Fish Right Program

Year 1 Workplan

October 1, 2018 – September 30, 2019

Implemented by: The University of Rhode Island

Implementing partners are:
PATH Foundation Philippines Inc.
Silliman University
Marine Environment and Resources Foundation
NGOs for Fisheries Reform
Resonance
Sustainable Fisheries Partnership

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ACTIVITY INFORMATION

Program Name:	USAID Fish Right Program
Activity Start and End Date:	March 30, 2018 to March 29, 2023
Name of Prime Implementing Partner:	The University of Rhode Island
Agreement Number:	72049218CA00004
Name of Subcontractors or Subawardees:	PATH Foundation Philippines Inc. (PFPI) Silliman University (SU) Marine Environment and Resources Foundation (MERF) NGOs for Fisheries Reform (NFR) Resonance Sustainable Fisheries Partnerships (SFP)
Geographic Coverage	Calamianes Island Group, Southern Negros and the Visayan Sea
Planning Period:	October 1, 2018 to September 30, 2019

ACRONYMS AND ABBREVIATIONS

ADB	Asian Development Bank
AOR	Administrative Officer's Representative
BMB	The Biodiversity Management Bureau
BFAR	Bureau of Fisheries and Aquatic Resources
C3	Community Centered Conservation
CLEC	Coastal Law Enforcement Council
COP	Chief of Party
CDT	Catch Documentation and Traceability
CIG	Calamianes Island Group
CNFIDP	Comprehensive National Fisheries Industry Development Plan
CRC	Coastal Resources Center (at URI)
DCOP	Deputy Chief of Party
DENR	Department of Environment and Natural Resources
DILG	Department of Interior and Local Government
EAFM	Ecosystem Approach to Fisheries Management
EBA	Ecosystem Based Adaptation
ECOFISH	Ecosystems Improved for Sustainable Fisheries
EO	Executive Order
EMMP	Environmental Mitigation and Monitoring Plan
FARMC	Fisheries and Aquatic Resources Management Councils
FISH	Fisheries Improved for Sustainable Fisheries
FMA	Fishery Management Area
GPH	Government of the Philippines
IFMP	Inter-LGU Fisheries Management Plan
IUU	Illegal, Unreported, and Unregulated (Fisheries)
IUUF	Illegal, Unreported, and Unregulated Fisheries
LGU	Local Government Unit
MEL	Monitoring, Evaluation, and Learning
MERF	Marine Environment and Resources Foundation
MKBA	Marine Key Biodiversity Area
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MPA	Marine Protected Area
NFARMC	National Fisheries and Aquatic Resources Management Councils
NFR	NGOs for Fisheries Reform

NFRDI	National Fisheries Research and Development Institute
NGO	Non-Government Organizations
NOAA	US National Oceanic and Atmospheric Administration
NSAP	National Stock Assessment Program
PCSD	Palawan Council for Sustainable Development
PCSDS	Palawan Council for Sustainable Development Staff
PFPI	PATH Foundation Philippines, Inc.
PO	Peoples' Organization
PPP	Public Private Partnership
SA	Strategic Approach
SFO	Site Focal Organization (PFPI in Calamianes, SU in Southern Negros, NFR in Visayan Sea)
SFP	Sustainable Fisheries Partnership
SN	Southern Negros
SNCDMC	Southern Negros Coastal Development Management Council
SOPs	Standard Operating Procedures
STTA	Short-term Technical Assistance
SU	Silliman University
TOC	Theory of Change
URI	University of Rhode Island
USAID	United States Agency for International Development
VMS	Vessel Monitoring System
VS	Visayan Seas
WINFISH	Women in Fisheries

