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COASTAL RESOURCES MANAGEMENT PROJECT MID-TERM EVALUATION

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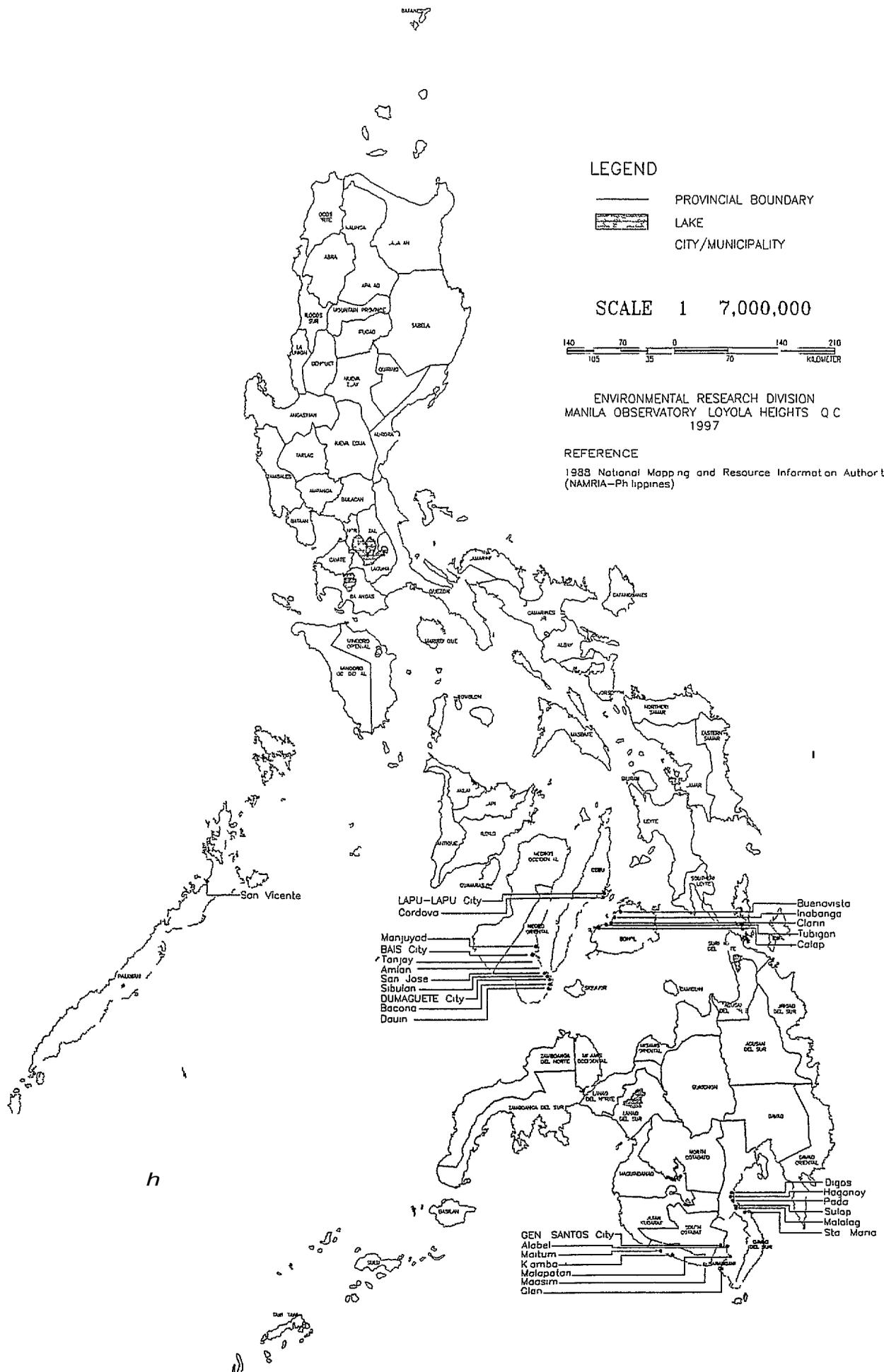
LIST OF ACRONYMS

ACES	People's ACES Corporation
ADB	Asian Development Bank
AO	Assisting Organizations
ATI	Agriculture Training Institute
BFAR	Bureau of Fisheries and Aquatic Resources
BOREMADEV	Bohol Resources Management and Development Foundation Inc
BRC	Business Resource Center Foundation, Inc
CBFMA	Community-Based Forestry Management Agreement
CENRO	Community Environment and Natural Resources Officer
CEP	Coastal Environment Program
CIDA	Canadian International Development Agency
COE-CRM	Center of Excellence in Coastal Resources Management
COP	Chief of Party
CRLC	Coastal Resource Leadership Challenge
CRM	Coastal Resources Management
CRMB	Coastal Resources Management Board
CRMP	Coastal Resources Management Project
CVRP	Central Visayas Regional Project
DA	Department of Agriculture
DENR	Department of Environment and Natural Resources
DILG	Department of Interior and Local Government
DOST	Department of Science and Technology
ENRAP	Environment and Natural Resources Accounting Project
EO	Executive Order
FARMC	Fisheries and Aquatic Resources Management Council
FASPO	Foreign Assisted and Special Projects Office, DENR
FLA	Fishpond Lease Agreement
FRM	Forestry Resource Management
FRMP	Fisheries Resource Management Project
FSSI	Foundation for Sustainable Society
FSP	Fisheries Sector Program
GEM	Growth and Equity in Mindanao Project
GIS	Geographic Information System
GOLD	Governance and Local Democracy Project
GOP	Government of the Philippines
GreenCOM	Environmental Education and Communication Project
ICLARM	International Center for Living Aquatic Resources Management
ICM	Integrated Coastal Management
IEC	Information, Education, and Communication
IEMP	Industrial Environmental Management Project
IMA	International Marine Life Alliance of the Philippines
IYO	International Year of the Oceans
KRA	Key Results Activity
LAC	Learning Area Coordinator
LBP	Land Bank of the Philippines
LEAP	Legal and Environmental Advocacy Program, Center of Excellence in Coastal Resource Management
LGC	Local Government Code
LGU	Local Government Unit

List of Acronyms

LMP	League of Municipalities of the Philippines
LOP	Life of Project
MMC	Mangrove Management Component
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MSA	Mangrove Stewardship Agreement
NCICM	National Course on Integrated Coastal Management
NEDA	National Economic Development Authority
NGA	National Government Agency
NGO	Non Government Organization
NIPAS	National Integrated Protected Area System
NRMP	Natural Resources Management Program
OECF	Overseas Economic Cooperation Fund
PAMB	Protected Area Management Board
PC	Provincial Coordinator
PCG	Philippine Coast Guard
PCMARD	Philippine Council for Marine and Aquatic Resource Development
PCRA	Participatory Coastal Resource Assessment
PCSD	Palawan Council for Sustainable Development
PENRO	Provincial Environment and Natural Resources Office
PIA	Philippine Information Authority
PNP	Philippine National Police
PO	People's Organization
PSDO	Private Sector Development Organization
RFTI	Regional Fisheries Training Institute
SEP-SVP	Strategic Environmental Plan - San Vicente, Palawan
SO	Strategic Objective
SOCSARGEN	South Cotabato, Sarangani, Genela Santos
SOW	Scope of Work
TA	Technical Assistance
TDY	Temporary Duty
Tetra Tech	Tetra Tech EM Inc
TOR	Terms of Reference
TOT	Training of Trainers
TWG	Technical Working Group
UNDP	United Nations Development Program
UNESCO	United Nations Education, Science and Culture Organization
USAID	United States Agency for International Development
USCG	United States Coast Guard
VICTO	Visayas Cooperative Center Fund Federation

CRMP SITES



LEGEND

- PROVINCIAL BOUNDARY
- ▭ LAKE
- ▭ CITY/MUNICIPALITY

SCALE 1 7,000,000



ENVIRONMENTAL RESEARCH DIVISION
MANILA OBSERVATORY LOYOLA HEIGHTS Q C
1997

REFERENCE

1988 National Mapping and Resource Information Authority
(NAMRIA-Philippines)

EXECUTIVE SUMMARY

PROJECT DESCRIPTION

The Coastal Resources Management Project (CRMP) is a USAID-funded, seven-year project signed in 1996 for an initial period of five years. CRMP was designed to address the problems of overfishing and the imminent collapse of fisheries in Philippine coastal waters. The overall goal of the project is to achieve sustainable management of coastal resources in sufficiently large areas in such a way that ongoing resource degradation is offset or reversed. CRMP's target is to achieve this goal along 3,000 kilometers of shoreline in the Philippines by 2002.

Applying a community-based coastal resource management approach, the project was to concentrate its efforts in six learning areas and to facilitate the spread of CRMP's approach to other areas. Operating in Palawan, the Visayas, and Mindanao, the project focuses on fishers in municipal waters and local government units (LGUs), which have administrative jurisdiction over coastal resources.

The Department of Environment and Natural Resources (DENR) is responsible for overall project implementation. Technical assistance is provided by Tetra Tech EMI, Inc. and its U.S. and local subcontractors.

EVALUATION OBJECTIVES AND METHODOLOGY

The primary task of the evaluation is to assess whether CRMP is effectively

- Developing innovative and cost-effective approaches to community-based coastal resources management, including appropriate fishing technology
- Identifying and stimulating alternative economic opportunities for fishers
- Facilitating appropriate technology transfer of community-based coastal resources management approaches
- Training significant numbers of community-level workers to teach community-based coastal resources management approaches, and assist communities and their local governments
- Enhancing local government capacity to support community-based coastal resources management initiatives
- Developing and implementing education programs to develop broad support for sustainable fisheries resources management
- Leading to widespread adoption of community-based coastal resources management approaches promoted by the program, with progress on-track towards achieving the "kilometers of shoreline under improved management" target

Another task is to assess whether project achievements are likely to be sustainable after **USAID** funding ends.

The evaluation took place between November 10 and December 12, 1998. The evaluation team spent the first week in Manila reviewing project documents and interviewing key USAID and DENR officials, as well as other government officials and private sector representatives.

The second week was spent in Cebu, Negros Oriental and Bohol reviewing project documents and conducting visits and on-site interviews with CRMP staff, partners, and project participants.

To cover all project sites, the evaluators then divided into two groups. The first group visited Sarangani and Davao, and the second group visited Palawan. Extensive interviews were conducted in the three sites. The evaluation team returned to Manila for follow-up interviews in preparation for the draft report.

A first draft of the evaluation was submitted to USAID before leaving Manila. Major findings and recommendations contained in the draft report were discussed in an exit meeting with USAID/Manila DENR personnel, and project staff. Comments made during the meeting and written comments on the draft evaluation document were incorporated in the final report.

MAJOR CONCLUSIONS AND RECOMMENDATIONS

CRMP Major Achievements

- CRMP has developed a reputation throughout the country and among the donor community as a source of state-of-the-art knowledge of CRM implementation.
- Interviews conducted for this evaluation, as well as the high degree of cohesiveness and unity observed among fishers in most areas visited, suggest that CRMP has significantly increased awareness of the importance of resource conservation and protection among the coastal communities in which it operates. In most CRMP learning sites, the CRM concept is now widely accepted and expanding to other barangays and municipalities.
- CRMP has provided impetus to new and innovative CRM policy and thought at both the national and LGU levels.
- The project has been instrumental in creating a wider agreement among officials that community stakeholders must play a substantial role in resource development and management.
- CRMP has used a participatory approach to assist community group members in analyzing their constraints and opportunities. Participants at all levels are appreciative of its approach and potential impact.
- Increased awareness of the resource depletion problem among stakeholders has stimulated active participation in CRM activities. Organized participants at all levels are beginning to enthusiastically experiment with their new role and responsibilities.
- CRMP has made considerable progress in institutionalizing CRM implementation within the LGU structure.
- The project has also stimulated a synergy between national and local CRM initiatives to ensure not only that local initiatives are consistent with national policy, but also that national policy is responsive to field-level needs.
- The project has been instrumental in including CRM as an integral part of the food security initiative in the Philippines. This effort will enable LGUs (identified in the 1998 Agricultural and Fisheries Modernization Act as the stewards of food security) to include a CRM plan for achieving food security.

Extending CRMP to a Seven-year ~~Effort~~ as Envisioned in the Project Design

CRMP is now at a crucial point of project implementation and, with about 50 percent of CRMP's life past, achievements will not be sustained if the project is not given an opportunity to complete the remaining tasks. A two-year extension to ensure institutionalization of CRMP achievements is, therefore, highly recommended. This recommendation is consistent with the project design, which viewed CRMP as a seven-year, not a five-year effort.

Strategic Adjustments

Policy

The current policy environment offers unique opportunities for CRMP to assist DENR in establishing a comprehensive CRM policy framework, including formulation of an agenda to address policy and institutional gaps toward sustainable management of the country's coastal and marine resources. This finding points to the need to expand the scope and intensity of CRMP's policy component. Three policy areas needing special attention are proposed:

- CRMP should provide organizational development assistance to DENR
- CRMP should provide further assistance to strengthen the legal framework for law enforcement
- CRMP should play a leadership role in strengthening coordination among GOP agencies involved in the CRM area

Training

CRMP should develop a detailed schedule and methodology for Institutionalizing the training program. The following considerations should be part of this methodology:

- Developing national capacity at all levels should be a central feature of the training program
- A training-of-trainers program should be formulated to institutionalize training activities within DENR, the Bureau of Fisheries and Aquatic Resources (BFAR), and the provinces
- The province should serve as a hub for future CRMP training. This evaluation recommends that the provincial government play a leadership role in all activities carried out in CRMP expansion areas. The training-of-trainers program that would be designed to carry out those activities should form the backbone of CRMP's efforts to institutionalize its training activities

IEC

The IEC component should make a strategic shift from "large group interventions" and from activities that are generic in themes and messages to a more focused agenda, based on a structured set of more targeted and well-defined interventions. Those activities should be an integral part of CRMP's other focus areas.

For each IEC product, a dissemination plan should be prepared. The dissemination plan should include at a minimum, objectives, definition of the target audience, dissemination mechanism, and evaluation plan.

Mangrove and Enterprise Development

Undue emphasis has been placed on mangrove management and on enterprise development, to the extent that the two activities became two separate components not integrated with CRMP's other activities. The emphasis has also diverted CRMP's attention away from what it does best, namely increase the CRM planning and implementation capacity of the local government and communities. The two components should, therefore, be fully integrated into CRM planning and implementation. Particular attention should be paid to leveraging non-CRMP mangrove and enterprise-development initiatives, and to assisting LGUs in taking a strong institutional role in support of these activities.

CRMP's Agenda in the Learning Areas and Expansion Areas

To achieve sustainability of CRM planning and implementation in learning **and** expansion areas the remaining life of the project could be divided into two phases. During the first phase, special emphasis would be placed on strengthening achievements in learning areas and institutionalizing CRM planning and implementation in expansion areas. In expansion areas, CRMP should focus on capacity development at the provincial level. The second phase would focus on area-wide institution-building activities by assisting LGUs in the preparation and implementation of harmonized CRM plans in wider geographic areas.

