



THE FISHERIES IMPROVED FOR SUSTAINABLE HARVEST PROJECT

LIFE OF PROJECT WORK PLAN

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LIST OF ABBREVIATIONS AND ACRONYMS

ARMM	Autonomous Region of Muslim Mindanao
BFAR	Bureau of Fisheries and Aquatic Resources
CI	Conservation International
CLEU	Coastal Law Enforcement Unit
CNFIDP	Comprehensive National Fisheries Industry Development Plan
COP	Chief of Party
CRM	Coastal Resource Management
CRMP	Coastal Resources Management Project
DA	Department of Agriculture
DENR	Department of Environment and Natural Resources
DILG	Department of Interior and Local Government
ELAC	Environmental Legal Assistance Center
FAO	Fisheries Administrative Orders
FISH	Fisheries Improved for Sustainable Harvest
GOP	Government of the Philippines
IR	Intermediate Results
LBDA	Lanusa Bay Development Alliance
LGSP	Philippines-Canada Local Government Support Program
LGU	Local Government Unit
LOP	Life of Project
MOA	Memorandum of Agreement
MPA	Marine Protected Area
MUFTI	Muslim Upliftment Foundation of Tawi-Tawi, Inc.
NEDA	National Economic Development Authority
NGA	National Government Agencies
NGO	Non Governmental Organizations
OIDCI	Orient Integrated Development Consultants, Inc.
PCSD	Palawan Council for Sustainable Development
PFPI	Path Foundation Philippines, Inc.
PMP	Performance Monitoring Plan
PO	People's Organizations
PR	Project Results
REECS	Resources, Environment and Economics Center for Studies, Inc.
SAF	Special Activity Fund
Tetra Tech	Tetra Tech EM Inc.
TWG	Technical Working Group
UPVFI	University of the Philippines in the Visayas Foundation, Inc.
USAID	United States Agency for International Development



1.0 INTRODUCTION

Tetra Tech EM Inc. (Tetra Tech) received United States Agency for International Development (USAID) Contract No. 492-C-00-03-00022-00, the Fisheries Improved for Sustainable Harvest (FISH) Project, on September 19, 2003 to provide technical assistance to the Government of the Philippines (GOP), Department of Agriculture – Bureau of Fisheries and Aquatic Resources (BFAR), in fisheries management. The FISH Project is a 7-year technical assistance project consisting of a 5-year base period starting from September 22, 2003 through September 21, 2008, and a 2-year option period extending from September 22, 2008 through September 21, 2010.

This Life of Project (LOP) work plan presents Tetra Tech's general approach in implementing the FISH Project. It is divided into five sections including this introduction. Section 2 provides an overview of problems the project proposes to address. Section 3 outlines the objectives and results the project expected to accomplish. Section 4 provides a summary of tasks, activities and targets over the 7-year implementation. Section 5 summarizes the project management approach.

2.0 FISHERIES MANAGEMENT ISSUES IN THE PHILIPPINES

The condition of fisheries in the Philippines and worldwide is in bad shape. As early as the late 1960s, the Philippines had reached the maximum economic yield of its demersal fish stocks (Silvestre and Pauly 1989). Recently, the scientific community and coastal management practitioners in the Philippines put forward a consensus characterizing Philippine marine fisheries to be hounded by the following issues: depleted fishery resources; degraded coastal environment and critical fisheries habitats; low catches and incomes and dissipated resource rents; physical losses or reduced value of catches due to improper post-harvest practices and inefficient marketing; inequitable distribution of benefits from resource use; intersectoral and intrasectoral conflicts; poverty among small-scale fishers; and inadequate systems and structures for fishery management (Luna et al. 2004).

2.1 ISSUES FISH PROJECT PROPOSES TO ADDRESS

The FISH Project was designed to address major problems and factors contributing to the loss of marine biodiversity and decline of fish stocks (Table 2-1) particularly in four ecologically and economically significant marine ecosystems in the Philippines (Figure 2-1). A greater emphasis will be focused on issues relating to overfishing, illegal fishing, and habitat destruction combined with increased demand for fish and high population growth, which continue to drive fisheries productivity into deeper decline.



**TABLE 2-1
FISHERIES MANAGEMENT PROBLEMS IN THE PHILIPPINES**

CORE PROBLEMS	CONTRIBUTING FACTORS
<ul style="list-style-type: none"> • Loss of marine biodiversity • Declining fish stocks • Loss of revenues and benefits from fisheries and coastal resources 	<ul style="list-style-type: none"> • Overfishing • Illegal and destructive fishing • Coastal habitat degradation • Siltation and pollution • Post-harvest losses • Inefficient marketing
<ul style="list-style-type: none"> • Inequitable distribution of benefits from fisheries and coastal resource uses 	<ul style="list-style-type: none"> • Open access • Inter- and intra-sectoral conflicts • Low awareness and participation in management • Lack of employment/poverty among municipal fishers
<ul style="list-style-type: none"> • Population growth 	<ul style="list-style-type: none"> • Low awareness of the implications of overpopulation and food security • Lack of delivery mechanisms for reproductive health programs in rural coastal communities
<ul style="list-style-type: none"> • Inconsistent policies and programs for sustainable fisheries 	<ul style="list-style-type: none"> • Continued investments in production-oriented programs • Conflicting and fragmented national policies
<ul style="list-style-type: none"> • Weak institutional and stakeholder capacity to plan and implement fisheries management 	<ul style="list-style-type: none"> • Absence of the need and vision for institutional change to support sustainable fisheries • Inadequate technical and financial support to LGU fisheries management initiatives • Weak and inadequate law enforcement • Inadequate interagency coordination mechanisms for fisheries and coastal resource management
<ul style="list-style-type: none"> • Lack of a constituency for sustainable fisheries 	<ul style="list-style-type: none"> • Low awareness and understanding of implications of overfishing on food security and economic development • Polarization of stakeholders over means to achieve sustainable fishing