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1. INTRODUCTION

The Philippines' marine ecosystems provide food, livelihood, recreation, and resilience for millions of Filipinos. The country is often among the top 10 marine capture fisheries producing countries, catching around 2 million metric tons[1] composed of over 100 species and species groups[2] annually. The ocean economy contributes approximately 7% to the nation's GDP and employs around 2.2 million Filipinos.[3] Fish and fish products provide more than 50% of Filipinos' dietary protein.[4] About 60% of the population live in coastal zones and depend on coastal resources for their livelihoods.[5] Coastal and marine tourism contribute around 25% of this value while fisheries and aquaculture contribute around 20% of this value. Marine capture fisheries employ an estimated 1.4 million[6] Filipinos. These values are achieved in light of the Philippines being one of the top three countries most at risk of natural disasters.[7] Contributing to the country's resilience to provide ecosystem and goods and services[8] is the rich biodiversity across coral reef, mangrove and seagrass habitats which have made the Philippines a global center of marine biodiversity.[9]

Unfortunately, these socio-ecological systems that provide food security, livelihoods, and resilience for millions of Filipinos are threatened by overfishing, destructive and illegal fishing[10], degradation of habitats, pollution, and climate change.[11] Analysis of catch trends per fishing area commonly indicate declines[12] while local ecological knowledge indicates the

[1] FAO (2018) The State of World Fisheries and Aquaculture 2018 – Meeting the Sustainable Development Goals. Rome, Italy.
[2] Palomares MLD, Pauly D (2014) Philippine Marine Fisheries Catches: A Bottom-Up Reconstruction, 1950-2010. In Palomares and Pauly (eds.). Fisheries Center Research Reports 22(1), Vancouver, Canada.
[3] Baling N, Recide R (2017) State of Oceans and Coasts: Philippines. PEMSEA, Quezon City, Philippines.
[4] Catherine A. Courtney et al., Coastal Resource Management for Food Security (Cebu City: Coastal Resource Management Project Philippines, 1998): 4.
[5] https://www.adb.org/sites/default/files/linked-documents/cps-phi-2011-2016-ena.pdf
[6] FAO (2014) FAO Fisheries and Aquaculture Country Profile: Philippines. Rome, Italy.
[7] Kirch L, Luther S, Mucke P, Prütz R, Radtke K, Schrader C (2017). World Risk Report. Analysis and prospects 2017. Berlin: Bündnis Entwicklung Hilft. p. 39.
[8] Hooper et al. (2005) Effects of biodiversity on ecosystem functioning: a consensus of current knowledge. Ecological Monographs 75(1):3-35.
[9] Carpenter KE, Springer VG (2005). The center of the center of marine shore fish biodiversity: The Philippine Islands. Environmental Biology of Fishes 72(4):467-480.
[10] Pomeroy, Robert & Parks, John & Reaugh-Flower, Kathleen & Guidote, Mar & Govan, Hugh & Atkinson, Scott. (2015). Status and Priority Capacity Needs for Local Compliance and Community-Supported Enforcement of Marine Resource Rules and Regulations in the Coral Triangle Region. Coastal Management. 43. 301-328. 10.1080/08920753.2015.1030330.
[11] DENR-Biodiversity Management Bureau (2016) Philippine Biodiversity Strategy and Action Plan 2015-2028.
[12] Anticamara JA, Go KTB (2016) Spatio-temporal declines in Philippine fisheries and its implications to coastal municipal fishers' catch and income. Frontiers in Marine Science 3:21.

disappearance (zero catch) of over 50 finfish species between the 1950s and 2014.[13] Annually, the Philippines loses about $1.29 billion to illegal, unreported and unregulated (IUU) fishing.[14] More than half of the mangroves—which serve as essential fish nurseries — have been lost since 1918, mostly by conversion of habitat to fish and shrimp ponds. [15] From 2006 to 2015, fishers have consistently been among the poorest sectors of Philippine society.[16] Thus, fishers have less ability to adapt and earn from other livelihood opportunities, becoming more susceptible to the use of unsustainable and illegal fishing practices to survive. When fish harvest is low, women in fishing households bear the burden of diversifying the family's income by gleaning and engaging in piecemeal jobs.