The first task for CRMP will be to strengthen community and LGU participation in CRM planning and to complete implementation of plans at the *barangay*, municipal, and provincial levels.

Interviews conducted for this evaluation reveal that CRMP's impact in expansion areas could be strengthened through a more proactive strategy.

In addition to carrying out a comprehensive training-of-trainers program, CRMP may be called upon to provide highly-specialized technical training in certain areas and other limited support on an as-needed basis.

The proposed approach not only would ensure more systematic CRM coverage in expansion areas, but it would also promote a clearer sense of system ownership by the provincial government. Another fundamental result would be to enhance sustainability through institutionalization of integrated coastal management (ICM) tools at the LGU level.

The Local Government Code of 1991 has granted LGUs jurisdiction over municipal waters. However, considerable effort will be needed in the implementation of policies to regulate fishing in areas under LGU jurisdiction. Three major tasks for CRMP will be to assist in harmonizing national and local legislation, to assist LGUs in their effort to enact municipal fisheries ordinances regarding fisheries management, shoreline development, and marine protected areas, and to facilitate adoption and implementation of harmonized CRM ordinances across municipalities.

CHAPTER 1 INTRODUCTION

1 1 BACKGROUND AND PROJECT DESCRIPTION

The Coastal Resources Management Project (CRMP) is a USAID-funded, seven-year project signed in 1996 for an initial period of five years. The option to extend the current contract for the remaining two years is subject to availability of funds, achievement of results, and performance of the contractor.

CRMP was designed to address the problems of overfishing and the imminent collapse of fisheries in Philippine coastal waters. The overall goal of the project is to achieve sustainable management of coastal resources in sufficiently large areas in such a way that ongoing resource degradation is offset or reversed. CRMP's target is to achieve this goal along 3,000 kilometers of shoreline in the Philippines by 2002.

Applying a community-based coastal resource management approach, the project was to concentrate its efforts in six learning areas and to facilitate the spread of CRMP's approach to other areas. Operating in Palawan, the Visayas, and Mindanao, the project focuses on fishers in municipal waters and local government units (LGUs), which have administrative jurisdiction over coastal resources.

The Department of Environment and Natural Resources (DENR) is responsible for overall project implementation. Technical assistance is provided by Tetra Tech EMI, Inc. and its US and local subcontractors.

1 2 EVALUATION OBJECTIVES AND METHODOLOGY

1 2 1 Objectives

This mid-term evaluation, which was originally planned for the fourth year of project implementation (1999), was rescheduled for 1998 to assess the ability of the project to successfully respond to its new performance indicators.

The purpose of this evaluation is to

- Review the performance of CRMP vis-a-vis the contract, the intermediate results, and strategic objective targets.
- Assess future directions for CRMP, including possible expansion of its geographic coverage. Key to this assessment will be to make recommendations as to how the project can be made even more effective in the years to come.

The primary task of the evaluation is to assess whether CRMP is effectively

- Developing innovative and cost-effective approaches to community-based coastal resources management, including appropriate fishing technology.
 - Identifying and stimulating alternative economic opportunities for fishers.
 - Facilitating appropriate technology transfer of community-based coastal resources management approaches.
 - Training significant numbers of community-level workers to teach community-based coastal resources management approaches, and assist communities and their local governments.
 - Enhancing local government capacity to support community-based coastal resources management initiatives.
-

- Developing and implementing education programs to develop broad support for sustainable fisheries resources management
- Leading to widespread adoption of community-based coastal resources management approaches promoted by the program with progress on-track towards achieving the “kilometers of shoreline under improved management” target

Another task is to assess whether project achievements are likely to be sustainable after **USAID** funding ends

1.2.2 Methodology

The evaluation took place between November 10 and December 12, 1998. The evaluation team spent the first week in Manila reviewing project documents and interviewing key USAID and DENR officials, as well as other government officials and private sector representatives.

The second week was spent in Cebu, Negros Oriental and Bohol reviewing project documents and conducting visits and on-site interviews with CRMP staff, partners, and project participants.

To cover all project sites, the evaluators then divided into two groups. The first group visited Sarangani and Davao, and the second group visited Palawan. Extensive interviews were conducted in the three sites. The evaluation team returned to Manila for follow-up interviews in preparation for the draft report.

A complete list of persons interviewed is attached as Annex E. A summary of the evaluation team's itinerary is attached as Annex F.

The site visits enabled the evaluators to see first-hand how the project team worked together both in the Cebu office and in the learning areas and provided them with an opportunity to hear discussions of possible future directions and solutions to the issues the evaluation team had raised. Field visits and follow-up meetings in Manila provided the evaluators with a valuable opportunity to test their assumptions and preliminary findings with project management staff, USAID personnel, and DENR officials before finalizing the report.

A first draft of the evaluation was submitted to USAID before leaving Manila. Major findings and recommendations contained in the draft report were discussed in an exit meeting with USAID/Manila, DENR personnel, and project staff. Comments made during the meeting and written comments on the draft evaluation document were incorporated in the final report.

The report contains nine chapters, including this introductory material. Chapter 2 through 8 discuss the various components of the project, including policy, training, information, education, and communication, enterprise development, mangrove management, performance monitoring, and overall project management. A summary of major conclusions and recommendations appears in the last chapter. Each chapter is divided into three major parts: background, including rationale, objectives and approach, a detailed analysis of major issues and findings, and a set of recommendations. Technical and supporting material is provided as annexes.

CHAPTER 2 THE POLICY COMPONENT

2.1 BACKGROUND AND STRATEGY

One of CRMP's major objectives is to strengthen national government capacity to refine and implement existing national policies that support CRM. The policy component was designed to assist national government agencies in better defining their roles in the context of the 1991 Philippine Local Government Code, which contained important provisions for devolving responsibility to local government units (LGUs). Using this framework, the project has targeted its technical assistance to a variety of government agencies at both the national and local levels.

2.2 FINDINGS

2.2.1 Implementation of Key Policy Activities at the National and LGU Level

- Is developing state-of-the-art guidebooks for CRM. The series of Operational Guidebooks for CRM, currently under preparation, should be particularly mentioned.
- Completed and distributed the *Legal and Jurisdictional Guidebook for CRM in the Philippines*. The guidebook was designed to help clarify laws and policies governing coastal resources for the local government.
- Together with BFAR, further analyzed and publicized the Philippines fisheries code of 1998 and the implementing rules and regulations for effective implementation by local governments and communities.
- Assisted in the revision of mangrove management policies.
- Collaborated with BFAR, ATI and the ADB-funded Fisheries Resources Management Project (FMRP) to include CRM as an integral part of the food security initiative. This effort will enable LGUs (identified in the 1998 Agricultural and Fisheries Modernization Act as the stewards of food security) to include a CRM plan for achieving food security.
- Facilitated coastal law enforcement by conducting major workshops for national policy-makers, judges, and prosecutors with responsibility for law enforcement in coastal areas.
- Is assisting BFAR and LGU legal staff with the revision of basic municipal fisheries ordinances.
- Assisted the League of Municipalities in the implementation of a successful Best CRM Program Awards event.
- Recently completed a major study and booklet entitled *The Values of Philippine Coastal Resources: Why Protection and Management are Critical*. The purpose of this study is to increase environmental awareness among decision-makers.

2.2.2 Quality of Policy Studies and Outputs

Most policy studies and outputs reviewed for this evaluation are both highly relevant and of excellent quality.

2.2.3 Collaboration with Local Institutions and other projects

CRMP has actively solicited collaboration with several local institutions and donor-funded projects involved in CRM-related activities. CRMP has collaborated with Silliman University, DENR, the Department of Agriculture (DA), and other organizations in developing the *Legal and Jurisdictional Guidebook for CRM in the Philippines* and in conducting CRMP seminars and workshops. Collaboration with Silliman University's Legal Environmental Advocacy Program (LEAP), the U.S. Peace Corps, and the International Marine Life Alliance (IMA) has yielded positive results. Continued collaboration with these institutions will undoubtedly strengthen CRMP objectives.

Other CRMP collaboration efforts include a memorandum of agreement (MOA) with the United Nations Education, Science, and Culture Organization (UNESCO) to localize observance of the International Year of the Ocean (IYO), MOA with the Canadian International Agency (CIDA) for CRM collaboration that has involved technical assistance to CIDA in the design of its new CRM program and a successful ecotourism study tour to Olango and Bohol of a delegation from Siargao under CIDA's Local Government Support Program, draft MOA with the Asian Development Bank (ADB)-funded Fisheries Resources management Project (FMRP) for collaboration in a wide range of CRM activities, direct technical assistance to the Overseas Economic Cooperation Fund (OECF) design team for the Integrated Coastal Zone Management Program for Southern Mindanao, which will result in deepening support to two CRMP learning areas, direct technical assistance in the design of a United Nations Development Programme (UNDP) project for improving seed stock for seaweed culture in the Philippines and establishing linkages to CRMP seaweed farms, MOA with World Wildlife Fund (WWF) for CRM planning at Tubataha and Turtle Islands

2.3 RECOMMENDATIONS

The current policy environment offers unique opportunities for CRMP to assist DENR in establishing a comprehensive CRM policy framework, including formulation of an agenda to address policy and institutional gaps toward sustainable management of the country's coastal and marine resources. To capitalize on these opportunities, the following recommendations are proposed:

- *Continue to support Silliman University*

Continued support to the development of Silliman University as a Center of Excellence in CRM should be an integral part of CRMP's efforts to achieve sustainability of its initiatives.

- *Strengthen CRMP collaboration with the Leagues of the Philippine Government*

CRMP has initiated a collaborative effort with the League of Municipalities of the Philippines (LMP) to organize a Best CRM Program Awards event. CRMP conducted a preliminary analysis of nominations and organized a national search committee that involved key government agencies. The event took place in November 1998 and was well received.

The success of the Best CRM Program Awards indicates that further collaboration with the LMP and other leagues—such as the Leagues of Provinces, the Leagues of Cities, and the League of Leagues—can be used as a catalyst to raise LGU decision-makers' awareness of CRM issues and increase their capacity to lobby for CRM funding. Such collaboration may include CRMP participation with feature articles for publication in league newsletters, and distribution of special issues of CRMP's newsletter, *Tambuli*, through league newsletter distribution channels.

- *Provide further assistance to strengthen the legal framework for law enforcement*

Key interventions in CRM planning deal not only with enforcement of basic laws such as those banning destructive fishing methods, but also with formulation and enforcement of detailed municipal ordinances regarding fisheries management (including a shift from "open access" to "limited entry" privileges), shoreline development, and marine protected areas.

A key output of CRMP's *Coastal Resource Leadership Challenges* workshops was the identification of several policy implementation issues, including lack of knowledge of existing national policies and laws governing CRM implementation, conflicting interpretations of those policies, and conflicting views on jurisdictional and institutional CRM responsibilities.

As detailed elsewhere in this report, a key to CRMP sustainability will be to continue its CRM legal-framework strengthening efforts. Prominent among these will be technical assistance to harmonize existing CRM laws and policies, to work with BFAR to refine issuance of fishpond lease agreements dealing with reversion of abandoned and underutilized fishponds, and to revise basic municipal fishery ordinances. An important part of these efforts will be to expand coverage and scope of the CRM law-enforcement workshops initiated in May 1998. Other initiatives may include assistance in drafting the national law on mangrove management and proposing amendments to the National Integrated Protected Area System (NIPAS) to facilitate local implementation.

- *CRMP should provide more intensive technical assistance in finalizing the draft terms-of-reference (TOR) document for the preparation of a national coastal master plan*

CRMP has provided assistance to DENR in the preparation of the TOR document. The document is now being finalized by the Environment and Natural Resources Accounting Project (ENRAP) with limited assistance from CRMP. Due to the potential importance of this document in laying the foundation for a national ICM framework, it is recommended that CRMP provide more intensive assistance in finalizing the TOR. CRMP's expertise and accumulated experience would greatly improve the draft document. Expatriate short-term technical assistance may be needed to complete this task.

- *CRMP should play a leadership role in the preparation of the national coastal master plan*

Three major tasks are envisioned under the national coastal master plan. The first task will involve the formulation of a national strategy for the management of coastal and marine resources and environment, the preparation of a policy master plan, and an inventory of activities related to the sustainable management of coastal and marine resources and environment. The second task will assess the status of the country's coastal resources. The third task will involve preparation of model master plans for sample coastal planning units, including a guidebook for the replication of model master plans in other areas.

Preparation of the master plan will be part of a UNDP-supported Capacity Building Coastal Management project scheduled to begin in early 1999.

It is recommended that CRMP play a leadership role in assisting DENR and BFAR in the implementation of this effort for several reasons. First, CRM is a multidimensional process that must address both local and national policy issues. For this reason, one of CRMP's major activities has, justifiably, aimed at promoting national policies to improve coastal resource management nationwide. Playing a leadership role in the preparation of the master plan would help CRMP achieve this strategic result.

Second, CRMP assistance in the preparation of the master plan would help DENR better articulate the principles of ecosystem management and their institutional and policy-reform implications at both the national and local levels.

Third, CRMP has gained valuable experience in local implementation of CRM policies. Assistance in the preparation of the master plan would help DENR integrate that experience to ensure that national policies provide an adequate basis for CRM implementation at the local level.

Fourth, playing a leadership role in the preparation of the master plan would provide CRMP with a major opportunity to strengthen coordination among GOP institutions involved in the CRM area. A priority task would be to enhance interagency coordination.

A senior UNDP representative interviewed for this evaluation indicated that CRMP's state-of-the-art CRM knowledge is well known throughout the country and donor community and that CRMP's technical assistance in the formulation of the master plan would be a valuable contribution to the UNDP effort

- *Provide organizational development assistance to DENR*

In its efforts to fully integrate CRMP activities into DENR's CRM policies, the project should ensure that such integration is carried out in conjunction with DENR's interest in strengthening its coastal sector initiatives

DENR is at a crossroads in its institutional development. Organizational development (OD) at both the national and field levels will be a critical component of its capacity-building effort. CRMP's extensive capacity-building experience would help DENR better respond to the challenges of ecosystem maintenance and assume its leadership role in coastal resources management

It is recommended that **CRMP** provide short-term technical assistance for about three weeks to conduct an OD needs assessment. A major objective of the needs assessment would be to assess the nature and magnitude of the follow-up assistance required to complete the OD task. It is estimated that a combination of an expatriate long-term OD adviser supported by highly specialized short-term expatriate OD technical assistance over a one-year period will be needed to adequately complete this task. CRMP's organizational development assistance to DENR may be provided in conjunction with its assistance in the preparation of the first phase of the coastal master plan

- *Prepare a Revised Staffing Plan for the Policy Component*

The need to seize unique opportunities in this critical juncture in the development of the county's CRM policies at the national and local levels points to the need to expand the scope and intensity of CRMP's policy component. It is recommended that a new staffing plan be developed to meet the technical assistance requirements of the proposed expansion, including staff additions

- *Prepare a Management Plan to Strengthen Coordination Between CRMP Manila Staff, the Cebu Office and CRMP Staff in the Six Learning Areas*

The CRMP policy advisor is currently based in Manila, while other project staff are based in Cebu and the learning areas. The proposed expansion of the policy component is likely to result in an increased need to strengthen collaboration between the policy component and CRMP's other focus areas, particularly training and IEC. It is recommended that CRMP develop a detailed management plan to strengthen coordination between CRMP Manila staff, the Cebu office, and CRMP staff in the six learning areas

CHAPTER 3 TRAINING

3.1 BACKGROUND

Training has been an integral part of the CRM program at the community, *barangay*, municipal, provincial, and national levels. Its basic philosophy is that learning is a two-way process that provides skills and knowledge to trainees, as well as feedback to trainers.