2.2 Lessons from Past Efforts

The evolution of coastal management approaches from top-down planning and regulatory to co-management approach involving local government and communities had been influenced largely by the decentralization of authority for Coastal Resource Management (CRM) from national to the local governments. In addition, a series of externally funded projects and programs have provided a number of large experiments in coastal and fisheries management that have provided numerous lessons upon which to draw from for the FISH Project. Such lessons pertain to the important role of local governments in the successful implementation of coastal and fisheries management in partnership with their coastal communities and with technical support from provinces and national agencies. The predecessor of FISH, the Coastal Resource Management Project (CRMP) also supported by USAID, showed that it is possible for local governments to initiate and implement multiple facets of CRM, including fisheries management, through a systematic resource



assessment, planning, implementation and monitoring cycle that is largely under the control of the LGU.

The establishment of marine protected areas (MPA), beginning in 1974, has served as one of the most tested and effective interventions used by projects and programs to improve the condition of fisheries and coral reef habitat. MPAs are considered a mainstay intervention of most CRM programs and projects. In addition to the fisheries benefits derived from MPAs, they have also proven to be a revenue-generating investment area for the tourism industry and particularly for coastal LGUs and communities where they are located.

Past and ongoing CRM projects still have a limited experience in the successful implementation of fishing effort and gear restriction mechanisms to limit levels of exploitation of the resources. One reason is that these mechanisms have to be implemented together with a comprehensive law enforcement program and education program that informs stakeholders about the severity of the problem.

The decentralization of CRM to local government units (LGU) coincides well with the policy of community participation in planning and management. The challenge created by the decentralization of coastal management responsibility is that few coastal municipal governments in the country have the capacity to manage their natural resources. LGUs generally lack trained personnel, budget, planning capacity, and technical knowledge. However, the foundation for improved fisheries management has been strengthened with the adoption of CRM as a basic service by local government, which is a benchmark of institutional awareness and capacity for managing marine and coastal ecosystems.

The FISH Project will build on this foundation and lessons learned from the previous initiatives to achieve the next crucial benchmark in managing fisheries and coastal resources. This benchmark calls for integrated fisheries management driven by informed, disciplined, and cooperative stakeholders at national and local levels of engagement.



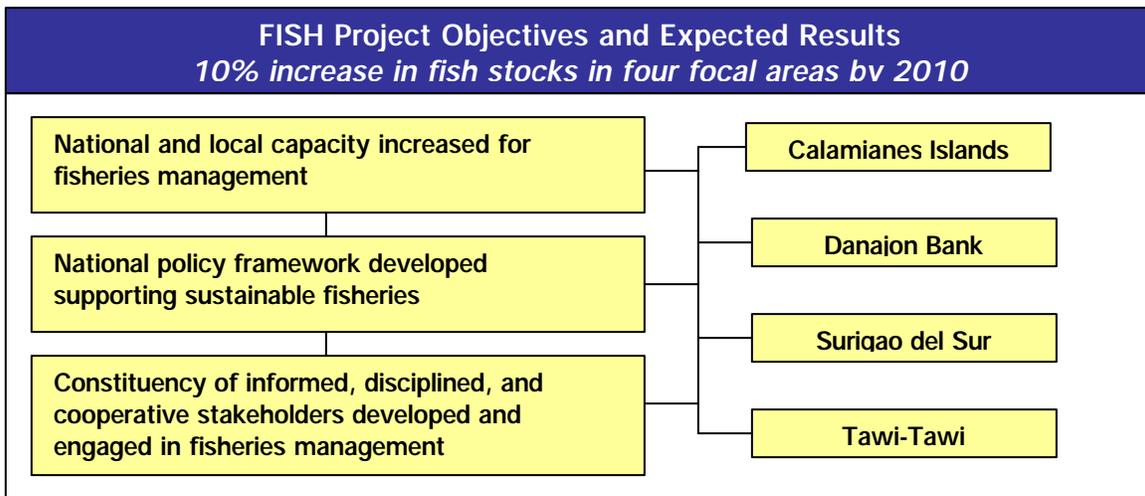
Figure 2-1
Target Implementation Areas and Office Locations of the FISH Project



3.0 FISH PROJECT OBJECTIVES

The FISH Project will support national and local activities to achieve a 10 percent increase in fish stocks in four focal areas by 2010 (Figure 3-1). To achieve this, national and local activities will be implemented to build capacity, improve the national policy framework and develop an informed constituency for fisheries management.

FIGURE 3-1
FISH PROJECT OBJECTIVES AND EXPECTED RESULTS



3.1 RESULTS FRAMEWORK

The FISH Project results framework as shown in Table 3-1 provides guidance on the activities, results, indicators and units of measure for biophysical parameters and institutional capacity. The fisheries management program will be characterized by a combination of growth, control, and maintenance mechanisms that would directly deal with problems and issues the project will address. This will be the foundation for determining the results of the package of technical assistance and capacity building programs to implement the fisheries management program in focal areas. This will also be the basis for measuring the project's performance in carrying out this life of project work plan.

The intermediate results are characterized to be mutually reinforcing project interventions reflective of the fisheries management mechanisms the project intends to institute in the focal areas as indicated in Figure 3-2. These are designed to address key fisheries management issues to enable the project to accomplish project results, which are measured in terms of biophysical indicators, and ultimately achieve the goal of increasing the marine fish stocks in the focal areas.