Open access to the fishery drives those losing livelihood from other sectors into fisheries, further worsening overfishing. Fisheries management regulations are insufficient to control harvesting within maximum sustainable levels. Open access combined with non-compliance of fisheries rules and regulations dissipates economic rent and drives fisherfolk and their families further into the poverty trap.

Recommendations for fisheries recovery include: "(1) regulate or reduce fisheries exploitation and other human activities impacting the fisheries to allow fisheries to rebuild or recover, (2) enforce effective networks of marine reserves, (3) engage fishers, consumers, and other stakeholders in fisheries management, (4) improve fisheries science, monitoring, and management capacities, and (5) provide alternative livelihood, skills, and improved education to fishers and their families."[17]

Significant effort over the last few decades have gone into establishing mostly nearshore coral reef based marine protected areas and there are now over 1,500 marine protected areas (MPAs) in the Philippines. However, most MPAs are tiny and <1% of Philippine marine waters are protected, far from the Philippines' Coral Triangle Initiative – National Plan of Action target (by 2020) of 10% of each habitat type within no-take zones and the Philippine Fisheries Code (1998) target of 15%. Eighty-five percent (85%) of no-take area is in just two sites and 90% of MPAs are less than 1 sq.km. (100 hectares).[18]

However, pelagic fish dominate the nation's marine catch[19] and the nearshore MPAs are not expected to contribute much to the sustainability of pelagic fisheries. For these, annual

[13] Lavides MN, Molina EPV, de la Rosa GE, Jr, Mill A., Rushton SP, Stead SM, et al. (2016) Patterns of Coral-Reef Finfish Species Disappearances Inferred from Fishers' Knowledge in Global Epicentre of Marine Shorefish Diversity. PLoS ONE 11(5): e0155752.
[14] http://ro.uow.edu.au/cgi/viewcontent.cgi?article=1589&context=theses
[15] UNEP (2014). The Importance of Mangroves to People: A Call to Action. van Bochove, J., Sullivan, E., Nakamura, T. (Eds). United Nations Environment Programme World Conservation Monitoring Centre, Cambridge. 128 pp.
[16] https://psa.gov.ph/content/farmers-fishermen-and-children-consistently-posted-highest-poverty-incidence-among-basic
[17] Anticamara and Go, 2016.
[18] Weeks et al. 2009. https://www.jstor.org/stable/40603378?seq=1#page_scan_tab_contents
[19] Palomares and Pauly, 2014.

closed seasons for commercial fishing have been implemented with positive results. In 2015, the Philippines also temporarily stopped issuing new licenses for new commercial fishing vessels and fishing gear for three years to conserve its fish stocks. The growing support for ecosystem-approach to fisheries management (EAFM) has laid the groundwork for bringing stakeholders together and strengthening the governance system at an ecosystem scale. Nonetheless, more efforts are needed to strengthen stakeholder engagement and implementation of existing laws and plans both for nearshore (e.g. MPA networks) and offshore fisheries.

Efforts to improve fisheries management capacity have been supported by national government and many donors including almost two decades of USAID support and most recently the FISH and ECOFISH Projects. These projects made significant progress in strengthening governance, building social capital and constituencies among fishing communities, and reversing the decline of fisheries in some of its project areas. Both projects also point to the need to address excess fishing effort (right size the fishing effort), because if the number of fishers increase in response to an increase in fish biomass, then the positive effects of a biomass increase will dissipate.

2. PROGRAM DESCRIPTION

The USAID Fish Right Program is a partnership between the Government of the Philippines and the United States Government through the U.S. Agency for International Development (USAID) to influence system change within the fisheries sector by improving resource user compliance with agreed upon fisheries practices resulting in increased fish biomass in the three marine key biodiversity areas (MKBA). This will be achieved by reducing the threats to biodiversity, namely: overfishing, destructive and illegal fishing, and degradation of coastal and marine ecosystems. The primary beneficiaries include the municipal and commercial fisherfolk and their families, provincial and municipal governments, and community organizations including fishing associations, cooperatives, and women's associations.