CRMP has developed various training courses in coastal resource management, including a 10-day training course on Integrated Coastal Management (ICM), Participatory Coastal Resource Assessment (PCRA), Coastal Resource Leadership Challenge, Community-Based Biophysical Monitoring of Marine Sanctuaries, and specialized mangrove management and enterprise-development training.

Coastal communities are trained to assess and map the status of their own coastal resources and resource uses, and analyze their socioeconomic conditions and resource conflicts. Training is aimed at developing a critical mass of ICM leaders through hands-on planning within the reality surrounding the participant community.

3.2 ACHIEVEMENTS

- CRMP training is well received by participants at all levels. Feedback provided to the evaluation team from the communities, LGUs and national-government agencies indicates that CRMP's training program has been an unqualified success.
 - The participatory approach used for training has generated considerable interest among pilot *barangays* in developing their local resource maps and plans. Many have developed resolutions for submission to their municipalities for inclusion into future municipal CRM and fisheries ordinances.
 - CRMP's participatory approach has stimulated interest among neighboring *barangays*, and generated requests for similar assistance.
 - Involvement of national-agency representatives in ICM training has generated interest in the institutionalization of CRM into future planning at all levels of government.
 - Through successful PCRA training, the willingness of the local community to assume a leadership role in managing local coastal resources is increasing. The new attitude is demonstrated by the evident enthusiasm and sense of ownership exhibited by participants during presentation of their area maps and plans.
 - CRMP has trained more than 1,300 participants in CRM planning, integrated coastal management, coastal resource leadership challenge, participatory coastal resource assessment, and community organization training. CRMP has also delivered a number of specialized courses in biophysical monitoring, *Bantay Dagat* (sea watch) training, enterprise development, and mangrove management.
 - CRMP has added significantly to the knowledge base of coastal resource management training in the Philippines by developing relevant training materials of the highest quality.
 - CRMP's participatory approach has been central to the success of its training.
-

3.3 RECOMMENDATIONS

- CRMP should assign a full-time training coordinator to manage the training component. The coordinator would not have responsibility for delivery of the training. Her/his scope of work should emphasize management responsibility and the important task of facilitating transfer of the training function to project partners.
- CRMP should develop a detailed schedule and methodology for institutionalizing the training program. The following considerations are proposed as part of this methodology:
 - Development of national capacity at all levels should be a central feature of the training program.
 - Linkages should be made to with FRMP, NCICM, and universities to raise profile, benefit from lessons learned, and maximize leverage.
 - A training-of-trainers program should be formulated to institutionalize training activities within DENR, ATI, BFAR, and the provinces.
 - The province should serve as a hub for future CRMP training for LGUs. In Chapter 9, it is recommended that the provincial government play a leadership role in all activities carried out in CRMP expansion areas. The training-of-trainers program that would be designed to carry out those activities should form the backbone of CRMP's efforts to institutionalize its training activities.
 - An MOA between DENR/CRMP and ATI is under review. It is recommended that the MOA be revised to reflect the role of the provincial government and BFAR in future training.
 - The Secretary of Agriculture's issuance of a Special Order transferring ATI's Regional Fisheries Training Centers to BFAR will necessitate closer cooperation with BFAR in institutionalizing training.
- A comprehensive training plan should be prepared as soon as possible, including detailed activities, institutional roles, objectives, expected output, and a rigorous implementation schedule.
- CRMP should develop a monitoring and evaluation plan for each of its training activities.
- Specialized expatriate or local technical assistance to develop the training plan and the monitoring and evaluation plan should be considered.

CHAPTER 4 INFORMATION, EDUCATION, AND COMMUNICATION

4.1 BACKGROUND

The Information, education, and communication (IEC) component was included in the project design as an activity primarily aimed at informing the target audience about the importance of the country's fisheries and other coastal resources. CRMP's IEC framework was initially developed in close collaboration with the USAID-funded GreenCom project that ended in April 1997, one year after CRMP began.

4.2 ACHIEVEMENTS

- Leveraging various media and business organizations and promoting the support of high-level policymakers and private-sector leaders for CRM initiatives
- IEC activities in 1998 were designed to raise awareness of CRM issues in the Philippines while taking advantage of a unique window of opportunity afforded by the International Year of the Ocean (IYO)
- Development, production, and dissemination of a wide range of reports, publications and other IEC outputs of the highest quality
- Preparation of *Tambulr*, a CRMP newsletter of high quality and relevance
- Development and implementation of a year-long package of public education and social mobilization activities in observance of the IYO in Cebu, Metro Manila, Dumaguete, Davao, and General Santos. The package included the *Our Seas, Our Lives* traveling exhibit, the *I Love the Ocean* movement, the *Blue Tapestry Community Arts* project, and a variety of mass media activities
- Provision of various video materials for use in ICM training and workshops
- Various support to CRMP's other project components in their drive to raise awareness of CRM issues in learning and expansion areas

4.3 ISSUES

- The IEC component uses a "transformational" paradigm that aims at "mainstreaming" CRM issues into the national social agenda. CRMP's IEC approach is based on the premise that fisheries and coastal resource questions are public issues requiring the participation and involvement not only of specific stakeholders, but of the "society as a whole." Thus, for CRM to be effective, the values and practices it promotes must be "bought by and mainstreamed in" the country's social institutions and the public's collective consciousness. As such, IEC activities should involve "large group interventions and the mass media" to help create a critical mass of the Philippine population that is environmentally literate.

This evaluation notes that CRMP's IEC agenda as defined in this approach may be effective in other IEC-driven project settings, but it is too ambitious for CRMP given the project's other priorities.

- This evaluation concurs with CRMP's concern (Semi-Annual Program Report, January 7, 1998 through June 30, 1998) that while IEC activities have been innovative, they have also been associated with high costs. As reflected in CRMP's expenditure to date, the project's ambitious IEC program has led to the allocation of a disproportionately large share of CRMP expenditure to national IEC-related activities.

- The evaluation also concurs with CRMP's assessment that a major area of concern is the need for a more systematic monitoring and evaluation of the impact and effectiveness of the IEC interventions being undertaken. Anecdotal evidence and media coverage have primarily been used for evaluation but no comprehensive evaluation mechanism has been set up to monitor the impact of those activities.
- CRMP's recent attempt to initiate a monitoring and evaluation system to assess the effectiveness of its IEC activities does not address the fundamental question of the cost-effectiveness of those activities.
- The IEC component of the 1999 draft workplan is a five-page list of activities that reflect the same ambitious approach used in 1998. Illustrative examples include maintaining the *Our Seas Our Lives* exhibit, widening the scope of activities to formal education curricula, dissemination of CRM toolkits for science teachers in learning provinces, special lectures on marine and coastal ecosystems, and introducing "interactive media hotlines" and "legal assistance clinics." It should also be noted that no mechanism for ranking the priority of these and other proposed activities can be detected in the draft document.
- Launched in January 1998, the CRMP website provides news and features and the latest CRM efforts via the Internet. In addition to up-to-date sources of information on CRM efforts in the Philippines and news on activities carried out in CRMP learning areas, the website features a children's page which carries children stories about the sea, as well as paintings and artwork renderings on the sea and marine life.

Since there is agreement that the CRMP website has a limited Philippine audience, it is questionable whether this activity, when measured against cost-effectiveness criteria, should be a CRMP priority.

- Discussions are being pursued with an independent research company to carry out knowledge-level surveys in learning areas, as well as in Cebu and Manila. However, it is not clear why those surveys will be conducted, particularly since the new CRMP performance monitoring system does not contain any indicator that would require collection of such data.

4.4 RECOMMENDATIONS

- The IEC component should make a strategic shift from "large group interventions" and from activities that are generic in themes and messages to a more focused agenda, based on a structured set of more targeted and well-defined interventions. Those activities should focus attention on LGUs, and should be an integral part of, not separate from, CRMP's other focus areas.
- As supported by several interviews, CRMP should place the *Our Seas, Our Life Exhibit* in one location after it has made the rounds in the major cities. CRMP could seek private-sector support to establish the stationary, self-supporting exhibit (possibly along with an aquarium facility).
- The new agenda should feature a series of workshops in support of CRMP's other focus areas. Examples include training-related workshops and workshops to disseminate CRM laws and policies at the LGU level to facilitate implementation.
- CRMP should pursue its plans to package CRMP technical and IEC materials into CRM toolkits such as LGU toolkits on laws governing coastal resources and use. However, a dissemination plan should be prepared before initiating the CRM toolkits. For each product, the dissemination plan should include at a minimum objectives, definition of the target audience, dissemination mechanism, and evaluation plan.

- As discussed in the policy chapter, CRMP support to the League of Municipalities of the Philippines and other leagues, such as the Leagues of Provinces, the Leagues of Cities, and the League of Leagues is likely to pay high dividends. IEC collaboration with these organizations may include preparation of feature articles for publication in league newsletters. League channels could also be used as a mechanism for delivering LGU-targeted messages.
- Targeted activities to generate support for CRM issues and facilitate institutionalization of CRM-related activities at the LGU level should include a series of study tours and cross-visits to learning areas. Such events should be targeted to a limited number of participants. Examples may include organization of study tours for selected mayors, vice-mayors, members of a municipal or provincial council, or members of municipal planning boards to increase their awareness and gain their support in the implementation of CRMP interventions. It is important to note that a written study-tour or cross-visit report should be prepared by participants following each event. An end-of-tour debriefing meeting should also be organized immediately following the event to assess its value with participants.
- As detailed in Annex B, regional study tours outside the Philippines or study tours to the U.S. for selected high-level officials should be considered.
- CRMP has made significant investments in the IEC services of the ABS-CBN Foundation. Those investments have raised CRMP's national profile through two TV series, one targeted to the science education of children (11 episodes) and the other to adults (6 episodes) to increase their awareness of coastal resource management issues. The videos were prepared in the native dialects and are available with dubbing in English. It is recommended that high-quality copies be made for use in CRMP training, as an entry into those Leagues of the Philippine Government that have not yet been approached by CRMP, or for use in ATI's regional training centers.
- Continue to support production of information for other project components, such as editing, design, and layout of technical papers and workshop reports.
- Discontinue the CRMP website, unless it can be demonstrated that its maintenance will require minimum technical input and staff time.
- Continue to support *Tambuli* through preparation of articles on communities with successful CRM programs and on topics such as illegal fishing and destructive fishing and other CRM issues. Summaries of study-tour and cross-visit reports may also be useful. A special issue of *Tambuli* could be devoted to the Best CRM Program Awards sponsored by the League of Municipalities of the Philippines in November 1998. Highlights of the event, and a summary of selection criteria and why the finalists were selected, would be of interest to participants in other CRMP and non-CRMP sites.
- For more effective coverage, translate relevant IEC materials into the appropriate vernacular.
- Link with the other IEC initiatives carried out under other projects such as FMRP to raise profile and maximize leverage.
- Examine mechanisms to institutionalize CRM-related IEC. One example might be to establish a link with the Philippine Information Agency, and government organization that has a close relationship with FMRP.
- IEC staff size should be adjusted based on these recommendations.

CHAPTER 5 ENTERPRISE DEVELOPMENT

5 1 BACKGROUND AND STRATEGY

The primary goal of CRMP's enterprise development component is to help coastal families engage in alternative, non-fishing economic activity, as a means of slowing the depletion of marine resources. The focus of the program is on small-scale enterprises that can be carried out by stakeholders in the coastal communities. Due to these communities' limited access to land, CRMP has concentrated its efforts on mariculture projects and on promoting community support to tourism ventures that have a low impact on the coastal and marine environment.

Enterprises or "livelihood activities" identified by CRMP as most suitable have been mariculture enterprises such as seaweed farming, shellfish culture, crab fattening in mangrove areas, and fish culture in pens and floating cages. In addition to mariculture, the enterprise development component has identified opportunities for ecotourism development.

In 1997, CRMP developed an overall enterprise development strategy for the three initial focal areas: Bohol, Negros Oriental and Olango Island in Cebu. The strategy was designed to analyze available resources, identify available markets, assess market linkages, and provide short-term technical assistance.

5 2 ACHIEVEMENTS

5 2 1 Enterprise Activity Selection

In selecting activities, the project has been careful in directing its efforts toward livelihood activities that are either environmentally benign or environmentally friendly. The focus areas are mariculture (seaweed, fish and other selected marine products) and ecotourism-related activities. These activities are a direct result of CRMP's finding that coastal fishing families have little or no land resources or other assets.

5 2 2 Product/Market and Institutional Linkages

A major consideration for CRMP in selecting activities is the existence of a market for the product under consideration. Another important aspect is the need to establish linkages with buyers outside the area.

5 2 3 Initiation of Key Enterprises in Selected Areas

The ecotourism initiative in Olango Island has attracted the attention of local tour operators in Cebu. The seaweed culture initiative is supported by a foundation that supplies credit to Olango seaweed farming families. Similar enterprises have been successfully initiated in Palawan with CRMP assistance.

5 2 4 Studies and Training

CRMP has developed a seven-phase process for seaweed development that the project has used to conduct initial studies in 13 pilot sites within the program area. CRMP has also conducted a study to determine carrying capacity for fish cages in coastal waters as part of its effort to include environmental considerations into the enterprise initiative. Several assessments, feasibility studies and pre-investment screening reports have been completed. Seaweed-farmer training has been conducted in 1998 in the six learning areas to more than 250 farmers.

5.3 ISSUES

- There is consensus among project participants about the importance of enterprise development in the coastal areas. Since poverty among municipal fishers is directly related to overfishing and resource depletion, it is necessary not only to set up coastal resource management measures, but also to promote income-diversification activities among the fishing communities.
- It must, however, be emphasized that implementation of an enterprise-support activity of any effective size requires considerable effort, resources, and specialized expertise. Significant resources are now being expended by CRMP to create just 200 jobs by 2000—and the pressure to allocate additional funds is growing.
- This evaluation notes that CRMP is not technically or financially equipped to embark on a larger-scale enterprise-development initiative. More important, emphasis on enterprise development has contributed to diverting CRMP's attention away from what it does best, namely participatory resource assessment and community mobilization to increase the CRM planning and implementation capacity of local government organizations and coastal communities. Devoting more project resources to this institution-building activity would greatly enhance CRMP's efficiency and increase its impact.
- Another key finding in this evaluation is that CRMP would have an even greater impact if enterprise-development staff efforts were concentrated on leveraging support for the enterprise-development activity from the numerous donor-funded organizations operating in many of CRMP's learning and expansion areas.