**TABLE 3-1
RESULTS FRAMEWORK FOR THE FISH PROJECT**

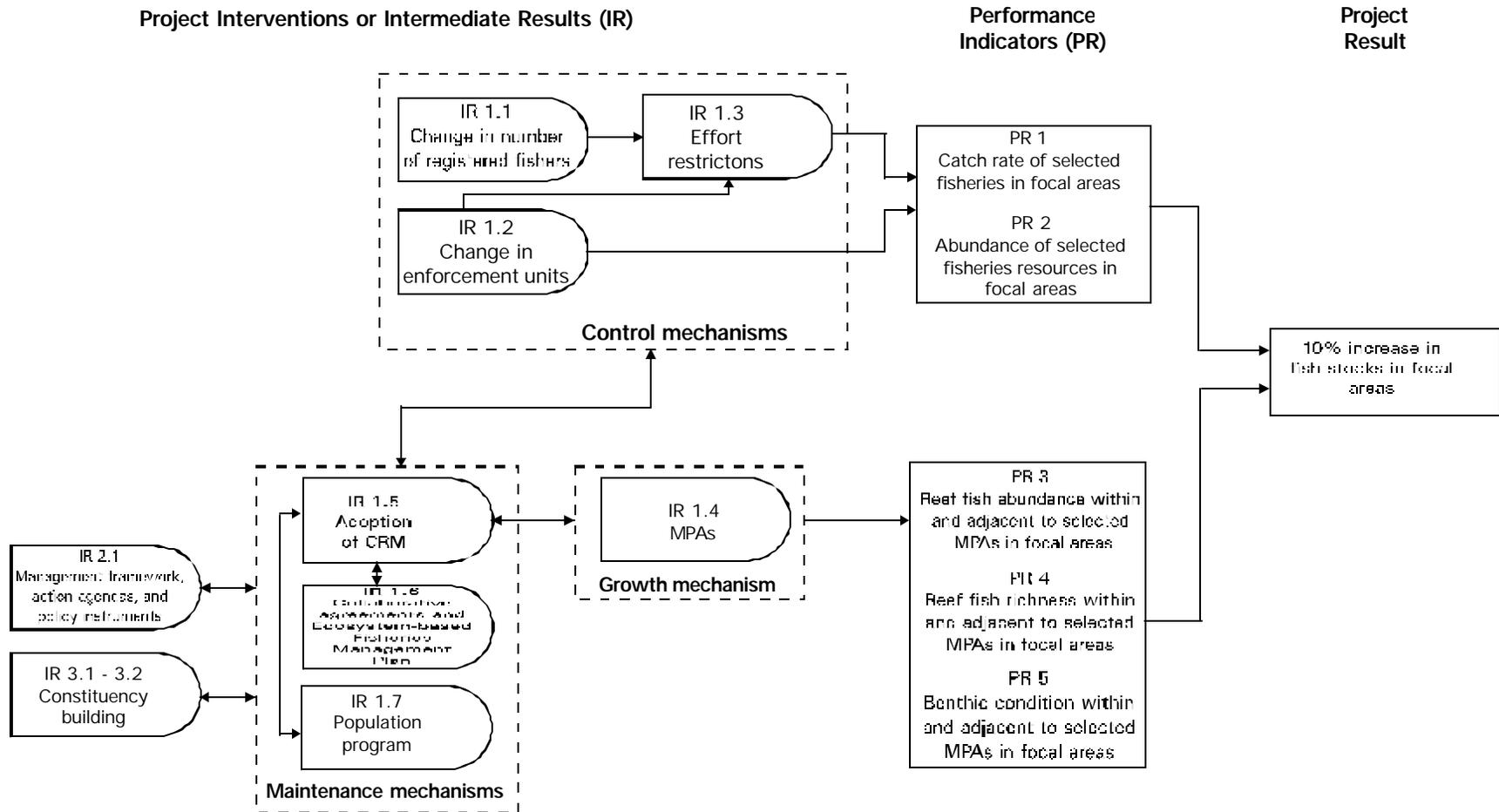
RESULT	INDICATORS
Strategic Objective 4: Productive and life sustaining natural resources protected through improved management and enforcement	
FISH Project Result: Marine fish stocks increased by 10 percent (over 2004 baseline levels) in focal areas by the year 2010	PR1 Abundance of selected fisheries resources in focal areas (% change in catch per unit effort compared to baseline based on fishery-independent methods) PR2 Catch rate of selected fisheries in focal areas (Average % change in catch per unit effort compared to baseline based on fishery-dependent methods) PR3 Reef fish biomass inside and adjacent to selected MPAs in focal areas (% change in biomass/500 m ² compared to baseline) PR4 Reef fish species richness inside and adjacent to selected MPAs in focal areas (% increase in No. of species/500 m ² compared to baseline) PR5 Benthic condition inside and adjacent to selected MPAs in focal areas (% change of living coral cover compared to baseline)
Intermediate Result 1: National and local capacity increased for fisheries management in four target areas	IR1.1 Municipal fishers and crafts operating in target areas registered and licensed (% of municipal fishers operating in target area registered and licensed compared to baseline) IR1.2 Law enforcement units, prosecutors, and judiciary trained and/or assisted in fisheries law enforcement (No. of coastal law enforcement units established and/or improved and functional) IR1.3 Effort restrictions introduced in focal areas (No. of effort restrictions introduced) IR1.4 Marine protected areas established and/or improved to protect critical habitats, migration routes, and spawning areas and functional in focal areas (No. of MPAs and hectares at MPA rating level 2) IR1.5 Local government units in focal areas adopting CRM (No. of municipalities achieving basic requirements of CRM level 1 benchmarks) IR1.6 Inter-LGU and interagency collaborative agreements, local policy instruments and ecosystem-based fisheries management plans adopted by concerned stakeholders for fisheries management (No. of agreements/plans signed or adopted among relevant stakeholders) IR1.7 Reproductive health/population programs implemented and/or improved in each focal areas (No. of barangays integrating reproductive health/population management)
Intermediate Result 2: National policy framework developed supporting sustainable fisheries	IR2.1 National fisheries policies supporting sustainable fisheries (e.g. FAOs, MTDP, action agendas for international agreements) (No. of national policy instruments developed, reviewed or revised with FISH Project inputs)