The Program is implemented by the University of Rhode Island (URI) in collaboration with a team of core implementing partners: PATH Foundation Philippines Inc., Silliman University, Marine Environment and Resources Foundation (MERF), NGOs for Fisheries Reform (NFR), Resonance, and the Sustainable Fisheries Partnership (SFP). The Program collaborates closely with the Philippine government through the Department of Agriculture's Bureau of Fisheries and Aquatic Resources (BFAR), the Department of Environment and Natural Resources (DENR), and coastal municipalities, as well as local partners, such as the University of Philippines Visayas, the Women in Fisheries Network, the El Nido Foundation, the Culion Foundation, and Community Centered Conservation (C3).

2.1. Goal and Objectives

The overarching goal of the USAID Fish Right Program is to influence system change within the fisheries sector by improving resource user compliance with agreed upon fisheries practices resulting in increased fish biomass in the selected marine key biodiversity areas. At the end of five years, USAID Fish Right Program will result in an average of 10% increase in fish biomass across three sites based on catch-per-unit-effort and observed reef fish biomass. This will be achieved by reducing overfishing, destructive and illegal fishing, and degradation of marine ecosystems. The Fish Right Program has five program objectives that will contribute to the overall goal based upon a baseline to be established at the start of the program:

> **Objective 1.** Put in place at least 2.5 million hectares of marine area under improved management effectiveness and sustainability based on a suite of regulatory and economic instruments;
>
> **Objective 2.** Improve capacities and accountability of at least 50 institutions to implement resilience and ecosystem-based fisheries management;
>
> **Objective 3.** Establish and/or improve at least 40 policies/regulations that support resilient and ecosystem-based fisheries management;

Objective 4. Enhance participation and leadership of at least 100 civil society organizations or networks of organizations (representing women and men) in resilient and ecosystem-based fisheries management; and

Objective 5. Increase investments leveraged from at least 8 public-private partnerships that contribute to resilient and ecosystem-based fisheries management.

2.2. Geographic Scope

The geographic scope of the Program is the entire Philippines, but priority is given to areas of biological significance where there is a high level of poverty and high dependence on capture fisheries. It will be implemented in the Calamianes Island Group (CIG), Southern Negros (SN), and the Visayan Sea (VS) covering 7 provinces and 44 municipalities (Figure 1)(Table 1)(Annex B). The Program will also scale up its interventions to promote EAFM at the national level and to other MKBAs for expansion and replication.

Table 1. Summary of field site characteristics, ecosystems and fisheries.

Characteristic	Calamianes	Southern Negros	Visayan Sea
# of LGUs/Provinces	4/1	13/2	22/ 5
Population (2015)	109,656	622,956	1,333,655
Marine Area (sq. km)	10,378	3,932	11,969
Marine Jurisdictions	Mainly municipal	Municipal 1 BFAR region	Municipal, 3 BFAR regions
# of MPAs/NIPASs	12	38	11
Dominant Ecosystems	Coral reefs, mangroves, seagrass	Mangroves, coral reefs, open deep sea pelagic	soft bottom demersal, shallow sea small pelagic, Coral reefs, mangroves
Main Fisheries	Mainly a municipal fishery: Squid, octopus, crab, anchovies, grouper, jack/scad, pompano, snapper	Municipal and Commercial fishery: Tunas, bigeye scad, mackerel, herring, sardine, anchovy	Commercial and municipal fishery: Mackerel, sardine, anchovy, grouper, tunas, siganid

Calamianes Island Group MKBA

The Calamianes Island Group (CIG) MKBA is located in the northernmost portion of Palawan province. It is composed of about 160 islands and divided into four municipalities: Busuanga, Coron, Culion, and Linapacan. This MKBA is one of the most biodiverse-rich groups of islands in the Philippines, endowed with extensive fringing reefs, mangrove forests, seagrass beds, estuaries, sandy beaches, shoreline cliffs, protected bays, coves and inlets. Nearshore fisheries are primarily reef and mangrove dependent and produce valuable catch for subsistence and live fish trade. The CIG has been a recipient of multiple USAID-funded fisheries management projects, most significantly the FISH and ECOFISH Projects.