5.4 RECOMMENDATIONS

An important conclusion of this evaluation is that CRMP should continue to promote alternative income-generating opportunities in learning and expansion areas. However, a more cost-effective approach to the implementation of this activity should be devised. The primary responsibility of the enterprise development activity should be to forge linkages between communities and financial and technical resources. Key elements of this approach are outlined below.

- *CRMP should leverage support for its enterprise-development activity from the numerous donor-funded and other organizations engaged in enterprise development activities in many of CRMP's learning and expansion areas.*

Examples of organizations and projects engaged in enterprise development activities identified during the evaluation are briefly described below. Interviews with personnel from these projects and organizations have confirmed that there is considerable potential for collaboration. The major task of the enterprise development coordinator and learning area coordinators would be to initiate and strengthen such collaboration.

Growth with Equity in Mindanao (GEM) Enterprise development is the exclusive focus of this USAID-funded project. Interviews with the chief of party and other key technical personnel indicate that collaboration with GEM and CRMP in the Malalag and Sarangani Bay learning areas would be beneficial to both parties.

Business Resource Center Foundation Inc (BRC) Interviewed during the evaluation, BRC's president confirmed that collaboration with CRMP would be beneficial to both parties.

Community Based Resource Management Project (CBRM) An interview with a CBRM representative suggests that CRMP-supported LGUs could apply for microenterprise credit through this World Bank-funded program

Governance and Local Democracy Project (GOLD) GOLD assists in setting up municipal loan-guarantee funds with local banks, so that credit can be accessed by coastal community members without any collateral restriction—a most promising possibility for CRMP-assisted communities

NGOs Several NGOs provide microenterprise development assistance to coastal communities throughout CRMP's learning and expansion areas

- *The enterprise development activity should be fully integrated into the program in each of the six learning areas*

The enterprise development activity should be integrated into the provincial program under the provincial coordinator, or the learning area coordinator where no provincial coordinator is present. The learning coordinator should be the sole on-site coordinator of this activity with stakeholders, just as he/she is for training and all other technical assistance

- *The demonstration trials in learning areas should be maintained*

CRMP should continue to provide technical assistance to existing demonstration trials on an as-needed basis. Demonstration trials could serve as a model to leverage funds from municipalities, NGOs, and donor-supported projects. To contain costs, such demonstration trials should not exceed one or two per learning area. One example is the seaweed and ecotourism operation in Olango. Cross-visits to Olango or other model sites could be used to guide activities in other areas

- *The staffing structure in Cebu and learning areas should reflect CRMP's new enterprise-development approach*

It is suggested that CRMP nominate an overall enterprise development coordinator, who would support the enterprise-development program in the six learning areas. A major task of the enterprise development coordinator would be to prepare an inventory of all organizations involved in microenterprise development in CRMP's sites and to investigate the potential for collaboration. The learning area coordinator would assign the enterprise development activity to one of the CRMP staff in the learning area on a part-time basis. Additional level of effort would be utilized as additional enterprise-development opportunities are identified

CHAPTER 6 MANGROVE MANAGEMENT

6 1 BACKGROUND AND STRATEGY

Mangrove resources in the Philippines have declined substantially during this century from an estimated 450,000 hectares in 1918 to less than 150,000 ha. The decline has been partly due to increasing population pressure, but a primary cause has been the rapid development of aquaculture along the coast that has led to large-scale conversion of mangrove to fishponds.

DENR and BFAR are actively involved in the protection and enhancement of the mangrove habitat. In addition to USAID, the ADB and the European Union have funded programs to promote reforestation of mangrove habitat. These programs have either relied on NGOs, individuals, and families to plant mangrove seedlings for pay, or followed a community-based forestry management (CBFM) approach that relies on a given People's Organization (PO) accepting responsibility for stewardship of the area. POs are encouraged to apply for Coastal-Based Forestry Management Agreements (CBFMAs). Under these agreements, tenure over, and harvesting rights to, mangrove forests are granted to the communities under consideration.

The overall strategy of CRMP's mangrove management component is to identify areas that meet the criteria for CBFMA assistance, provide assistance to the POs in developing CBFMAs, annual workplans, and development of livelihood related to the forest area, provide mangrove management guidelines, and provide technical assistance at the national level on fishpond reversion.

CRMP's task as defined in its mangrove management component is to place 13,000 hectares of mangrove under community management.

6 2 ACHIEVEMENTS

CRMP has made significant progress in three areas: identification of mangrove areas meeting the criteria for CBFMA assistance, development of mangrove management guidelines, and mangrove policy reform at the national level. Some of the achievements in these three areas are briefly outlined below.

6 2 1 Area Identification and Assistance to POs

- The project has been successful in identifying areas that meet the criteria for CBFMA assistance.
- It has provided assistance in varying degrees to Bohol POs in the development of CBFMAs.
- It has provided assistance to Barangi-level resolutions and provincial legislation, and signed MOAs that permanently allocate budget to mangrove management activities.

6 2 2 Mangrove Management Guidelines

CRMP has developed guidelines for initiating resolutions and ordinances in support of CBFMA projects. A total of seven guidelines have either been released for field testing or are under technical review. Thirteen guidelines are in various stages of completion.

6 2 3 National-Level Policy

CRMP is providing technical assistance to improve the fishpond lease-holding system through various initiatives at the national levels, including establishment of a technical working group to address mangrove policy issues.

6 3 FINDINGS AND RECOMMENDATIONS

6 3 1 A Target-Driven Approach

Findings

The original target in the design document was to “revert” 20,000 hectares from non-forest use to forest use by 2002. This target was revised in the August 1997 Draft Mangrove Management Strategy and Implementation plan. The new target was to “catalyze the reversion, restoration, enhancement and management of 16,000 hectares of mangrove habitat.” The target was further revised in the final strategy and implementation plan of October 1998 to 13,000 hectares of “forest under improved management using the CBFMA as the instrument”, and the “reversion” clause was amended. CRMP is now simply required to “work on national-level policies related to fishpond reversion.”

An important conclusion relative to the mangrove component is that project resources have been spread thinly to accomplish a target which will take the communities only part way to sustainable management of their resources. Experience in other projects with far more resources has shown that achieving sustainable reforestation through a community-based forest management approach on large areas of coastline is a very challenging task. For instance, even with large staff and financial resources, the ADB-funded Fisheries Sector Project was able to achieve only 5,000 to 6,000 hectares of its 30,000-hectare target.

Institutional obstacles in getting the CBFMAs established have been underestimated. According to sources interviewed, only two coastal mangrove CBFMAs have been issued so far throughout the country. It must also be noted that issuance of a CRFMA is not, alone, a measure of success or failure.

CRMP’s target-driven approach has led its mangrove management activities to expand from Bohol to Mindanao. The Mindanao sites targeted for assistance will be a great distance away from CRMP’s learning areas. It should also be noted that the mangrove activities in Mindanao will not be integrated with CRMP’s other activities.

Recommendations

- To ensure sustainability of improved management practices, the target mangrove management area should be lowered significantly or deleted.
- It is recommended that mangrove management activities not be carried out outside the learning areas.
- CRMP should bring its current mangrove management activities to a full completion in Bohol. CRMP achievements in Bohol could then serve as a model that would guide activities in other areas.
- CRMP should honor its commitment to the LGUs in Mindanao by conducting a cross-visit to the Bohol learning areas. Training could be provided during the visit to assist participants in planning mangrove rehabilitation and management in their respective areas.

6 3 2 Integration of Activity

Finding

The mangrove program is not integrated with CRMP’s other components. For this reason, it is treated as a project on its own, with its own livelihood and training programs. If not addressed, lack of integration,

along with the location of the mangrove management activities outside the learning areas, are likely to have adverse efficiency implications

Recommendation

The mangrove activity should be viewed as any other CRMP activity and, therefore, should be fully integrated into existing provincial programs under the provincial coordinator, or under the learning area coordinator where no provincial coordinator is present. The learning area coordinator should be regarded as the coordinator of this activity with stakeholders just as he or she is for fish-sanctuary establishment and law-enforcement support.

The organizational structure in Cebu headquarters should be modified accordingly. **As** mangrove initiatives would be handled in the same way as the establishment of fish sanctuaries, future mangrove management or restoration initiatives at the *barangay* or Municipal levels should be supported as resources and staff time allow.

6 3 3 Fishpond Reversion

Finding

The legal and policy issue of reversion of fish ponds and the communities' limited access to land where mangroves previously existed are two major obstacles to mangrove development in the Philippines. According to interviews conducted for the evaluation, BFAR is still pursuing an aggressive fishpond construction program, including reissue of fishpond lease agreements for land that has clearly been re-vegetated by mangrove forests.

Another issue that further complicates the reversion of unused fishponds is credit institutions' practice to lease failed fishponds to new clients—an activity that has not always been coordinated with BFAR as the issuing agency for the fishpond lease agreement.

Recommendation

As discussed in Chapter 2, CRMP should include fishpond reversion policies as part of its technical assistance agenda. An important issue that needs to be addressed is security of tenure to the communities living around native mangrove habitats.

6 3 4 Coordination and Leveraging

There appears to be few if any linkages between CRMP and other GOP and donor-funded mangrove management activities. CRMP should investigate the potential for collaboration with other initiatives. For instance, an interview with a World Bank representative has indicated that the World Bank-financed community-Based Resources Management Project (CBRM) may be a potential source of funding.

CHAPTER 7 PERFORMANCE MONITORING

7.1 BACKGROUND

The current CRMP results framework is depicted below. The framework is a result of recommendations made in July 1998 by a USAID/Washington TDY team, concerns and responses raised by the CRMP chief of party in August 1998, e-mail consultations, and USAID/Manila internal discussions. While the new performance monitoring system uses many of CRMP early indicators, monitoring the impact of the project—as measured by the number of kilometers of shoreline where improved management is implemented—will be different. CRMP has developed a data collection and reporting system to reflect the recent changes in the result framework.

7.2 FINDINGS

The current results framework provides an adequate representation of CRMP activities and, with one exception, captures CRMP impact through a direct and cost-effective set of indicators.

CRMP's new performance monitoring system has several advantages. The CRMP database for field-level results is organized by municipal units. Data will be collected by the municipalities that have received CRMP technical assistance, then forwarded to the Cebu office through the learning area coordinator or provincial coordinator. The database will be updated on a semi-annual basis.

An important feature of the new performance monitoring system is that as the database evolves, it will become an educational tool that will inform partners not only about the level of CRMP's performance, but also, and most importantly, about the status of coastal resource management efforts in their own community. As the database will be presented not only to the municipal councils, but also to the provincial councils, its field application will also be expanded to serve as baseline information for area-wide plans (such as bay plans).

7.3 RECOMMENDATIONS

- Prepare a data-quality control plan to ensure objectivity and data accuracy. As part of the new performance reporting system, describe the data-quality control plan and document its implementation.
- If necessary, revise the target for **SO 4**, Indicator 1 (kilometers of shoreline where improved management of coastal resources is being implemented) in light of the proposed strategy for implementing CRMP activities in expansion areas (see Chapter 9).
- If necessary, revise the target for the enterprise development indicator (number of coastal community members employed by environmentally-friendly enterprises) in light of the proposed approach for implementing the enterprise development component (see Chapter 5).
- **SO 4**, Indicator 2 (percentage change of fish abundance and coral cover inside and adjacent to marine sanctuaries) should be moved to a lower level as Indicator 4 under Local Implementation. Since this biophysical indicator indicates a trend in only a small, non-representative, portion of the targeted area, this trend should not be used to measure the success or failure of all CRMP coastal resource management programs. A positive trend, for instance, would provide a rough indication of benefits in the marine sanctuaries, not in the total target area. It is therefore recommended that the indicator be placed at the intermediate-result level. At that level, the indicator would reflect changes in the relatively small area (relative to the whole area of 2,000 km of shoreline) of the marine sanctuaries, and

would be one of four lower-level indicators of improved management. In its current location, inordinately high weight is given to what is only one activity among many, and there is a high risk that the indicator may overestimate the true impact of the activity under consideration.

- Initiate an effort to include and reflect CRMP indicators in the key results areas of DENR's central and field offices. Integrating CRMP indicators into DENR's key results areas would ensure more active participation of DENR field personnel in CRMP activities, particularly at the field level.
- Share municipal-level indicators and data-collection methodology with FRMP to facilitate standardization of recording sheets and procedures.

CHAPTER 8 PROJECT MANAGEMENT

8.1 PROJECT LEADERSHIP AND VISION

The support of DENR and a wide range of other government institutions at the national and local levels is widely acknowledged as a crucial element of CRMP's success

USAID has shown strong interest in CRMP, devoting valuable time and energy to project activities. In addition to its overall guidance and strong commitment, USAID is perceived as being actively involved in the project implementation process, including regular visits to project sites

Project leadership at the Cebu office is perceived as committed and task-oriented. With one exception, learning area coordinators are perceived as committed, technically competent, and able managers

With minor exceptions, project staff at the Cebu office and field levels have excellent interpersonal skills, and are perceived as technically competent and fully committed to the CRMP approach. Field interviews also indicate that, with minor exceptions, subcontractors and cooperating NGOs share CRMP's overall vision

In short, the interest and commitment of CRMP leadership at all levels—including DENR, USAID, and the Cebu office leadership—have helped build a critical mass of CRMP technical staff and managers who share management language as well as values and expectations

8.2 PLANNING, COORDINATION, AND COMMUNICATION

There is agreement among project participants that CRMP's management systems are strong and effective, but could be significantly improved

There is also agreement that, when applied, the following recommendations will result in a greater sense of ownership and commitment to planned activities, a broader shared vision, and greater integration of CRMP's six learning areas

- CRMP should initiate a reassessment of staffing needs soon after this evaluation, taking into consideration the various recommendations contained in this report
- Following the **staffing** needs assessment, project management should develop a CRMP organizational structure based on a detailed definition of the roles and responsibilities of each staff member. DENR should be an integral part of this organizational structure. Copies of the organizational structure and detailed scope of work should be distributed to each staff and counterpart member
- DENR's own organizational structure in relation to CRMP should also be provided to all CRMP staff and counterparts
- This opportunity should be used to update job descriptions for certain technical, management, and support staff. Such an update will ensure that scopes of **work** are realistic in terms of coverage, that roles and responsibilities are clearly defined, and that all reporting systems are in place
- Greater emphasis should be placed on strengthening the operational relationship between DENR and CRMP in managing activities, particularly at the national level. Current formal and informal arrangements should be reviewed with a view toward strengthening this operational relationship

- Learning area coordinators (LACs) or provincial coordinators (PCs), where they exist should collaborate more closely with DENR counterparts, particularly during preparation of the workplan. Copies of all relevant memoranda of agreement should also be given to counterparts in learning areas.
- LACs/PCs should be made responsible for total area performance. All CRMP personnel in a specific area should report to the LAC in that area.
- **As** would be detailed in their job descriptions, LACs/PCs should be given much of the responsibility for the planning and operations within their areas. **As** part of the tasks allotted to them, LACs should be asked to prepare a detailed workplan for each planning period, including a list of needed technical assistance, supplies and other expenses.
- Learning area coordinators and provincial coordinators are found to have redundant functions, with adverse implications on project-resource use. The finding suggests that the provincial-coordinator position should be integrated into the learning-area coordination function.
- CRMP learning area activities are guided by quarterly planning and progress meetings held in Cebu. Quarterly meetings are scheduled at the end of each quarter in preparation for the compilation of quarterly reports to USAID and counterpart agencies. Some participants suggested that quarterly meetings should also be used as a forum to discuss program performance, identify major constraints, summarize lessons learned, and recommend adjustments. In addition to the major results of those discussions, all agreements and planned actions should be recorded and, within a week, distributed to relevant staff members.
- It is recommended that the role of the Peace Corps volunteers be expanded in both learning and expansion sites. Volunteers could be used to provide strategic support in training, enterprise development, fish sanctuary establishment, and improved mangrove management and rehabilitation. Peace Corps volunteers should be an integral part of CRMP's new organizational structure.
- CRMP should prepare a comprehensive management plan to strengthen strategic linkages with other USAID and non-USAID projects.
- Home office project management staff in Cebu should conduct field visits to the six learning areas on a regular schedule. Those visits would reduce the sense of isolation among certain learning area staff and the perceived lack of interest of the home office in certain learning areas.
- LACs/PCs believe that the performance of their programs would be greatly enhanced through cross-visits to CRMP's six learning areas. It is, however, important to note that a written field report should be prepared following each visit. A post-visit debriefing should also be organized immediately following the visit to assess its value to LACs/PCs.

