART Money, other financial and business development services
ECOFISH Component(s)	
Project Development Challenge Addressed	<p>In addition to causing steep declines in the health of coastal ecosystems, poor management of fisheries has reduced the potential for fisherfolk in ECOFISH MKBAs to earn income from traditional small-scale fishing. Many fisherfolk have struggled as stocks have declined. A major goal for ECOFISH will focus on developing and enhancing ways in which MKBA citizens can earn a living in support of sustainable fisheries. The program’s economic development activities will enhance employment opportunities and, critically, develop opportunities for entrepreneurial stakeholders to launch or enhance micro- and small businesses related to sustainable fishing or improved management of fisheries.</p> <p>In support of these goals, ECOFISH has the opportunity to launch a dynamic partnership that would be built around a unique ‘crowd-lending’ information and communications technology (ICT) platform designed to allow MKBA fisherfolk to leverage their own stories with a goal of soliciting loans and outside funding from a wide range of individual donors. The ECOFISH ICT platform (ICTP) would provide an virtual ‘shop’ – essentially a mini web site for each community or community stakeholder group – into which outside visitors from around the world could directly interact with MKBA micro-businesses, explore their business concepts and personal stories of improved fishery management, track progress of skills development, and offer small loans if they like what they see through a mobile money partner. Outside visitors would also be able to network with ‘shop’ owners, Facebook-style. MKBA fisherfolk themselves would be able to interact with the site and visitors through mobile smartphones, through which they would receive queries and updates in text format from the site. The platform could also serve as an essential marketing tool through which businesses could build and maintain healthy relations to buyers and supply chain actors.</p> <p>Core to the model is the power of ‘story’ – at its essence, the ICTP will give MKBA fisherfolk the ability to tell their stories, with all of their challenges and successes, as a way to access new and sustainable forms of funding. As an example, a fishing cooperative from an MKBA in search of funding for a</p>

	<p>mariculture park develops a short story about their background and goals. They use their smartphones to film and upload small videos of their activities, sites, member aspirations, etc. They provide readers with a history of their village and the difficulties faced or progress made. Key to their story is a short business plan framed by a request for loan funding, similar in style to the Kiva model² but different in that the interaction would be community- and not donor-driven. In this case, the community would highlight the amount raised and be able to interact with the outside world on what the loans would lead to. As an agreement for participation, the community would continue to interact with the outside world by posting highlights of achievements and growth, all posted through their smartphones. Smartphones would also serve as an avenue for funding to reach the community (e.g. via mobile money)</p> <p>Key private sector partners in this model would include Mobile Movement, a unique social enterprise that has designed the platform, along with a mobile carrier (e.g. SMART) and a mobile money and/or microfinance partner (e.g. SMART Money). The carrier would provide connectivity and phones to local partners. The MFI would serve to aggregate incoming donations into loans for businesses. In the Philippines context, an advantage exists in the union of SMART and SMART Money, which are already operating under one corporate umbrella and providing mobile-based financial services. Other potential partners could provide business planning/skills and entrepreneur training that would be essential for the loan process.</p>
<p>Business Interest</p>	<p>Already active in Africa, Mobile Movement is very interested in partnering with existing programs like ECOFISH to roll out its platform to assist developing world entrepreneurs in accessing new avenues of finance and skills development. SMART or another mobile carrier would be eager to develop a new service such as the platform that could create new service and product based on mobile phone technology. An MFI would be very motivated to partner due to the access provided by the platform to new pools of capital (both international and Philippine) with potentially large numbers of individual donors interested in supporting specific micro and small businesses.</p>
<p>Potential Private Sector Resources</p>	<p>Technology, access to credit, skills development, access to markets.</p>
<p>Implementing Partner Resource Contribution & Value</p>	<p>If the partnership moves forward, ECOFISH will play a number of significant roles, including organizing the initial selection of MKBA fisherfolk and micro-entrepreneurs. MKBA site coordination teams would need to work with local stakeholder groups to gauge interest and solicit business plans. If successful, the value of the ICTP measured by potential sustainability and impacts for MKBA community economic livelihoods would be significant. As with Kiva, large amounts of loan funding could be raised through</p>