RESULT	INDICATORS
<p>Intermediate Result 3: Constituency of informed, disciplined, and cooperative stakeholders developed and engaged in fisheries management</p>	<p>IR3.1 Public-private partnerships supporting fisheries management, social infrastructure, population programs, and socioeconomic development (No. of public-private partnerships)</p> <p>IR3.2 Dissemination and utilization of fisheries management information materials, training modules, policy studies, and project lessons. (No. of information materials distributed and training/forum conducted)</p>



Figure 3-2
Relationship among Project Results, Performance Indicators and Intermediate Results or Project Interventions



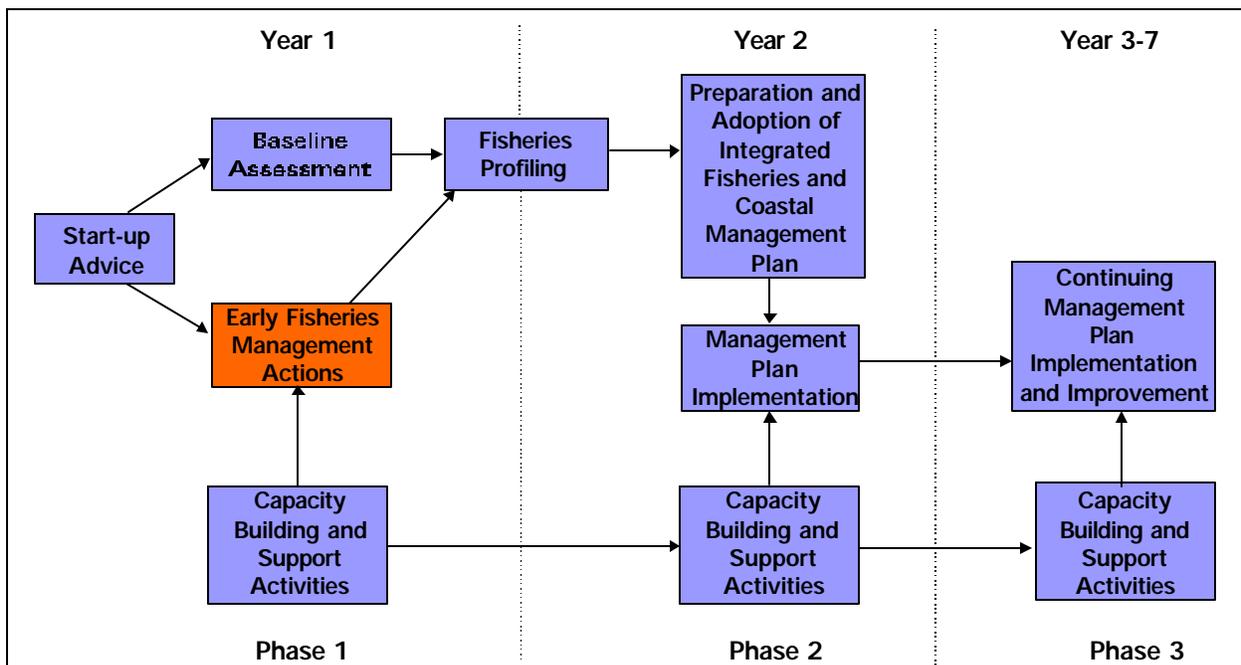
3.2 PLANNING AND IMPLEMENTATION APPROACH

The FISH Project will adopt an integrated and holistic approach in implementing a diverse set of project activities designed to deal with specific problems and issues. A focused implementation approach is developed by linking the problems and issues described in Section 2 to measurable indicators outlined in Section 3 and in designing of enabling activities described in Section 4. These project implementation activities will address key problems and issues from a number of fronts simultaneously so as to contribute synergistically toward achieving project results.

The FISH Project will work with stakeholders in each focal area to develop an ecosystem-based fisheries management plan and program. Biophysical assessments will be conducted to determine the baseline conditions of fisheries and coastal habitats. This will be pursued along with the implementation of start-up activities and early fisheries management actions to jumpstart field implementation and generate buy-in among local stakeholders as shown in Figure 3-3.

The preparation of target area profiles as well as formulation and adoption of ecosystem-based fisheries management plans will be pursued in parallel with the implementation of key strategic fisheries management interventions to achieve the project objectives. Parallel to that is the formulation and immediate implementation of strategies to address critical threats and implement viable fisheries management mechanisms by closely working with commercial and municipal fishers, local government units, national government agencies, and other key stakeholders.

**Figure 3-3
Focal Area Planning and Implementation Process**



All planning and implementation processes will be reinforced with capacity building and training programs for important stakeholders. Such education activities will instill awareness and appreciation, improve knowledge and skills, and nurture institutional capabilities for sustainability among these stakeholders.

4.0 LOP WORK PLAN OVERVIEW

This Life of Project Work Plan describes implementation activities covering a 5-year base and a 2-year extension period from October 2003 to September 2010 (Table 4-1). It includes programmatic activities for national and local capacity building, national policy framework improvement, constituency building, project management and performance monitoring, and special performance incentive activities through the Special Activities Fund (SAF). The statement of activities outlined below will be detailed operationally in each focal area in the project's annual work plan.