CHAPTER 9 MAJOR CONCLUSIONS AND RECOMMENDATIONS

9 1 INTRODUCTION

This evaluation has assessed CRMP progress to date, with particular attention to institutional development and sustainability. Emphasis has been placed on future directions. Special attention has also been paid to making specific recommendations, as well as suggesting strategic adjustments where pertinent. This chapter summarizes **CRMP** major achievements and identifies ways to capitalize on those achievements. The need to concentrate on strategic focus areas is stressed and a new approach for the implementation of CRMP activities in expansion areas is outlined.

9 2 CRMP MAJOR ACHIEVEMENTS

- CRMP has developed a reputation throughout the country and among the donor community as a source of state-of-the-art knowledge of CRM implementation.
- Interviews conducted for this evaluation, as well as the high degree of cohesiveness and unity observed among fishers in most areas visited, suggest that CRMP has significantly increased awareness of the importance of resource conservation and protection among the coastal communities in which it operates. In most CRMP learning sites, the CRM concept is now widely accepted and expanding to other barangays and municipalities.
- **CRMP** has provided impetus to new and innovative CRM policy and thought at both the national and LGU levels.
- The project has been instrumental in creating a wider agreement among officials that community stakeholders must play a substantial role in resource development and management.
- CRMP has used a participatory approach to assist community group members in analyzing their constraints and opportunities. Participants at all levels are appreciative of its approach and potential impact.
- Increased awareness of the resource depletion problem among stakeholders has stimulated active participation in CRM activities. Organized participants at all levels are beginning to enthusiastically experiment with their new role and responsibilities.
- CRMP has made considerable progress in institutionalizing CRM implementation within the LGU structure.
- The project has also stimulated a synergy between national and local CRM initiatives to ensure not only that local initiatives are consistent with national policy, but also that national policy is responsive to field-level needs.
- The project has been instrumental in including CRM as an integral part of the food security initiative in the Philippines. This effort will enable LGUs (identified in the 1998 Agricultural and Fisheries Modernization Act as the stewards of food security) to include a CRM plan for achieving food security.

9 3 EXTENDING CRMP TO A SEVEN-YEAR EFFORT AS ENVISIONED IN THE PROJECT DESIGN

Field work conducted for this evaluation indicates that CRMP has laid the foundation for institutionalizing CRM implementation within the LGU structure. However, there is agreement that sustainability of CRMP activities will not be achieved by 2001. The stakes are high. **CRMP** is now at a crucial point of project implementation and, with about 50 percent of CRMP's life past, achievements **will** not be sustained if the project is not given an opportunity to complete the remaining tasks.

A two-year extension to ensure institutionalization of CRMP achievements is, therefore, highly recommended. This recommendation is consistent with the project design which viewed CRMP as a seven-year, not a five-year effort.

It is important to view CRMP as a strategic effort with considerable potential impact on the future of coastal resources management in the Philippines. Sustainability and long-term achievements will be inhibited if a condensed schedule is imposed on remaining project activities, for both CRMP personnel and beneficiaries will be under pressure to adhere to a rigid timetable and simply follow traditional modes of project implementation.

9.4 STRATEGIC ADJUSTMENTS

CRMP is a complex project with many parts that must be merged harmoniously for maximum effect. For this reason, this evaluation has followed a two-pronged approach. First, the evaluation has assessed each of CRMP's components and made specific recommendations to improve performance under each of those components. Second, it has examined CRMP as a package of interrelated activities, prioritizing components and suggesting strategic adjustments where pertinent. The most important results of this investigation are briefly summarized below. Detailed findings and recommendations can be found in the individual chapters.

Policy

The current policy environment offers unique opportunities for CRMP to assist DENR in establishing a comprehensive CRM policy framework, including formulation of an agenda to address policy and institutional gaps toward sustainable management of the country's coastal and marine resources. This finding points to the need to expand the scope and intensity of CRMP's policy component. Three policy areas needing special attention are proposed.

- CRMP should provide organizational development assistance to DENR.
- CRMP should provide further assistance to strengthen the legal framework for law enforcement.
- CRMP should play a leadership role in strengthening coordination among GOP agencies involved in the CRM area.

Training

CRMP should develop a detailed schedule and methodology for institutionalizing the training program. The following considerations should be part of this methodology.

- Developing national capacity at all levels should be a central feature of the training program.
- A training-of-trainers program should be formulated to institutionalize training activities within DENR, ATI/BFAR, and the provinces.
- The province should serve as a hub for future CRMP training. This evaluation has recommended that the provincial government play a leadership role in all activities carried out in CRMP expansion areas. The training-of-trainers program that would be designed to carry out those activities should form the backbone of CRMP's efforts to institutionalize its training activities.

IEC

The IEC component should make a strategic shift from "large group interventions" and from activities that are generic in themes and messages to a more focused agenda, based on a structured set of more targeted and well-defined interventions. Those activities should be an integral part of CRMP's other focus areas.

For each IEC product, a dissemination plan should be prepared. The dissemination plan should include at a minimum objectives, definition of the target audience, dissemination mechanism, and evaluation plan.

Mangrove and Enterprise Development

Undue emphasis has been placed on mangrove management and on enterprise development, to the extent that the two activities became two separate components not integrated with CRMP's other activities. The emphasis has also diverted CRMP's attention away from what it does best, namely increase the CRM planning and implementation capacity of the local government and communities. The two components should, therefore, be fully integrated into CRM planning and implementation. Particular attention should be paid to leveraging non-CRMP mangrove and enterprise-development initiatives, and to assisting LGUs in taking a strong institutional role in support of these activities.

9 5 CRMP'S AGENDA IN THE LEARNING AREAS AND EXPANSION AREAS

To achieve sustainability of CRM planning and implementation in learning and expansion areas, the remaining life of the project could be divided into two phases. During the first phase, special emphasis would be placed on strengthening achievements in learning areas and institutionalizing CRM planning and implementation in expansion areas. In expansion areas, CRMP should focus on capacity development at the provincial level. The second phase would focus on area-wide institution-building activities by assisting LGUs in the preparation and implementation of harmonized CRM plans in wider geographic areas.

9 5 1 Institutionalizing CRM in Learning Areas

The first task for CRMP will be to strengthen community and LGU participation in CRM planning and to complete implementation of plans at the *barangay*, municipal, and provincial levels. Major efforts needed to achieve this objective are briefly outlined below.

- Provide training in CRM planning to new sites and follow-up training where needed
- Monitor and evaluate CRM plan implementation, identify major constraints and opportunities to achieve more effective implementation, and assist in making revisions to plans as appropriate
- Under the CRMP results framework, improved implementation is demonstrated by three indicators: annual LGU budget allocated for CRM, resource management organizations formed and active, and best CRM plans being implemented. However, it is important to note that no formal mechanism is currently in place to ensure that the CRM plan prepared by a given *barangay* or municipality will indeed be implemented. To secure implementation, CRMP should make available in each learning area a community organizer (CO), who could be recruited from the local NGO community. A critical part of the CO's scope of work would be to document all monitoring and evaluation activities.
- Conduct cross-evaluations of learning-area activities at the *barangay*, municipal, and provincial levels.
 - ➔ Use cross-visits to learning areas
 - ➔ Synthesize all monitoring and evaluation reports prepared by the COs
 - ➔ Use findings of monitoring and evaluation to guide future implementation in both learning and expansion areas

9 5 2 A Recommended Approach to CRM Implementation in Expansion Areas

CRMP is providing technical assistance to improve coastal management along 2,000 km of coastal areas, including both learning areas and expansion areas. Consisting of about 670 km of shoreline, the learning areas are the major focus of CRMP technical assistance. One of CRMP's major objectives is to achieve strategic expansion of project activities beyond its six learning areas. CRMP's current strategy in the

expansion areas is to promote expansion by supporting LGUs and other relevant institutions. CRMP support in expansion areas is limited to dissemination of technical and educational materials, assistance to trained personnel, and similar services that do not require on-the-ground presence of project personnel.

Interviews conducted for this evaluation reveal that CRMP's impact in expansion areas could be strengthened through a more proactive strategy. Under this strategy, CRMP would develop a core group of CRM trainers at the provincial level through a comprehensive training-of-trainers program to deliver ICM, PCRA and other courses at the provincial and municipal levels. Under provincial government tutelage and in collaboration with DENR, BFAR, and ATI, the future trainers would then be called upon to implement in the expansion areas the same package of activities applied by CRMP in the learning areas. The CRMP approach featuring hands-on analysis and planning within the context of the geographical areas of responsibility of *barangays* and municipal-level beneficiaries would also be used.

In addition to carrying out a comprehensive training-of-trainers program, CRMP may be called upon to provide highly-specialized technical training in certain areas and other limited support on an as-needed basis.

The proposed approach not only would ensure more systematic CRM coverage in expansion areas, but it would also promote a clearer sense of system ownership by the provincial government. Another fundamental result would be to enhance sustainability through institutionalization of ICM tools at the LGU level.

The major steps needed to set up the proposed strategy are briefly summarized below.

- Sign a memorandum of agreement describing specific roles and responsibilities of the four parties involved in implementing the new strategy (CRMP, DENR, BFAR, and ATI). At a minimum, the memorandum of agreement should also specify the following items: criteria used in selecting target municipalities and *barangays*, municipalities and *barangays* targeted for assistance, training roles and responsibilities of participating parties, and a detailed timetable and schedule of activities carried out by each party.
- Conduct a training-of-trainers program as follows:
 - ➔ Conduct a training needs assessment to identify number of trainers needed and institutions targeted for training. As suggested above, an initial list of institutions may consist of the provincial government, DENR, BFAR, and ATI. Other institutions would be included as appropriate.
 - ➔ Establish standards for CRM training, and for approaches underlying all other CRM-related activities.
 - ➔ Provide intensive, hands-on training to the selected candidates. Facilitation skills should be a key feature of the proposed training. Facilitation is a management tool not only to ensure that time is used efficiently, but also to capture the results of discussions and synthesize outcomes, so that the intended objectives of the workshop are achieved.
- Provide technical assistance to trainers during their field activities on an as-needed basis.
- Exchange lessons from learning areas to expansion areas through cross-visits and IEC materials.

9.5.3 Assist LGUs in the Preparation and Implementation of Harmonized CRM Plans in Wider Geographic Areas

Integration of policy and management responsibilities is a necessary condition for effective ICM implementation. During this evaluation, a large number of participants stressed the need for strengthening fragmented LGU management of contiguous fishery resources (such as a bay) due to the fact that delineations of municipal waters are set by political boundaries. An important task for CRMP will be to bring together the concerned entities to examine area- or bay-wide JCM issues.

The Local Government Code of 1991 has granted LGUs jurisdiction over municipal waters. However, considerable effort will be needed in the implementation of policies to regulate fishing in areas under LGU jurisdiction. Three major tasks for CRMP will be to assist in harmonizing national and local legislation, to assist LGUs in their effort to enact municipal fisheries ordinances regarding fisheries management, shoreline development, and marine protected areas, and to facilitate adoption and implementation of harmonized CRM ordinances across municipalities.

CRMP has assisted LGUs in improving community-based law enforcement. While the capability for apprehension of illegal fishing has been strengthened by training *Bantay Dagat* (sea watch) personnel, significant efforts will be needed in the area of conviction and prosecution of law enforcement. Weaknesses of the law enforcement system are due not only to lack of local marine enforcement infrastructure and to lack of training in preserving evidence, but to local prosecutors' more basic need to be familiar with fisheries regulations. In collaboration with the Department of Justice and the Supreme Court, CRMP has initiated an effort to develop and disseminate a legal arsenal for fisheries management and protection. Additional steps to strengthen the CRM law-enforcement system will be needed during implementation of the harmonized CRM plans in the wider geographic areas.

Collaboration to extend IMA's reformed fishing practices training and monitoring system through cyanide testing and visual catch and market inspection would enhance local CRM law-enforcement capabilities. In addition, extend IMA's legal workshops that offer hands-on experience in the physical detection and collection of evidence of blast-fishing.

During this phase, selected learning area provinces will likely need specialized technical assistance to establish resource and information centers, and provincial CRM councils. Another critical task will be to assist LGUs in their effort to develop and implement a set of integrated coastal environmental monitoring programs.

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ANNEX B
RECOMMENDATIONS FOR REGIONAL ACTIVITIES
AND SHARING OF LESSONS LEARNED

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I Introduction

This section provides recommendations for regional activities that (1) promote sharing lessons learned within the region, and (2) address regional environmental issues. Some of these recommendations supplement and expand upon issues raised in the proposed Southeast Asia Environmental Initiative (SEA-EI).

Regional activities may be promoted through two recent opportunities, the Southeast Asia Environmental Initiative and the U S Executive Order for the Protection of Coral Reefs. In the first case, the Department of State and USAID are currently discussing the need for regional environmental activities in the area, clearly, due to their socio-economic importance, coastal fisheries, coral reefs and mangroves are highlighted. Specific regional threats and issues have been identified, management and implementation strategies need to be developed.

In the second case, the Executive Order creates a U S Coral Reef Task Force involving all federal agencies. While the emphasis of the Executive Order is on the protection of domestic coral reef ecosystems, it also mandates protection of international coral reefs. The U S Coral Reef Task Force is charged with coordinating all federal activities to further coral reef protection, with the Department of State and USAID taking the lead on international activities.