² <http://www.kiva.org/about/how>

	individual micro-loans made possible through the communities directly interacting with individual micro-lenders.
Constraints/ Risks	<p>This is an ambitious, sophisticated initiative that will mostly prove to be highly complex and require significant commitment from all partners. One key constraint to the platform remains on the technology side, due to the lack of smartphone among many poor communities. As a starting point, then, ECOFISH will need to partner with a carrier (or other company/donor) willing to provide smartphones and tutelage on usage as part of the engagement.</p> <p>More complicated still, the partnership would be dependent on finding the right micro-financial partner (or series of partners) willing to serve as a “pass-through” for funding raised from individual donors through the platform.</p>

Opportunity	ECOFISH Enterprise Incubator
Business Sector(s)	Business Incubator
Leading Companies	Ayala Technology Business Incubator (ATBI)
ECOFISH Component(s)	This opportunity shall contribute to meeting the ECOFISH objective of increasing gainful employment in ECOFISH sites
Project Development Challenge Addressed	<p>ECOFISH sites have limited access to business training and mentoring. As such, industries in these locations do not progress as quickly as those in bigger cities. This opportunity, with the help of Ayala Technology Business Incubator, shall provide aspiring entrepreneurs with the training and mentorship in business skills, product development, marketing, etc., that they would need to get their businesses off the ground.</p> <p>As a business incubator, ATBI has a network of experts that can provide rural entrepreneurs with insights on how to start and/or improve their businesses. ATBI shall also be able to put entrepreneurs in contact with potential investors.</p>
Business Interest	Currently, ATBI’s concentration is in incubating technology-based businesses. This opportunity shall allow ATBI to expand to the agricultural and fisheries industries, which is also of interest to them.
Potential Private Sector Resources	Training/business skills development, business networks, financing
ECOFISH & Implementing	ECOFISH shall conduct trainings in business plan development in the communities where participants shall submit a business proposal. ECOFISH

Partner Resource Contribution & Value	shall then help ATBI in identifying high-potential business plans from the participants for mentoring and business incubation.
Constraints/ Risks	

Opportunity	Coral Project Expansion
Business Sector(s)	CSR
Leading Companies	Philippine Businesses for Environment
ECOFISH Component(s)	The CoRAL project is in line with the target of ECOFISH of promoting marine biodiversity and conservation, the provision of livelihood opportunities and the improvement of fisheries.
Project Development Challenge Addressed	<p>The Philippines is known to be a hot spot for coral biodiversity and is known to be one of the main exporters of fish, sea cucumbers and other marine products. A huge portion of the country's income is from the exportation of these products. Moreover, fishing/fisheries continue to be the main source of livelihood in the country. The Philippine Business for the Environment (PBE) is in the process of establishing a project for coral restoration, awareness and livelihood to maintain and enhance these resources.</p> <p>As partners, ECOFISH and PBE can pilot the establishment of suitable aquaculture sites through the "sea ranch" concept. The sea ranch can be set-up adjacent to MPAs and cultivate sea cucumbers, oysters, clams, fishes, or sea urchins depending on the parameters of the site. This could serve as an additional source of income for bantay dagat personnel and nearby communities tasked with protecting the MPA.</p>
Business Interest	PBE's main interest is to identify suitable areas to demonstrate the Coral Project concept and allocate its members' CSR funding
Potential Private Sector Resources	PBE can provide financial support in the set-up of the Coral Project site, livelihood opportunities, networking, and possible marketing of products.
ECOFISH & Implementing Partner Resource Contribution & Value	ECOFISH can identify appropriate pilot sites for the Coral Project across its 8 project sites. ECOFISH can also facilitate the design of the sea ranches and assess the feasibility of coral restoration and livelihood opportunities. ECOFISH can also coordinate with the bantay dagat, LGU and other stakeholders.
Constraints/ Risks	The project is very complex and requires a lot of resources – from the coral restoration, to the conceptualization and implementation of the sea ranches, to

	the actual operations and follow-through at the community level. Aside from the need of large financial investments, the project shall involve several experts and consultations.
--	---