4.1 CAPACITY BUILDING FOR FISHERIES MANAGEMENT (TASK 1)

Building the capacity of national and local stakeholders to plan and implement fisheries management is a major task of the FISH Project. This capacity building task comprises the bulk of the field initiatives in the four focal areas, which will be devoted to implementing the fisheries management mechanisms. Under this task, local stakeholder groups, comprised of strategic local government units (municipal and provincial), fishing sectors, regional and provincial BFAR staff and other national government entities, NGOs, academic institutions, and private sectors groups, will be tapped to work with FISH Project staff. Ecosystem-based fisheries management planning and implementation of a variety of fisheries management tools and mechanisms will be pursued under this task. The planning and implementation processes shall be complemented with workshops, trainings, and study tours to enhance the technical knowledge, experience, and confidence of concerned stakeholders to plan and implement a wide range of fisheries management measures, as well as integrate population issues into action plans.



**TABLE 4-1
SUMMARY OF ACTIVITIES, TIMELINE, UNIT OF MEASURE AND LOP TARGETS**

Statement of Activities	Timeline	LOP Targets and Unit of Measure
Task 1 Capacity Building for Fisheries Management		
<u>Start-up Activities and Planning Process</u>		
1. Identification and implementation of early fisheries management actions such as MPA, coastal law enforcement, etc.	2004	Fisheries management activities initiated: 4
2. Preparation of focal/target area fisheries profiles	2004-2005	No. of focal/target area fisheries profiles prepared and drafted: 4
3. Formulation and adoption of ecosystem-based fisheries management plans	2005-2006	No. of fisheries management plans adopted: 4
<u>Control Mechanisms</u>		
4. Assessment and design of registration system for fishers, crafts, and gears	2004-2005	Framework for registration system formulated
5. Adoption and implementation of registration system for fishers, crafts, and gears	2005-2010	Percent of municipal fishers and crafts operating in target area registered and licensed* (50%)
6. Conduct of training and capacity building program for stakeholders to make operational and to maintain registration system	2005-2010	No. of LGUs operationalized and maintained registration system: 16
7. Assessment of the status of coastal law enforcement units	2004	No. of coastal law enforcement assessments conducted: 4
8. Conduct of training and organizational development interventions for the coastal law enforcement units	2004-2010	No. of coastal law enforcement units established or improved and functional*: 17
9. Preparation and implementation of operations plan for each coastal law enforcement unit	2004-2010	CLEU operations plan regularly prepared and implemented: 17
10. Identification and designing of appropriate effort restriction systems with stakeholders	2005-2010	Proposals and framework for effort restriction prepared
11. Adoption and implementation of the effort restriction systems by stakeholders	2006-2010	No. of LGUs adopted and implemented effort restrictions: 16
12. Conduct of training and capacity building program for stakeholders	2006-2010	No. of effort restrictions introduced*: 20
<u>Growth Mechanism</u>		
13. Assessment of existing or identification of proposed marine protected areas (MPA) including spawning and recruitment areas, migration routes	2004-2005	Assessment of existing and potential MPAs conducted

TABLE 4-1(continued)
SUMMARY OF ACTIVITIES, TIMELINE, UNIT OF MEASURE AND LOP TARGETS

Statement of Activities	Timeline	LOP Targets and Unit of Measure
14. Conduct of management planning and policy formulation for respective MPAs	2004-2006	Management planning and policy formulation workshops conducted
15. Adoption and implementation of MPA management plans and policies	2004-2008	No. of LGUs adopted and implemented MPA management plans: 16
16. Conduct of training and capacity building program for MPA managers	2004-2008	No. and hectares of MPAs at rating level 2* (22/420)
<u>Maintenance Mechanism</u>		
17. Assessment of CRM programs and projects undertaken by local governments in the focal area	2004-2006	Local CRM programs and projects assessed
18. Provision of technical assistance (namely, resource assessment, CRM planning and budgeting, strengthening resource organizations, and initiating shoreline management measures) to establish CRM as basic service of local governments	2004-2008	No. of LGUs achieving basic requirements of CRM level 1 benchmarks*: 16
19. Identification of areas of concerns in fisheries management that require inter-LGU collaboration	2004-2010	Framework for inter-LGU collaboration in fisheries management formulated
20. Provision of assistance for the adoption and implementation of inter-LGU and inter-agency collaborative activities for fisheries management	2004-2010	No. of agreements/plans signed or adopted among relevant stakeholders*: 10
21. Identification and assessment of barangays targeted for reproductive health program	2004	No. of reproductive health assessment conducted: 14
22. Pilot implementation and adoption of reproductive health program	2004-2010	No. of barangays adopted reproductive health program*: 31
Task 2 National Policy Framework Improvement for Fisheries Management		
23. Provision of assistance in the formulation of the Comprehensive National Fisheries Industry Development Plan (CNFIDP)	2004-2005	Comprehensive National Fisheries Industry Development Plan (CNFIDP) drafted with relevant agencies and stakeholders**: 1
24. Formulation of component action agendas of the Comprehensive National Fisheries Industry Development Plan (CNFIDP)	2004-2005	Component action agendas in CNFIDP formulated**: 3
25. Review and enhancement of Fisheries Code, priority FAOs, and other critical policy instruments impacting fisheries management	2005-2010	No. of national policy instruments developed, reviewed, or revised**: 6