II Issues and Recommendations

A Governance

1 Devolution of Government

The Philippines, in terms of devolution of government and local responsibility for resource management, is estimated to be ten or fifteen years ahead of other Southeast Asian countries. Thus the lessons learned in Integrated Coastal Management (ICM) at the local level from the CRMP and other Philippine projects, such as Apo Island, could be shared with other countries in the region. Lessons learned could be shared through study tours, exchange programs, or dissemination of useful ICM tools, such as publications and methodologies.

Since the coastal resources in the Philippines are seriously degraded, exchange programs are especially needed. Exchange programs, such as have occurred between USAID programs in the Philippines and Indonesia, can allow Filipinos to see the benefits of healthy coral reefs and resources.

2 Participatory Coastal Resource Assessment

The CRMP book on Participatory Coastal Resource Assessment is an excellent guidebook on how to engage the local community in an assessment and usage of their coastal resources, a vital first step in the initiation of local resource governance. With minor changes to the graphics, this book could be a useful tool for ICM worldwide, as well as regionally. To increase its appeal regionally, the book would need to be translated into

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the appropriate regional languages To increase its appeal worldwide, the pictures would need to be less Filipino-specific in nature

3 U S Model of Integrated Levels of Government

Devolution of government in the Philippines is still in an experimental phase, with the relationships between the different levels still evolving This is particularly true for the different offices and agencies involved with coastal resource management Philippine government officials - from local, municipal, regional offices and national agencies - may benefit from a study tour of the U S in order to examine how local, state and national governments and agencies work together to address coastal management and governance A tour of the U S , rather than another SE Asian country, is recommended because the Philippines is more advanced in governance than other countries in the region Specifically a study tour of the South Florida and Florida Keys ecosystem management system by NOAA is recommended for government officials This tour would highlight how a strong national coastal department interfaces with local and state governments, NGOs, the private sector (especially fisheries) and the public sector

4 Community-based monitoring of resources

The community-based monitoring program developed by **CRMP** and Andre Uychiaoco of the University of the Philippines would be an excellent model to share with other community-based coastal resource management programs, both within the Philippines and regionally Fishers are trained to monitor important fish populations within their sanctuaries and thus receive immediate feedback on their management efforts

5 Linkages between Democracy and Environment activities within USAID

Integrated coastal management is a process in governance Realizing this, the USAID/Philippines mission has developed an extraordinary degree of co-operation between the Environmental Management Office and the Democracy Office, leading to a synergistic impact in the CRMP The working relationship between these two offices could serve as a model to other missions, as well as offices in Washington, for integrating governance activities of the Democracy Office with environmental resource management activities of the Environment Office The mission should be encouraged to share its experiences with other USAID missions, Washington Bureaus, and international development institutions

B Re-training and Education in Destructive Fishing Practices

The International Marinelife Alliance (IMA) has made significant progress in retraining fishers on alternatives to cyanide and blast-fishing which are non-destructive methods of catching fish IMA has also developed a range of educational material for fishers, school-age children and school teachers Strong support should be given for the distribution of these materials throughout the school system in the Philippines, which would benefit the CRMP and ensure lasting impact on public attitudes toward coastal resources

The training and educational material that has been developed could be easily transferred for use in other countries throughout the region, requiring only translation into the appropriate languages The dissemination of these materials throughout the region, targeting areas where destructive fishing practices occur, should also be supported

C Global Program of Action for the Protection of the Marine Environment from Land-Based Sources of Pollution

US-AEP and NOAA, with funding from USAID, has recently initiated a project in the Philippines to implement the Global Plan of Action (GPA) to address land-based sources of marine pollution. This project arose out of discussions held at OPEC and GPA meetings this last year, and has received approval from the Philippine government (Undersecretary Ramon Peje). The project entails holding a workshop in November, 1999, that is financed by the private sector and will bring mayors, governors, industries, businesses, banks and international donor organizations together to develop concrete action and financing plans to reduce marine pollution.

The UNDP-IMO project has engaged the private sector in addressing sources of land-based pollution in coastal areas. However, the US-AEP and NOAA initiative is an undertaking that could potentially serve as a regional model of how to engage the private sector in issues related to marine pollution. Involvement of USAID programs (MCEI, CRMP and GOLD), Philippine national agencies, and the Leagues of Municipalities and Provinces are critical to the success of this project, and stand to benefit from the success of this project as well.

D Key Transboundary Conservation and Fishing Issues

1 Stop Destructive Fishing Practices: cyanide and blast-fishing

Destructive fishing practices, especially cyanide and blast-fishing, are destroying the coral reefs upon which the fish, and therefore the people, depend. Large areas of reefs are being destroyed throughout the region by these illegal fishing practices. USAID's bilateral programs in the Philippines and Indonesia are partially addressing these issues, but there is a need for a broader, region-wide approach to these problems.

Organizations, such as The Nature Conservancy, Conservation International, the World Resources Institute, UNEP Regional Seas Program, the World Bank and the IUCN, are all interested in addressing these issues regionally, but no coordinated strategy has been developed. Thus, as a first step, USAID may want to encourage these groups to develop a regional strategy or action plan that clearly defines the coordinated efforts of each group.

With regard to cyanide and blast-fishing, the International Marine Life Alliance has an excellent record in the Philippines of addressing these illegal practices by educating fisherfolk and providing them with alternative fishing practices, increasing public awareness, and establishing cyanide detection procedures, laboratories and legally-enforceable certification programs. Recently, IMA has begun working in Indonesia, which does not have the legal framework to support cyanide certification programs, legal instruments need to be developed in Indonesia that allows enforcement of cyanide detection and certification programs. The Nature Conservancy (TNC) also has an ongoing program in Indonesia to address both cyanide and blast-fishing.

Both the IMA and TNC programs should be supported regionally, with emphasis on IMA's Regional Destructive Fishing Program. Both organizations work to change the behavior and attitudes of fishers and provide alternate fishing practices. IMA's emphasis is to retrain fishers to catch reef fish by hook-and-line, while that of TNC is to retrain fishers to catch pelagics, such as tuna, thus reducing fishing pressure on reef fish populations.

To reduce the incentive for cyanide-fishing regionally, fish caught by cyanide must not be allowed to be sold in the major fishing ports, such as Hong Kong. Mechanisms, such as certification programs, need to be established within the major fishing ports that prevent the trade in cyanide-caught fish. Efforts by IMA to establish certification and monitoring procedures in Hong Kong should be supported.

Blast-fishing is destroying coral reefs throughout the region and poses serious threats to resource sustainability in Indonesia, Malaysia, Vietnam and Thailand. Blast-fishing is typically used for subsistence fishing, rather than for capture of high-valued groupers as in cyanide fishing. Thus, the IMA approach could be modified to address this issue on a regional basis, by educating and retraining of fishers on alternative practices in conjunction with strong, enforceable regulations against blast-fishing. CRMP's program of judicial workshops could be used to strengthen IMA's work by disseminating information on how to detect and handle blast-fishing evidence.

To address the issue of cyanide fishing regionally, actions must be taken in the source countries as well as in the importing countries to address the unregulated trade in live reef fishes. Some vital lessons have been learned and implemented in the Philippines. Recommended activities include:

- Ban the legal use of cyanide and enforce the ban (most countries have bans but few are enforced)
- Establish national systems to monitor and regulate the live fish export, with special emphasis on specially vulnerable and over-fished species such as the napolean wrasse
- Strengthen community-based management of local fisheries and educate local fishers in alternatives to cyanide (e.g., hook-and-line fishing for live food fish and net-capture of aquarium fishes)
- Establish cyanide detection test facilities at major live fish collection and transshipment points and require cyanide-free certification for export (the Philippine model)
- Ban the legal use of cyanide for anesthetizing fish for transport to fish markets, this legal use of cyanide will negate efforts to stop cyanide use during fish capture
- Support domestic and regional data-gathering and sharing on the live reef fish trade
- Implement monitoring mechanisms at the domestic level to track volume, value and species in the live reef fish trade in both exporting and importing countries
- Support the actions of exporting countries to curb the export of fish caught using destructive means by requiring imported fish to have cyanide-free certifications
- Promote anti-cyanide policies and practices for the aquarium fish industry in the United States and Europe, and for the live food fish industry in Asia

2 Reduce Over-fishing Capacity

The FAO, with support from the US and Japan, is developing an action plan to address the issue of global over-fishing capacity. A first step in the action plan would call for each country to assess their fishing capacity, before taking coordinated steps to reduce the capacity. It is significant to note that Japan, for the first time, is supporting an effort to reduce over-fishing, Japan now realizes the tremendous over-fishing capacity that exists in the region and the potential situation as more Chinese boats enter the waters.

The Global Environment Center has been approached with a proposal to help address over-fishing capacity by increasing public awareness. Specifically, the proposal calls for information workshops for government decision-makers and journalists on the issue of over-fishing capacity. At this time, a full proposal has not been received. Of the various groups in the Philippines which could be involved in this proposal, ICLARM probably has the most experience holding workshops on regional fishing issues. Dr. Geronimo Silvestre, fisheries expert at ICLARM, has been active in regional fishery issues.

To deal directly with the issue of over-fishing capacity, fishers, boat owners, and fishing associations must be brought into the dialogue. IMA has extensive experience in working with such groups. Therefore, it is recommended that IMA be supported to initially engage the fishing stakeholders in discussions of over-fishing capacity. Then, IMA and ICLARM can be encouraged to work together on bringing government officials, journalists and fishing stakeholders together for further dialogue.

3 Protect own territorial waters vs expanding fishing ranges

The USAID/Philippines mission needs to develop consistent fishing policies within its various programs. The **CRMP** program emphasizes community ownership, and therefore protection of community fishing grounds or sanctuaries. On the other hand, one project of the GEM program is trying to encourage more fishing by Filipinos in Palua by opening up those waters to Filipino boats. This is not recommended, as it only exacerbates regional fishing problems. There should be more emphasis on protecting the waters of the Philippines for their own fishers and reducing illegal fishing within territorial waters. Furthermore, the east coast of the Philippines are presently under-utilized by Philippine boats. Fishers could be encouraged to fish these waters rather than those of another country.

4 Strengthen Regional Lessons Learned Through Regional Networks

The U S Coral Reef Task Force is mandated with protecting coral reefs and related ecosystems both within the U S and internationally. The Task Force is interested in better linking U S experience in coastal management with the needs of other countries, and there is an excellent opportunity to do so in Southeast Asia this coming year. The SE Asia Environmental Initiative may support a Regional Coral Reef Managers Conference. If this occurs, the mission should support attendance by marine managers, government agency officials, NGOs and technical advisors for the League of Municipalities and Provincial governments.

In conjunction with this event, a regional network of marine managers should be created as an on-going way for information to be shared and exchanged. The network should be Web-based, low-cost, and require minimum effort to maintain, relying upon the individual efforts of the managers and technical advisors for self-sustainability. DENR and CRMP could work with ICLARM to help establish and set-up the network on the Web.

5 Provide assistance to the Sulu/Celebes Sea Initiative

The Sulu Sea has been ranked as one of the most important marine biodiversity conservation areas in the world.

The Government of the Philippines has thus recognized the Sulu and Celebes Sea as possessing special marine resources and value to the Philippines, and has set up a Presidential Commission and a \$1 million trust fund for coastal resource management in the Sulu and Celebes Sea. In addition, a bilateral agreement between the Philippines and Malaysia was signed in 1996, establishing the first trans-border marine reserve in the Turtle Islands.

CRMP's involvement in **this** initiative should be very limited. CRMP should provide technical assistance only during the planning stages of the initiative, specifically for the Tubbataha Reef National Marine Park and World Heritage Site, and the Turtle Islands Heritage Protected Area. Further involvement beyond the planning stage by CRMP is not recommended, as CRMP needs to focus in other areas.

However, support should be given to the Sulu/Celebes Sea Initiative through the SEA-EI. Support could be given to WWF (KKP) to strengthen their sea turtle activities in the area.

ANNEX C
RECOMMENDATIONS FOR FUTURE NATURAL
RESOURCE DEVELOPMENT APPROACHES
WITH RESPECT TO THE DEVELOPMENT
OF SO 4'S NEW ENVIRONMENT
STRATEGY

1 WATERSHED MANAGEMENT

Background

During the course of the evaluation it became apparent that at the national, provincial, and in some cases, the municipal level there was a genuine concern among officials that functionality of the watersheds were threatened because of past and present land-use practices inland from the coast (e.g., basins and uplands). Past and current projects have generally looked at the coastal area (e.g., CRMP), or addressed the forest issue in the uplands (e.g., FRMP), but have not examined the two systems in an integrated manner.

Governors, city mayors, and municipality mayors pointed out to the evaluation team severe problems in the watersheds and their negative impact on coastal resources. Many municipalities have watersheds denuded of vegetation with excessive loss of sediment transported to the coastal water. Other problems include groundwater salinity, flooding, riverbank erosion, and pollution.

The upper reaches of the watershed connected to the coastal zone by the river have been heavily disturbed over the last century. The upland forests have undergone similar clear cutting, as have the mangroves. The result of the clear cutting, road building, and agricultural development has been that the original functionality of the ecosystem no longer exists. Due to the interconnections between the watersheds and the coastal environments, a problem in the watershed becomes a problem in the coastal waters.

Issues

Degradation and loss of vegetation in the uplands will impact the coastal environment

- Functionality of the watersheds have in many cases been lost due to vegetation removal. Vegetation losses in the watershed result in increased erosion and sediment transport in the river. Reduced vegetation means reduced water retention and water running off more quickly, resulting in floods.
- Due to vegetation loss on the uplands, precipitation is no longer captured in the soils to the natural potential. This situation results in flooding during the heavy rains and faster drying of rivers and, therefore, of groundwater tables than ever before. These effects are reflected in increased groundwater salinity in some areas, increased flooding, and river channels not providing normal dry season flows. These effects result in less water for municipal use, widening of river channels causing loss of land and increased sediment transport, and a large change in the character of the coastal areas.
- Many planners at the national, provincial, and municipal levels are adopting an integrated watershed management approach in their plans.

CRMP activities deal only with coastal areas

- The conditions that exist today in the coastal areas of the Philippines are a result of many factors, both manmade and natural. Missing in the design of CRMP (and, for that matter, most coastal resources

management projects), is the need to integrate coastal and watershed ecosystem planning and resource management support

- Not to include the entire watershed in plans for improving coastal resources may mean for example that a very significant contributor to the decline in coral cover may not be addressed. Planning for coastal areas must consider the upper reaches of the watershed. People living in the upper reaches of the watershed may be as much of a factor in nearshore coastal resource degradation as those living along the coast. Limiting investments to coastal areas may not achieve the desired results.

Recommendations

- Future environmental initiatives should integrate upland and coastal planning in an integrated watershed approach.
- Apply lessons learned from CRMP and NRMP using the watershed as the planning and implementation unit. One strategy would be to support province-wide coastal master planning.
- Support programs that follow an integrated coastal watershed planning and resource management approach.
- Support DENR's institutional strengthening initiatives, including plans for a new watershed management unit.