Opportunity	Blue Swimming Crab Management Assessment Tool
Business Sector(s)	Crab Production and Processing
Leading Companies	Philippine Association of Crab Processors Inc., National Fisheries Institute, Sustainable Fisheries Program
ECOFISH Component(s)	Address biophysical and socio-economic goals, species specific studies
Project Development Challenge Addressed	<p>As a major source of the world’s blue crab supply, it is critical that the Philippines and the private sector are capacitated with the correct science-based tools to manage a highly in-demand resource. ECOFISH will assist PACPI develop an assessment tool for gauging the effectiveness of different management approaches particularly gear replacement approaches. ECOFISH shall design and coordinate the monitoring of the plots.</p> <p>ECOFISH can also facilitate the development of protocols for blue swimming crab management across ECOFISH sites.</p>
Business Interest	Sustainability of Blue Swimming Crab stocks, and increase in biomass by establishing science-based management approaches
Potential Private Sector Resources	Investment into test plots, equipment, training, and possible marketing of produce
ECOFISH & Implementing Partner Resource Contribution & Value	<p>ECOFISH will assist PACPI develop an assessment tool for gauging the effectiveness of different management approaches particularly gear replacement approaches. ECOFISH shall design and coordinate the monitoring of the plots.</p> <p>ECOFISH can also facilitate the development of protocols for blue swimming crab management across ECOFISH sites.</p> <p>Northern Bohol has been identified as a possible area for plot establishment</p>
Constraints/ Risks	Upon completion of the assessment process, there is no guarantee that PACPI will invest in the Northern Bohol area in terms of crab processing. PACPI had already withdrawn its support for the area due to limited crab stocks.

Opportunity	Super Wi-Fi Supported Registration and Compliance Monitoring in Danajon Reef
Business Sector(s)	Technology
Leading Companies	Microsoft
ECOFISH Component(s)	<p>Super Wi-Fi³ can be an important technology for facilitating sustainable fisheries management through improved registration systems in line with local ordinances. Multiple communities can work together towards leveraging broadband access in order to harmonize registration efforts across large geographic areas, with Super Wi-Fi as an efficient and effective means for communication and coordination.</p> <p>The partnership will target increased registration of fishermen, vessels and gears altogether facilitating an increase in local capacities for compliance monitoring and enforcement.</p>
Project Development Challenge Addressed	<p>Registration is a critical part of facilitating sustainable fisheries management, as it establishes the basis for compliance monitoring and right sizing fishing efforts especially in the context of municipal fishing waters.</p> <p>The pilot project which is targeted for ECOFISH’s site in Bohol, will build from ongoing pilot efforts for Super Wi-Fi under the Department of Science and Technology’s Information and Communication Technology Office (ICTO) and will aim to provide support to 5 LGUs towards fisheries registration and compliance monitoring by augmenting systems with connectivity and data management technology. It will also demonstrate the potential of connectivity and Super Wi-Fi to optimize registration and monitoring efforts.</p>
Business Interest	Microsoft will seek to demonstrate its Super Wi-Fi related products such as the dynamic spectrum database for possible commercialization. ICTO on the other hand is interested in establishing pilot projects to test the viability of Super Wi-Fi to provide connectivity for underserved areas and improve urban connectivity.
Potential Private Sector Resources	Microsoft will provide smart phones capable of accessing Super Wi-Fi, as well as establish a technology platform and database to clear house registration data in coordination with BFAR’s database. ICTO will provide connectivity by upgrading base stations and provide routers to allow LGUs to access Super Wi-Fi and leverage the connectivity it will establish in public schools for the project.

³ Super Wi-Fi utilizes “TV White Space”, which is the unused TV broadcast channels that can be utilized on a license-exempt basis to establish connectivity with ranges of over 10 times further out than normal Wi-Fi.

<p>ECOFISH & Implementing Partner Resource Contribution & Value</p>	<p>ECOFISH will provide the live pilot environment for Super Wi-Fi-supported fisheries registration and compliance monitoring; undertake monitoring and evaluation of progress and accomplishments based on agreed baselines; and conduct trainings</p> <p>ECOFISH will also serve as Partnership Secretariat.</p>
<p>Constraints/ Risks</p>	<p>The pace and the success of the project will depend on the speed and effectiveness of ICTO to roll out the base-station upgrades—this will ultimately serve as the basis for Microsoft’s support. The timeline for ICTO’s support for maintaining connectivity is also yet to be finalized (e.g. will “free” Super Wi-Fi be available just for the duration of the pilot? Or indefinitely?). Also the absorptive capacity of LGUs and BFAR to adopt a “new” system to support connectivity-based mobile registration can prove to be limited, hence would represent a major hurdle that should immediately be addressed.</p>