TABLE 4-1(continued)
SUMMARY OF ACTIVITIES, TIMELINE, UNIT OF MEASURE AND LOP TARGETS

Statement of Activities	Timeline	LOP Targets and Unit of Measure
26. Review and enhancement of policy instruments responding to national commitments to international fisheries conventions and protocols	2005-2008	No. of policy instruments reviewed/enhanced to implement national commitments to international fisheries conventions and protocols** : 2
27. Conduct of national fisheries policy forums and preparation of policy briefs for policy makers and stakeholders in support of the policy improvement agenda	2004-2010	Policy forums conducted, and policy briefs prepared, regularly in support of policy improvement agenda
28. Provision of support in analysis of local policy issues to inform the national policy improvement process	2005-2010	Support regularly provided in analysis of local policy concerns to inform the national policy reform agenda
Task 3 Constituency Building for Fisheries Management		
29. Identification of potential public-private sector partners interested in fisheries management, social infrastructure, population management, and socio-economic development	2004-2010	List of potential partners generated and updated regularly
30. Establishment of public-private sector partnership through development and implementation of projects for fisheries management, social infrastructure, population management, and socio-economic development	2005-2010	No. of public-private sector partnerships established* : 14
31. Formulation and implementation of campaign strategies for fisheries management in each focal areas	2004-2010	Campaign strategies for fisheries formulated and regularly implemented
32. Development, publication, and dissemination of relevant information materials, policy briefs, and best practices in fisheries management and reproductive health	2004-2010	No. of information materials produced and disseminated* : 135
33. Establishment and institutionalization of multi-sectoral network of champions, fisheries and oceans professionals, trainers, sharers and learners	2006-2010	Multi-sectoral group organized
34. Development and implementation of training and capacity building programs in support to local and national implementation	2004-2010	No. of training/workshops developed and conducted* : 80
35. Promotion of fisheries management in the national agenda through mass media campaign/social marketing, advocacy activities, public participation and social mobilization, national fisheries management forums and conferences	2006-2010	National campaigns on fisheries conducted regularly
36. Promotion of strategic spread of fisheries management best practices through showcasing and highlighting lessons learned in the FISH Project	2007-2010	Fisheries management showcases established

TABLE 4-1(continued)
SUMMARY OF ACTIVITIES, TIMELINE, UNIT OF MEASURE AND LOP TARGETS

Statement of Activities	Timeline	LOP Targets and Unit of Measure
Task 4 Project Management and Performance Monitoring		
37. Recruitment of staff and mobilization of focal area teams	2004	Staff recruited and mobilized
38. Establishment of project offices and protocols	2004	Offices established: 6
39. Preparation of first year work plan quarterly performance reports, and subsequent annual work plan	2004-2010	Quarterly performance reports and annual work plan submitted
40. Conduct of project orientation with local and national stakeholders and regularly meeting of the multi-sectoral FISH Project Consultative Group	2004-2005	Project Consultative Group convened regularly
41. Development of cooperative agreements with local and national stakeholders	2004-2006	No. of MOAs and other similar instruments signed
42. Establishment of project subcontracts	2004-2006	No. of subcontractors mobilized
43. Formulation of baseline assessment plan	2004	Baseline assessment plan submitted
44. Conduct of baseline assessment and establishment of baseline statistics for performance indicators	2004	Baseline statistics for performance indicators established
45. Formulation results framework and finalization of performance monitoring plan	2004	Framework for the performance monitoring developed and submitted
46. Conduct of annual performance monitoring	2004-2010	Annual performance report submitted regularly
47. Conduct of special monitoring events	2006-2010	Report on the project results submitted regularly
Task 5 Special Performance Incentive Activities		
48. Formulation of guidelines and protocols for the implementation of Special Activities Fund (SAF)	2004	SAF guidelines adopted
49. Identification of potential investment areas for SAF	2005-2008	Project proposals submitted
50. Development and implementation of the projects and activities supported by the SAFs	2005-2008	No. of projects supported under SAF: 12

* Intermediate Results (IR) indicators and targets as set out in the Performance Monitoring Plan (PMP)

** Specific indicators for each policy task that comprise the total number of policy instruments to be developed, reviewed, or revised as set out in the PMP

4.2 NATIONAL POLICY FRAMEWORK IMPROVEMENT FOR FISHERIES MANAGEMENT (TASK 2)

This task is intended to focus on helping improve the national policy framework for fisheries management. The existing national policy framework is premised primarily on national laws (such as, The Fisheries Code, The Agriculture and Fisheries Modernization Act) and related policy instruments (Department and Fisheries Administrative Orders, fisheries plans, and programs). In addition, the Philippines is party to a number of international fisheries agreements and protocols. Activities will focus on helping BFAR, together with other relevant agencies and stakeholders, review and enhance national laws, policies and plans or programs consistent with sustainable fisheries and national commitments to international fisheries agreements and protocols. Analysis of policy issues negatively impacting local fisheries management will be conducted to inform the national policy improvement process with local priority concerns and applicability. During the first 2-year implementation period (2004 and 2005), the main emphasis of activities will be on the formulation of the Comprehensive National Fisheries Industry Development Plan (CNFIDP) and its component action agendas. The situational/threat analyses, scenario assessments, and action agendas resulting from the CNFIDP formulation process sets the agenda priorities for subsequent policy review and revision. Initial work during this period will also be done on catalytic policy forums or briefs; review and revision of critical policy instruments (such as, The Fisheries Code, licensing devolution, action agendas for international agreements); and evaluation of policy issues impacting local fisheries management. The choice of activities during the first 2-year implementation period is intended to quickly increase project visibility and catalytic role in the national fisheries policy debate, seize early reform and impact possibilities, and strengthen collaborative partnerships essential for effecting national policy reforms. Activities during the period 2006 to 2010 will continue the review and revision process of other policy instruments (example, FAOs, Executive Orders, action agendas for other international agreements, NSAP advice on catch and effort levels to guide licensing) building on the gains of the first 2-year implementation period. Support to address local policy concerns, the conduct of policy forums, production of policy briefs, and assistance in operational programming and evaluation of CNFIDP elements will be continuing activities during 2006 to 2010 to support the policy improvement agenda.

4.3 CONSTITUENCY BUILDING FOR FISHERIES MANAGEMENT (TASK 3)

Activities highlighted under constituency building will provide support in three major areas. First, public-private sector partnership will be promoted and established through this task to leverage support and expand constituency for fisheries management. Second, a project information, education, and communication (IEC) and training strategy will be developed for multimedia education campaigns and training programs targeting different stakeholder groups. Broadcast (TV and radio) and print media will be used to raise awareness on the impacts of overfishing. Training will be the main vehicle for provision of technical assistance to effect behavioral and structural changes. Third, this task will encompass activities to engage stakeholders and build constituencies advocating for sustainable



fisheries. Lastly, experiential learning opportunities will be developed including cross visits and showcasing to catalyze stakeholder participation and facilitate expansion and adaptation of successes and lessons learned.