2 PLANNING AND MAPPING

At least two of the provinces visited expressed a need for support in planning, zoning, and mapping. Many participants complained that data from various projects were not standardized and, therefore, not very useful for province-wide integrated planning. They also stated that the absence of good maps for planning was a serious constraint.

Issues

- LGU officials expressed frustration about the availability and low quality of maps and other spatial references.
- Interviews have also revealed that provincial mapping and data collection and retrieval systems require substantial improvement.

Recommendations

- CRMP should provide support to DENR in the development of the coastal master plan now under consideration.
- Future initiatives should include mapping capability and capacity building in the private sector and at the national and provincial levels. DENR and the provincial planning and environment offices could be the focal point for such assistance.
- One strategy would be to work with the province to enhance the planning and environmental units in the preparation of province-wide, truly integrated coastal resource planning. Assistance could be provided in the following areas:
 - Establish data collection and management systems in a GIS.

- Develop standards and protocols for data collection including spatial data
- Resource assessment working **up** from the *barangay*
- Prepare coastal and land resource planning maps according to watershed planning units
- Train and build user capability in GIS and use of satellite imagery through ARCVIEW

3 Linkages, Coordination, and Synergy among USAID Projects and Between USAID and Other-donor Projects

See Annex D

ANNEX D
LINKAGES, COORDINATION, AND SYNERGY
AMONG USAID PROGRAMS AND
AMONG USAID AND OTHER-DONOR PROGRAMS

Increased Interaction between GOLD and CRMP

Integrated coastal management is a “process in governance” Realizing the importance of this relationship, USAID/Manila has developed a high degree of cooperation between the Environmental Management Office and the Democracy Office The working relationship between these two offices could serve as a model to other missions, as well as offices in Washington, for integrating governance activities of the Democracy Office with environmental resource management activities of the Environment Office The mission should be encouraged to promote interactions between GOLD and natural resource management programs within the mission In particular, GOLD could assist **CRMP** as the project re-focuses on capacity building in ICM at the provincial level

GOLD has worked with municipalities in the province of Nueva Vizcaya and established municipalities that have set up guarantee funds with commercial banks, so that individuals or groups within the municipalities can gain access to credit without collateral This arrangement provides a way of providing the poorer segments of the population with access to capital for enterprises and ensures accountability where it belongs, at the local level CRMP could work with GOLD and the municipalities in specifying local fund resources for the support of livelihood activities in the municipalities of the learning areas GOLD could also help set up loan guarantee funds coming from the municipality with local banks, so that credit can be accessed by the poorer fisher families without collateral restrictions

Potential Linkages with the CBRM Project

The World Bank is financing a Community-Based Resource Management (CBFW) project in four regions One of the four regions includes three of CRMP’s learning areas, Negros, Olongo, and Bohol CBRM is designed to provide a funding window (resources to finance natural resource management projects) for LGUs and to enhance the capacity of low-income rural LGUs and communities to plan, implement and sustain priority natural resources management projects The project has area coordinators in each of the regions it operates According to a senior World Bank, it is likely that similar facilities will open in all regions as the project progresses The project will lend to LGUs based on sound natural resource management proposals These proposals could include a wide range of CRMP’s recommended coastal interventions including enterprise, mangrove management, law enforcement, coastal management implementation, and coastal pollution reduction

CBRM presents an excellent opportunity for CRMP to leverage project funds and assist communities in the implementation of the coastal management plans they develop through the ICM process Communities in the learning areas have been developing coastal management plans with the assistance of DENR/CRMP The World Bank project could be a source of critically needed funds to implement those plans by supplying financial assistance at commercial rates to the LGUs CRMP and the LGUs are in a position to take advantage of this opportunity at an early stage However, the communities will require assistance in writing proposals The GOLD project may be able to fulfill this role, working in conjunction with CRMP GOLD may also be able to build capacity for writing the proposals within the Community Organizers at the provincial level, to ensure sustainability MCEI could benefit from the World Bank program of loans for coastal management plans

Potential Linkages with the USAID-financed Growth with Equity in Mindanao (GEM) Project

The GEM project is operating in the CRMP learning areas of Sarangani and Malalag Bay GEM provides enterprise development assistance in market identification, technology transfer and training, and financial packaging The project provides **TA** to LGUs including project identification prioritizing and implementation

of projects. The intended beneficiaries of the project are the 55 percent of the people in Mindanao who live below the poverty line. The project plays a brokering role and links closely with the markets. GEM is not involved in capability building, a major strength of CRMP. GEM is interested in collaborating with CRMP to set up ventures with CRMP target beneficiaries. GEM could benefit CRMP in the enterprise sector in Mindanao.

Potential linkage opportunities with the Business Resource Center Foundation Inc (BRC)

A registered development foundation established through Notre Dame College has USAID's certificate of eligibility as a foreign private voluntary organization. Its mission is to assist in the development of communities through enterprise development and technical training. Through its enterprise development program, it provides technical and financial assistance. BRC expressed interest in working with CRMP. The institution seems well established and could support CRMP's beneficiaries even after CRMP is completed.

Linkages to the Environmental and Natural Resources Accounting Program (ENRAP)

ENRAP is a DENR project funded by USAID. The project is strengthening DENR's capability in the valuation of resources and integrating environmental and economic indicators into the system of national accounts. Potential linkages exist now and in the future for projects such as CRMP or future watershed environmental management projects to draw on ENRAP's capability in the valuation of environmental assets. Guidance in project feasibility and environmental impact assessment would be another potential area that ENRAP to be involved. CRMP and the other environmental projects in the future would benefit from a linkage both for project benefit determination and valuation of degradation being caused.

Capitalize on IMAs Experience in Educational Outreach

The International Marinelife Alliance (IMA) has made significant progress in retraining fishers on non-destructive alternatives to cyanide and blast-fishing. IMA has also developed a range of educational material for fishers, school-age children and school teachers that can be used in CRMP learning and expansion areas. Strong support should be given for the distribution of these materials throughout the school system in the Philippines.

Linkages Between US-AEP and CRP, MCEI, and GOLD

US-AEP and NOAA, with funding from USAID, has recently initiated a project in the Philippines to implement the Global Plan of Action (GPA) to address land-based sources of marine pollution. This project arose out of discussions held at OPEC and GPA meetings this last year, and has received approval from the Philippine government (Undersecretary Ramon Peje). The project entails holding a private-sector financed workshop in November, 1999, that will bring mayors, governors, industries, businesses, banks and international donor organizations together to develop concrete action and financing plans to reduce marine pollution. This is the first effort of its kind to arise from the GPA, and could potentially serve as a regional model of how to engage the private sector in issues related to marine pollution. Involvement of USAID programs (MCEI, CRMP and GOLD), Philippine national agencies, and the Leagues of Governments could aid in the success of the project, as well as benefit from it.

Increase Involvement of Peace Corps Volunteers in CRMP

Peace Corps volunteers working directly with CRMP are committed and are having a very favorable impact on its programs. The role of the volunteers should be expanded in both the learning and expansion sites. Volunteers could be used to provide strategic support in training, enterprise development, fish sanctuary establishment, and improved mangrove management and rehabilitation. Peace Corps volunteers should be an integral part of CRMP's new organizational structure.

Form Linkages with UNDP Programs

Preparation of the national coastal master plan will be part of a UNDP-supported Capacity Building Coastal Management project scheduled to begin in early 1999. A UNDP representative interviewed for this evaluation indicated that CRMP's state-of-the-art CRM knowledge and technical assistance in the formulation of the master plan would be a valuable contribution to the effort. According to the interview, a leadership role by CRMP would be welcome.

Form Linkages with FRMP

With the initiation of the FRMP, great potential exists for DENR/CRMP, working in conjunction with BFAR, to harmonize common approaches to CRM. CRMP should be proactive in strengthening relationships with FRMP's program director to ensure strong communication between DENR and BFAR. Efforts should be made to share training modules, develop common approaches to ICM, monitoring protocols and municipal licensing systems.

ANNEX E
LIST OF PERSONS INTERVIEWED

MANILA

CRMP

Annabelle (Abbie) Trinidad CRMP Policy and Liaison Officer
Tom Easterling Enterprise Consultant

Department of Agriculture (DA)

Arsenio S Camacho Director, BFAR
Marciano Carreon III FRMP Project Director

DA-Agricultural Training Institute

Dr Rex Navarro Director, ATI

Department of Environment and Natural Resources

Dr Elmer Mercado Undersecretary
Urbano R Pilar Director III, National Coordinator, CEP
Ma Lourdes S Sioson Director, Project Coordination and Management Services, Foreign Assisted
and Special Projects (FASP)

Sarah Jan Tabing- Escalona Project Evaluation Officer IV, FASP

Conrado A Bravante Project Evaluation Officer, FASP

Beatriz Dar Director, Project Design and Packaging Service

Robert Jara Chief, Project Preparation Division FASP

ENRAP

Dr Marian S delos Angeles Project Leader

Dr Jose E Padilla Deputy Project Leader

Alvin Morales Research Associate

International Marine Alliance

Dr Vaughan Pratt President

League of Municipalities

Raymundo T Roquero Mayor Valderrama, Antique & Secretary General, LMP

Mayor Noel B Cadayona President Mayor's League of Laguna

Mar Guidote Staff LMP

Father Sayona Staff LMP

PRIMEX

Ms Elvira Ablaza President

Supreme Court

Justice Alfredo L Benipayo Court Administrator

Atty Anthony Oposa Advisor, Secretary of Justice

UNDP

Jorge Reyes Sustainable Development Advisor

USAID

Patti Buckles Mission Director

Priscilla Del Bosque Deputy Mission Director

Michael Yates Chief Environment Management Office

Alfred Nakatsuma Supervisory Natural Resources Officer

Leila Peralta CRMP Project Officer

Mary Reynolds Contracts Division

Precy Rubio MCEI Project Officer

Mike Calavan GOLD Project

Nards Dayao GOLD Project

Ima Persosa WID Officer

Elyssa Tran Program Officer

U S Peace Corps

Stella Gandionko Associate Peace Corps Director

World Bank

Carolina Figuero-Geron Operations Officer

BOHOL

Atty Edgar M Chatto Vice-Governor
 Oscar Magallones PENRO
 Protacio Urog CENRO
 Andre Uychaioco UP-MSI - CB-Monitoring
 Eileen Miltonberger U S Peace Corps
 Marcial Ugay CEP Coordinator
 Jovencio Taer A-CENROI CRMP Coordinator

BEMO

Atty Juanito Cambangay Provincial Planning and Development Co-ordinator, BEMO
 Ms Nunila Pinat CRM - Bohol Environmental Management Office (BEMO)
 Mr "Loloy" Lafuente Uplands Management, BEMO
 Mrs Runnie Bunado Waste Management, BEMO
 Ms Maia Talagra Water Chemist, BEMO

Bohol Investment Center

Resti Tejado Head
 Vergie Program Officer

Calape

Gaudencio Marapao Vice Mayor
 Gerado Caudrasal SB Environment Committee

Magtongtong

Raul Valuoria Community Relations Officer/Administrative Officer
 Dadin Mozo Barangay Captain
 Benjamin Cuadrasol Barangay Captain
 Camelo Cimagala Learning Area Coordinator

CEBU**CRMP**

Dr Catherine Courtney Chief of Party
 Dr Alan White Deputy Chief of Party
 Mike Ross Field Operations Manager
 Tom Bayer Training Co-ordinator
 Stuart Green Provincial CRM Co-ordinator - Bohol
 Ma Monina Flores Enterprise Specialist
 Ms Evelyn Deguit Community Organizing
 Dick Melana Mangrove Specialist
 Joe Atchue III Mangrove Advisor
 Rebecca Pestano-Smith IEC Advisor

DENR

Jeremias Dolino Regional Director
 Rene Tagra CRMP Project Officer
 Florendo Barangan Regional Technical Director
 Emma Melana Chief, Environment Resource Research Division
 Sarah Jane Escalona OIC, FASPO

Olango Island

Tuti Menguito	Barangay Secretary, Barangay Gilutungan
Ruben Barraca	Seaweed Production Consultant - CRMP
Ric Torres	Foundation for Sustainable Society, Inc
Ping Partigo	CRMP Olango Learning Area Coordinator
Homer Gonzales	Save Nature Society

DUMAGUETTE**BFAR**

Leonardo Y Aro	Provincial BFAR Officer
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CRMP

William Ablong	Provincial Coordinator, CRMP
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Daun

Marjune Navarro	TMF
Ronaldo Teves	Municipal Agriculturist
Rossabelle Sanchez	Municipal Planning and Development Coordinator
Dario Tubog	President Municipal Bantay Dagat Federation
Miguela Cliano	Community Organizer, ENRMD
Jelynn Balilo	Women's Group

DENR

Arius C Ilano, Sr	PENRO
Lito Alcaria	CEP Coordinator
Dahlia F Panajon	Information Officer

Governor's Office

George Arnaiz	Governor
Marilou Kho	Administrative Officer, Negros Oriental
Mercy S Teves	Chief, Environment and Natural Resources Management Division (ENRMD)

Provincial Agriculturist's Office

Henry Beau Merto	Provincial Agriculturist
Ruben Majon	Division Chief, Fisheries

Rtn Martin "Ting" Matiao Foundation

Mr Dominador V Dumalag, Jr	Executive Director
Rey Bendijo	Project Coordinator for CRMP
Sheila Villacora	Administrative Officer

Silliman University

Agustin Pulido	Silliman University (SU) President
Roberto D Montebon SU	Vice-President & Project Administrator, COE-CRM
Hilconida Calumpang	Director, SU Marine Laboratory
Mikhail Lee L Maxino	Legal Director, COE-CRM
Roy Olsen	Deputy Administrator
Jonah Lim	

PALAWAN**CRMP**

Flora Leocadio	Enterprise Advisor
Roberto Garcia	Mariculture Specialist
Benjamin Francisco	Provincial Coordinator - Palawan
Mel Tagudar-Corkum	Learning Area Coordinator - San Vicente
Sandra Zicus	Volunteer from Utah University
Rene Jordan	Peace Corp Volunteer
Jovita Borres	Site Coordinator

NGOs

Angelique Morato-Songco **SAGUDA** (Tubbataha Reef)
 Boy Magallanes Hanbon (Roxas CRM initiatives)
 Province
 Anthony Alvarez Board Member and former Mayor - San Vicente

Puerto Princesa - City Council

Hon Edward S Hagedorn Mayor
 Vicky De Guzman Vice-Mayor
 Jess Tabang Kagawad (City Councillor)
 Jerry Abordo Kagawad
 Jimmy Carbonel Kagawad
 Jack Palanca Kagawad
 Agapito Maduro Kagawad
 Ms Melissa Macasaet City Agriculturist
 Mr James Mendoza Manager - St Paul Subterranean National Park