Southern Negros Island MKBA

The waters of Southern Negros Island MKBA is geographically part of the East Sulu Sea. It is bound by the southern municipalities of Negros Oriental and the southernmost municipalities of Negros Occidental. The East Sulu Sea is mainly deep water - hence large and small pelagic fishes like tuna, scads, sardines, and anchovies are the main fishery harvest in the area. Mangroves cover about 1,300 hectares, and coral reefs are known to be in generally poor condition with only 10% in excellent condition.[20] Compared to fishing grounds in the Central Visayas, there is a lower concentration of fishers, fishing boats and gears in the Southern Negros MKBA.[21] The Southern Negros MKBA was also a target area under the ECOFISH Project.

Visayan Sea MKBA

The Visayan Seas MKBA, located in the central part of the Philippines, is considered one of the most productive fishing grounds in the country). It is composed of thirty-three municipalities and cities and it is bounded by Panay, Negros, Masbate, and Cebu Islands. It includes five Provinces: Iloilo, Capiz, Masbate, Negros Occidental, and Cebu. These cities and municipalities manage a total area of 1,290,590 hectares. Beyond this area, BFAR manages about 10% of the total area of the Visayan Sea equivalent to 159,400 hectares.[22] The Visayan Sea has coral reefs, mangroves and sea grass ecosystems covering roughly 78,000 hectares of coral reefs, 3,000 hectares of mangroves and 8,000 hectares of seagrass.[23] The Visayan Sea was not a target area during previous USAID supported fisheries projects.

[20] Ong, P. S., L. E. Afuang, et al., Eds. (2002). Philippine biodiversity conservation priorities, PAWB-DENR.
[21] Armada, N. B., J. N. Fragillano, et al. (2004). Municipal capture fisheries profile of Central Visayas, 2003. Final Report. Cebu City, Philippines, University of the Philippines Visayas Foundation, Inc. and Coastal Resource Management Project.
[22] Visayan Sea Management Plan: A plan to manage the fisheries of the Visayan Sea applying the Ecosystem Approach to Fisheries Management. First Draft March 2018.
[23] Ibid.