4.4 PROJECT MANAGEMENT (TASK 4)

Task 4 includes project management, including baseline assessment and project monitoring guided by the Performance Monitoring Plan (PMP). The FISH Project will establish a multisectoral FISH Project Consultative Group composed of representatives from BFAR, USAID, the National Economic and Development Authority (NEDA), Department of Environment and Natural Resources (DENR), the Department of Interior and Local Governments (DILG), commercial fishing and fisherfolk federations, local government leagues, non-governmental organizations, academe, media, and other implementation partners. Representatives of the institutions and organizations to this group will be decision-makers who can guide the FISH Project implementation activities and make commitments from their respective organizations to change policies or programs that may derail the achievement of intended results. The FISH/Tetra Tech Team will facilitate these meetings and provide strategic technical assistance to this group in the form of policy studies and institutional assessments that could serve as inputs to reforms needed to provide an enabling policy and institutional environment for the FISH Project.

4.5 SPECIAL PERFORMANCE INCENTIVE ACTIVITIES (TASK 5)

The FISH Project will support or undertake activities to augment regular project activities through its Special Activities Fund (SAF). These special activities form part of the set of fisheries management interventions to facilitate accomplishment of outputs favorable to and consistent with the overall objectives of the project. It is intended to support strategic undertakings that are necessary for sustainable fisheries management in the four target areas of the project. Special activities could address any of the following objectives: to leverage support from other donor-supported projects, POs, NGOs, LGUs, and NGAs for coastal resource management that leads to sustainable fisheries management; to augment the capacity of institutions for implementing fisheries management measures or activities that leads to the improvement of the coastal ecosystems integrity and the ultimate increase fish stocks in focal areas; to develop and introduce livelihood options or appropriate business enterprises to stakeholders who are directly involved in the implementation of fisheries management measures or who are dependent on coastal resources in some capacity as their main source of income; and to provide incentives to stakeholder groups for carrying out sustained fisheries management programs.

5.0 PROJECT MANAGEMENT APPROACH



This section relates to Tetra Tech’s approach to contract management of the FISH Project. It consists of plans of the project management to administer its affairs such as mobilization, staff recruitment, subcontracts, organizational and coordination structure, and performance monitoring.

5.1 MOBILIZATION

Mobilization commenced as soon as the contract between USAID and Tetra Tech for the implementation of the FISH Project became effective in September 2003. This included the recruitment of key staff and establishment of offices in Manila and in four implementation sites, and procurement of office equipment and furniture. The CRMP-Tetra Tech office in Cebu was maintained to house most of the key technical staff of the FISH Project and to provide a hub for field coordination and provision of technical support. Most of the CRMP-Tetra Tech office equipment and furniture were also officially turned over to FISH Project.

5.2 STAFF RECRUITMENT

All staff are hired as project employees governed by an employment contract with Tetra Tech. Staff are being hired progressively along with the implementation of the project and as determined by the project management in the course of the implementation. At the outset, management and administrative staff, core advisors, and site managers were hired and fielded immediately to establish presence at the local and national levels. Recruitment of site and technical assistants followed suit to fill the demands and workload brought about by the full implementation of field activities. As the field activities get intensive with the simultaneous implementation of project interventions, community organizers would be fielded to provide direct support to local stakeholders in carrying out implementation activities. Additional experts will be hired as needs evolve during project implementation.

5.3 SUBCONTRACTS

The FISH Project will utilize the expertise of institutional partners to implement some component activities of the project. These institutional partners would beef up the capabilities of the in-house project staff in the aspects of policy development, baseline assessment, fisheries profiling, select fisheries management interventions and reproductive health as well as field implementation support.

The subcontractors’ technical assistance to the project implementation will be guided by the terms of reference (TOR), which in turn are drawn from the project results framework described in Section 3. Except for the subcontract for field implementation support for Tawi-Tawi and for reproductive health, their involvement with the project is estimated to be on a short-term basis. The partial list of subcontractors and their areas of technical assistance is shown in table 5-1. Other subcontracts will be determined over the course of project implementation.



**TABLE 5-1
SUBCONTRACTORS AND AREAS OF TECHNICAL ASSISTANCE**

Subcontractors	Areas of Technical Assistance
Resources, Environment and Economics Center for Studies, Inc. (REECS)	Framework development for fisheries licensing and registration system
Orient Integrated Development Center, Inc. (OIDCI)	Preparation of the Comprehensive National Fisheries Industry Development Plan (CNFIDP)
University of the Philippines in the Visayas Foundation, Inc. (UPVFI)	Baseline assessment for MPAs
Silliman University Marine Laboratory	Baseline assessment for MPAs in Danajon bank
Conservation International	Data analysis and fisheries profiling for Calamianes group of islands
University of Washington's School of Marine Affairs	Data analysis and fisheries profiling for Danajon bank
Muslim Upliftment Foundation of Tawi-Tawi, Inc. (MUFTI)	Fisheries profiling and field implementation support for Tawi-Tawi
PATH Foundation Philippines, Inc.	Reproductive health program

5.4 ORGANIZATIONAL AND COORDINATION STRUCTURE

Generally, Tetra Tech adheres to and operates through a flat organizational structure in dealing with its project employees and subcontractors. Nevertheless, an organizational mechanism is introduced for purposes of determining the hub where policy direction and coordination emanate and for establishing the responsibility and accountability centers. Figure 5-1 shows the FISH Project Organizational and Coordination Structure.