RFTI

Jerry Fermo Director - Regional ATI
 Ferdinand Lim Coastal Resource Manager for Regional ATI
 San Vicente - Bgy Port Barton
 Romeo Garanta Barangay Captain
 Wilfredo Apostol Kagawad
 Danilo Gamez Kagawad
 Servo Padul Kagawad
 Maxito Falguerabao Kagawad
 Lucy de Guzman Kagawad

Technical Working Group - Port Barton

Zita Sanchez
 Rey Villamor
 Alice Tm

Port Barton - Resort Owners Association

Elsa's Beach Resort Vice-president, Resort Owners Association

Panindigan Women's Association (sardine production)

Prose Belano
 Jeresita Demdam
 Letecia Lan
 Norma Lebron
 Singjeng Canonigo
 Sory Mallorca
 Lydia Cesora
 Pacita Morallor
 Edith Novio
 Cherrie Pie Acosta Mais Coordinator
 Nelita Valdeztamon
 Marvin Balleateros SK Chairman
 Mildred Cagencia

SARANGANI BAY**Bgy Glanpariau Glan**

E Navanti Auditor
 Rosalinda Saro President, Women's Corporation
 Lesuisa Navaja Member
 Fatima Pollan BFARMC Pres

Bernardista Ramos	Member
Pedro Canife	Member
Mary Jane Ramos	Member
Luz Sandoval	BFARMC Auditor
Vicinta Villadar	Member
Oscar Cantero	LGU
Carlito Canete	Bgy Captain
Tedodoro Baring	Bgy Kagawad
Arturo Baniqued	Bgy Kagawad
Emelia Cabilini	Bgy Kagawad
CRMP	
Hermi Carbangon	CRMP - Provincial Coordinator
Olive Gonzales	CRMP - Biologist
Manilita Morales	IEC Special Events Specialist
Alberto Olermo	Enterprise Specialist
Oscar Francisco	CRM Specialist
Melchor Maceda	Provincial Coordinator - Malalag Bay
DENR Regional Office No XI	
Conrado Bravantejn	Project Evaluation Officer - FASPO
R Magno	DENR Site Coordinator
Romeo Basada	RPM-CEP
Bonifasi Apura	Regional Technical Director
Growth with Equity in Mindanao (GEM)	
Charles Feibel	Chief of Party
Juan Jose Gonzalez	Sr Infrastructure Specialist
Douglas Lucius	Chief Economist, IT Team Leader
Kiamba	
Carmelo Valasco	MPDC
Venancio Banquil	Aquaculture Technician
Migveuto Baucaco	S B Secretary
Owing Das	S B Kagawad
Emmanuel Fasu	S B Kagawad
Jessica Guilau	DENR
Wilfredo Manipon	DENR
Mindanao State University	
Rubert Fores,	Faculty
Tersa Castillo	Faculty
Alfonso Pading	Faculty
PENRO Alabel	
M Cardecgas	CENRO
Graco Aoura	DENR
Rolando Evangelio	DENR
Romeo Basada	DENR
Ermine Achandor	PENRO
Philippine Coast Guard	
Cpl Reynaldo Aragomez	
CTC H Perlas	
LCDR Gilbert delos Riveras	Commanding Officer
Alex Orallo	DENR CRMP Coordinator
Bernadette Suarez	PMU Project Officer
Concepcion Portugal	Dean College of Fisheries

Poblacion Malapatan

Nixon Java	DA-LGU
L Pardista	DA-LGU
Protacio Bonloos	DA-LGU
Jorge Sambaja	S B Kagawad
Cordova Malarador	S B Kagawad
Tongcos Pangluma	S B Kagawad
M Saladoro	S B Kagawad
E Luaman	S B Kagawad
R Legaspi	S B Kagawad
A Sancia	S B Kagawad
Provincial Government	
F Banio	PPDC
Perla Maglinte	Provincial Administrator
Romeo Miole	Provincial Agriculturist
Rene Paradex	Project Evaluation Officer
Guiseppe Chew	Senior Aquaculturist (CRM Program Coordinator)
Miguel Escobar	Vice-Governor

ANNEX F
SUMMARY ITINERARY OF THE CRMP MID-TERM EVALUATION

DATES	LOCATION	AGENCIES/ORGANIZATIONS MET
8 Nov-12 Nov	Manila	US AID DENR National Office DA Agricultural Training Institute(ATI) DA BFAR/FRMP Supreme Court CRMP Local Policy Advisor US Peace Corps League of Municipalities of the Philippines (LMP) International Marinelife Alliance (IMA) PRIMEX Environmental and Natural Resources Accounting (ENRAP)
13 Nov-16 Nov	Cebu	CRMP Staff Bohol for ICM training DENR Region VII Olango Island Eco tour
17 Nov 18 Nov	Dumaguette	DENR PENRO CENRO and CEP DILG Silliman University Daun Municipality Negros Oriental Department of Agriculture Negros Oriental Department of Environment and Natural Resources Provincial BFAR Governor's Office Rtn Martin Ting" Matiao Foundation (TMF)
18 Nov-19 Nov	Bohol	DENR PENRO CENRO and CEP Provincial Bohol Environmental Management Office (BEMO) Bohol Investment Promotion Center (BIPC) US Peace Corp Municipal and Barangay Officials Calape DENR CEP Hanbon
19 Nov 22 Nov	Cebu	CRMP Staff and CRMP Component Heads
Team 1		
23 Nov 25 Nov	Sarangani Bay	CRMP Field Staff CEP Provincial Officials Coast Guard Municipal Officials Glan Malapatan and Kiamba Mindanao State University PENRO Alabel
25 Nov 27 Nov	Malalag Bay	DENR Region XI Officials US AID Growth with Equity for Mindanao (GEM) Project Malalag Officials
23 Nov 27 Nov	Palawan	CRMP Field Staff Puerto Princesa City Government NGOs (Haribon & Saguda) Provincial Government Officials San Vicente Port Barton Bgy Officials/Technical Working Group/Women s Association/Resort Owners Association/Regional Fisheries ATI
27 Nov-12 Dec	Manila	US AID DENR ABS CBN Foundation World Bank UNDP BFAR

ANNEX G
LIST OF CRMP PUBLICATIONS

ISBN/ISSN	Title
1996	
01-CRM/1996	Life of Project Work Plan
02-CRM/1996	First 15-Month Project Work Plan
03-CRM/1996	Environmental Guidelines for Coastal Tourism Development in Tropical Asia
04-CRM/1996	Mangrove Resource Decline in the Philippines Government and Community Look for New Solutions
07-NEG/1996	CRM Guidebook for the Province of Negros Oriental
08-NEG/1996	CRM Guidebook for the Municipality of Amlan, Negros Oriental
09-NEG/1996	CRM Guidebook for the Municipality of Bacong, Negros Oriental
10-NEG/1996	CRM Guidebook for the of City of Bais, Negros Oriental
11-NEG/1996	CRM Guidebook for the Municipality of Dauin, Negros Oriental
12-NEG/1996	CRM Guidebook for the Municipality of Dumaguete, Negros Oriental
13-NEG/1996	CRM Guidebook for the Municipality of Manjuyod, Negros Oriental
14-NEG/1996	CRM Guidebook for the Municipality of San Jose, Negros Oriental
15-NEG/1996	CRM Guidebook for the Municipality of Sibulan, Negros Oriental
16-NEG/1996	CRM Guidebook for the Municipality of Tanjay, Negros Oriental
17-CEB/1996	Coastal Resource Management Guidebook for the Province of Cebu
18-CEB/1996	CRM Guidebook for the Municipality of Cordova, Cebu
19-CEB/1996	CRM Guidebook for the City of Lapu-Lapu, Cebu
20-CEB/1996	Coastal Resource Management Guidebook for the City of Cebu
21-BOW1996	Coastal Resource Management Guidebook for the Province of Bohol
22-BOW1996	CRM Guidebook for the Municipality of Buenavista, Bohol
23-BOW1996	CRM Guidebook for the Municipality of Calape, Bohol
24-BOW1996	CRM Guidebook for the Municipality of Clarin, Bohol
25-BOW1996	CRM Guidebook for the Municipality of Inabanga, Bohol
26-BOW1996	CRM Guidebook for the Municipality of Tubigon, Bohol
27-DAV/1996	Coastal Resource Management Guidebook for the Province of Davao del Sur
28-DAV/1996	CRM Guidebook for the Municipality of Digos, Davao del Sur
29-DAV/1996	CRM Guidebook for the Municipality of Hagonoy, Davao del Sur
30-DAV/1996	CRM Guidebook for the Municipality of Malalag, Davao del Sur
31-DAV/1996	CRM Guidebook for the Municipality of Padada, Davao del Sur
32-DAV/1996	CRM Guidebook for the Municipality of Sta Maria, Davao del Sur
33-DAV/1996	CRM Guidebook for the Municipality of Sulop, Davao del Sur
34-SAR/1996	Coastal Resource Management Guidebook for the Province of Sarangani
35-SAW1996	Coastal Resource Management Guidebook for the Municipality of Alabel, Sarangani
36-SAR/1996	Coastal Resource Management Guidebook for the Municipality of Glan, Sarangani
37-SAR/1996	Coastal Resource Management Guidebook for the Municipality of Kiamba, Sarangani
38-SAR/1996	Coastal Resource Management Guidebook for the Municipality of Maasin, Sarangani
39-SAW1996	Coastal Resource Management Guidebook for the Municipality of Martum, Sarangani

40-SAW1996	Coastal Resource Management Guidebook for the Municipality of Malapatan Sarangani
41-GEN/1996	Coastal Resource Management Guidebook for the City of General Santos
42-PAL11996	CRM Guidebook for the Province of Palawan
43-PAL11996	CRM Guidebook for the Municipality of San Vicente, Palawan
45-CRM/1996	Proceedings from the Coastal Resource Leadership Challenge Leadership Opportunities in Coastal Resource Management in Cebu Bohol and Negros Oriental
46-CRM/1996	Semi-Annual Report, March through September 1996
48-CRM/1996	Proceedings from the Coastal Resource Leadership Challenge Leadership Opportunities in Coastal Resource Management in Palawan
1997	
01-CRM/1997	Quarterly Progress Report No 3
02-CRM/1997	1996 Annual Report
03-BOW1997	CRM Guidebook for the Municipality of Dimiao, Bohol
05-CRM/1997	18-Month Illustrative Work Plan - July 1997 through December 1998
06-CRM/ 1997	2nd Quarter Progress Report No 4, April 1997 through June 30, 1997
07-CRM/1997	Working Paper Survey on Diver Valuation of Coral Reefs Using the Contingent Valuation Method
08-CRM/1997	Legal and Jurisdictional Guidebook for Coastal Resource Management in the Philippines
09-CRM/1997	Semi-Annual Progress Report, April 1, 1997 through September 30, 1997
10-CRM/1997	Mangrove Management Component Draft Strategy and Implementation Plan
1998	
01-CRM/1998	1997 Annual Report
02-CRM/1998	Participatory Coastal Resource Assessment- A Handbook for Community Workers and Coastal Resource Managers
03-CRM/1998	Quarterly Progress Report, January 1 - March 31, 1998
04-CRM/1998	Seaweed Assessment Report (SAR) Malalag Bay Enterprise Development Zone
05-CRM/1998	Seaweed Assessment Report (SAR) Sarangani Bay Enterprise Development Zone
06-CRM/1998	Progress Report No 1 - Seaweed Enterprise Development Project
07-CRM/1998	Seaweed Assessment Report (SAR) San Vicente Bay Enterprise Development Zone
08-CRM/1998	Seaweed Assessment Report (SAR) Bohol Enterprise Development Zone
09-CRM/1998	Report on the Assessment of Areas Viable for Mariculture Projects at Bohol CRMP Learning Area
10-CRM/1998	Seaweed Assessment Report (SAR)Negros Oriental Enterprise Development Zone
11-CRM/1998	Report on the Assessment of Areas Viable for Mariculture projects at Negros Oriental CRMP Learning Area
12-CRM/1998	A Report on the Feasibility of Cage Culture of Grouper (<i>Ephinephalus</i> spp) as Livelihood Project in Sarangani Bay
13-CRM/1998	Report on the Assessment of Areas Viable for Mariculture Projects at Olango Island CRMP Learning Area
14-CRM/1998	A Report on the Feasibility of Seafarming in Sarangani Bay, Sarangani
15-CRM/1998	The Development of a Mariculture Industry in Malalag and Sarangani Bays
16-CRM/1998	A Report on Pre-Feasibility Study on the Proposed Fish Processing Plant at San Vicente, Palawan

- 17-CRM/1998 An Assessment Report on the Feasibility of Seafarming in San Vicente, Palawan
- 18-CRM/1998 A Technical Framework for the Sound Deployment of Passive Fish Capture/Culture Devices in Shallow Waters
- 19-CRM/1998 Potential Mariculture Projects for San Vicente, Palawan
- 20-CRM/1998 Market Assessment of Dried Eucheuma Spinosum and Dried Eucheuma Cottonii
- 21-CRM/1998 CRM Handbook for Enterprise Development - Olango Island Learning Area
- 22-CRM/1998 CRM Handbook for Enterprise Development Malalag Bay Learning Area
- 23-CRM/1998 CRM Handbook for Enterprise Development Sarangani Bay Learning Area
- 24-CRM/1998 Semi-Annual Progress Report - January 1, 1998 through June 30, 1998
- 25-CRM/1998 A Report on the Feasibility of Seafarming in Malalag Bay, Davao del Sur
- 26-CRM/1998 Terminal Report Towards a Legal Arsenal for Fisheries Protection
- 27-CRM/1998 Financing Plan for a 25-hectare Area of Small Scale Seaweed Farmers at Sarangani Bay
- 28-CRM/1998 Financing Plan for a 25-hectare Area of Small Scale Seaweed Farmers at Maasim and Maitum, Sarangani
- 29-CRM/1998 Financing Plan for a 25-hectare Area of Small Scale Seaweed Farmers at Olango Island
- 30-CRM/1998 Financing Plan for a 12.5-hectare Area of Small Scale Seaweed Farmers at Gilitungan Island
- 31-CRM/1998 Financing Plan for a 15 Small Scale Seaweed Farmers at Sarangani Bay (Assuming Slow Investment Buildup)
- 32-CRM/1998 Sensitivity Analysis Financing Plan for a 25-hectare Area of Small Scale Seaweed Farmers at Sarangani Bay
- 33-CRM/1998 Seaweed Assessment Report (SAR) Olango Island Enterprise Development Zone
- 34 - C W 1998 Progress Report No. 2 - Seaweed Enterprise Development Project
- 35-CRM/1998 Seminar-Workshop on Development of a Legal Arsenal for Fisheries Management and Protection
- 36-CRM/1998 Seaweed Production Project - Digos and Padada, Davao del Sur, Malalag Bay Learning Area
- 37-CRM/1998 The Values of Philippine Coastal Resources Why Protection and Management are Critical
- 38-CRM/1998 Quarterly Progress Report
- 39-CRM/1998 Coastal Resource Management for Food Security
- 40-CRM/1998 Seaweed (Carrageenophyte) Culture
- 41-CRM/1998 Guided Training Manual Development of Seaweed Framing Enterprise