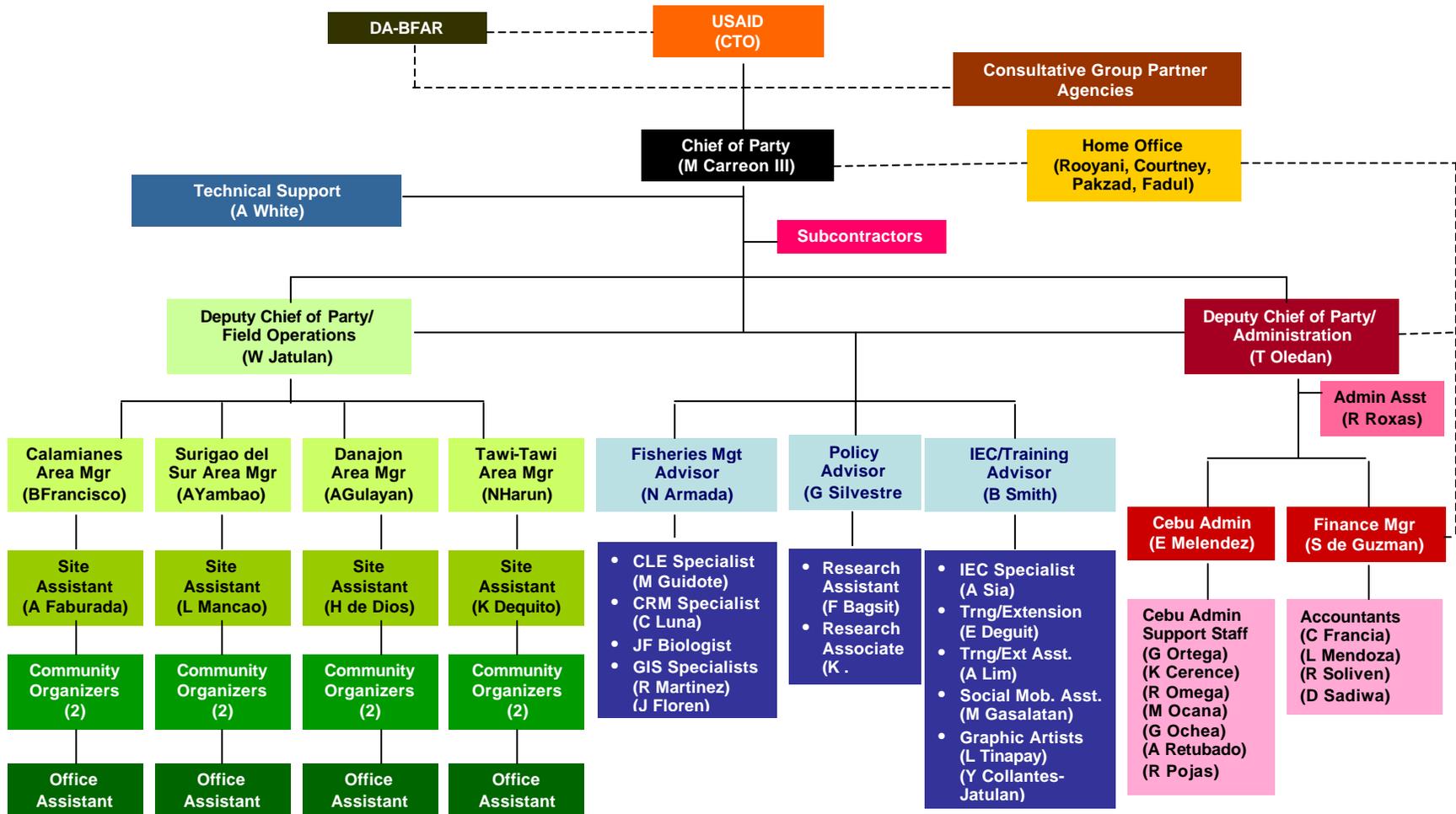
The Chief of Party (COP) for the FISH Project, based in Manila office, will provide overall project management and leadership including policy direction, technical guidance, and project administration, as well as dealing with the external affairs, and will bear the ultimate responsibility for the performance of the project team and the success of the project. He will be assisted by a Deputy Chief of Party (DCOP) for Administration and a DCOP for Operations.

The DCOP for Administration, who is based in Manila office, will provide administrative and legal support, personnel and procurement management. On the other hand, the DCOP for Operations, based in Cebu office, will coordinate the provision of technical support to field implementation. At the field level, the site managers with the assistance of the project specialists will be responsible for the implementation of management programs in their respective areas and coordination with local partners and institutions.



Figure 5-1

FISH PROJECT ORGANIZATIONAL CHART



5.5 PERFORMANCE MONITORING

Monitoring of the FISH Project performance is guided by the Performance Monitoring Plan (FISH Document No. 08-FISH-2004). There are two types of project monitoring to be conducted in the course of the implementation. The first is the annual monitoring that focuses on measuring the status of the intermediate results (IR). The second is the special monitoring events to be conducted in 2006, 2008, and 2010 to determine the biophysical changes compared to the baseline statistics.

A performance monitoring database system has been developed to track project progress in biophysical condition, institutional capacity, and stakeholder engagement. The methodology to assess the biophysical condition is described in the Baseline Assessment Plan (FISH Document No. 06-FISH-2004). This methodology primarily measures the project results (PR) during the special monitoring events.

The information that comprises the institutional capacity and stakeholder engagement will be collected through the data entry form of the project's performance monitoring database (Appendix A). These dataset mainly pertains to the IRs, the report of which will be generated annually. All data collected during special monitoring events and annual monitoring is stored in one performance monitoring system subject to strict quality assurance and quality control protocols. The forms used to report the annual results of monitoring are shown in Appendix B.