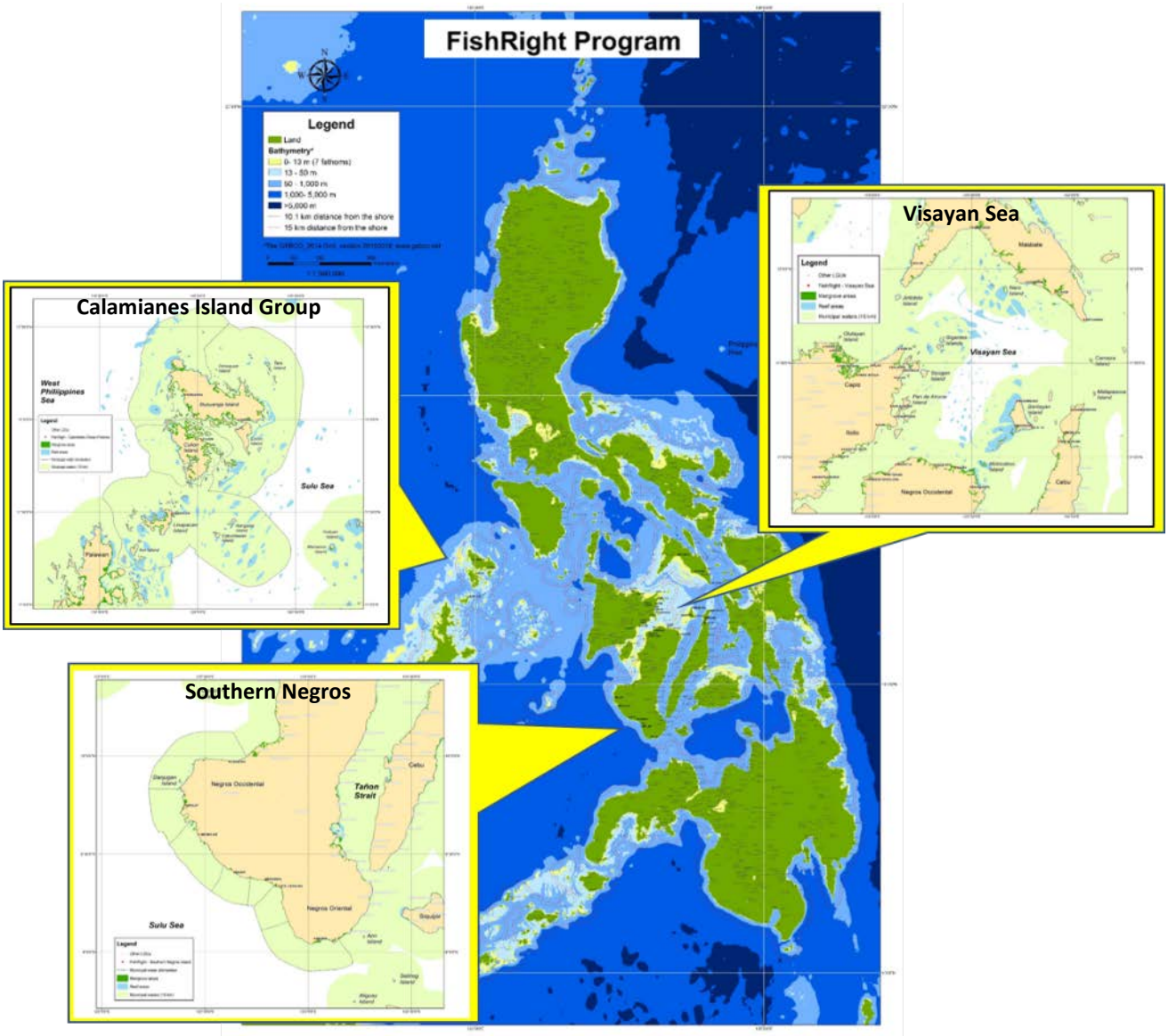


Figure 1: Fish Right Program field sites

3. THEORY OF CHANGE AND STRATEGIC APPROACHES

3.1. Theory of Change

The Fish Right Program Theory of Change (Figure 2) describes how the Programs' six strategic approaches (in yellow hexagonal boxes) will lead to a series of changes and results (blue boxes). The results will assist the Program achieve its biodiversity goal (in the green group box) which is to increase fisheries biomass by 10% on average across all sites. The logical causal chain of results demonstrates how Fish Right will contribute to the reduction of threats to fisheries and the associated ecosystems, thus, resulting to an improvement in biodiversity which in turn will improve human well-being. The Fish Right Program Theory of Change can be described as:

IF significant numbers of resource users and beneficiaries are motivated to actively participate and collaborate in ecosystem-scale and equitable management for sustainable fisheries

AND management institutions, enabled by an inclusive and participatory policy environment, are knowledgeable, capable and equipped with resources to implement an ecosystem approach to fisheries management

AND supply chain and other relevant private sector actors increase investments in sustainable fisheries

THEN an ecosystem-scale governance system will be in place and characterized by:

→ Women and men who are capable of managing fisheries and ecosystems
→ Stakeholders who agree on gender-fair policies, strategies, plans, incentives for more sustainable and resilient fisheries at ecosystem-scale
→ Managers who adaptively and effectively implement these agreements through sustained incentives and enforcement
→ Apex organizations that are capable to replicate and expand improved management effectiveness

Which **WILL THEN** result in increased compliance of resource users and beneficiaries with agreed upon practices

And **IN TURN** will reduce threats to fisheries and marine ecosystems, leading to an increase in fish biomass. This increase in fish biomass will provide ecosystem services that benefit human well-being and improve resilience.

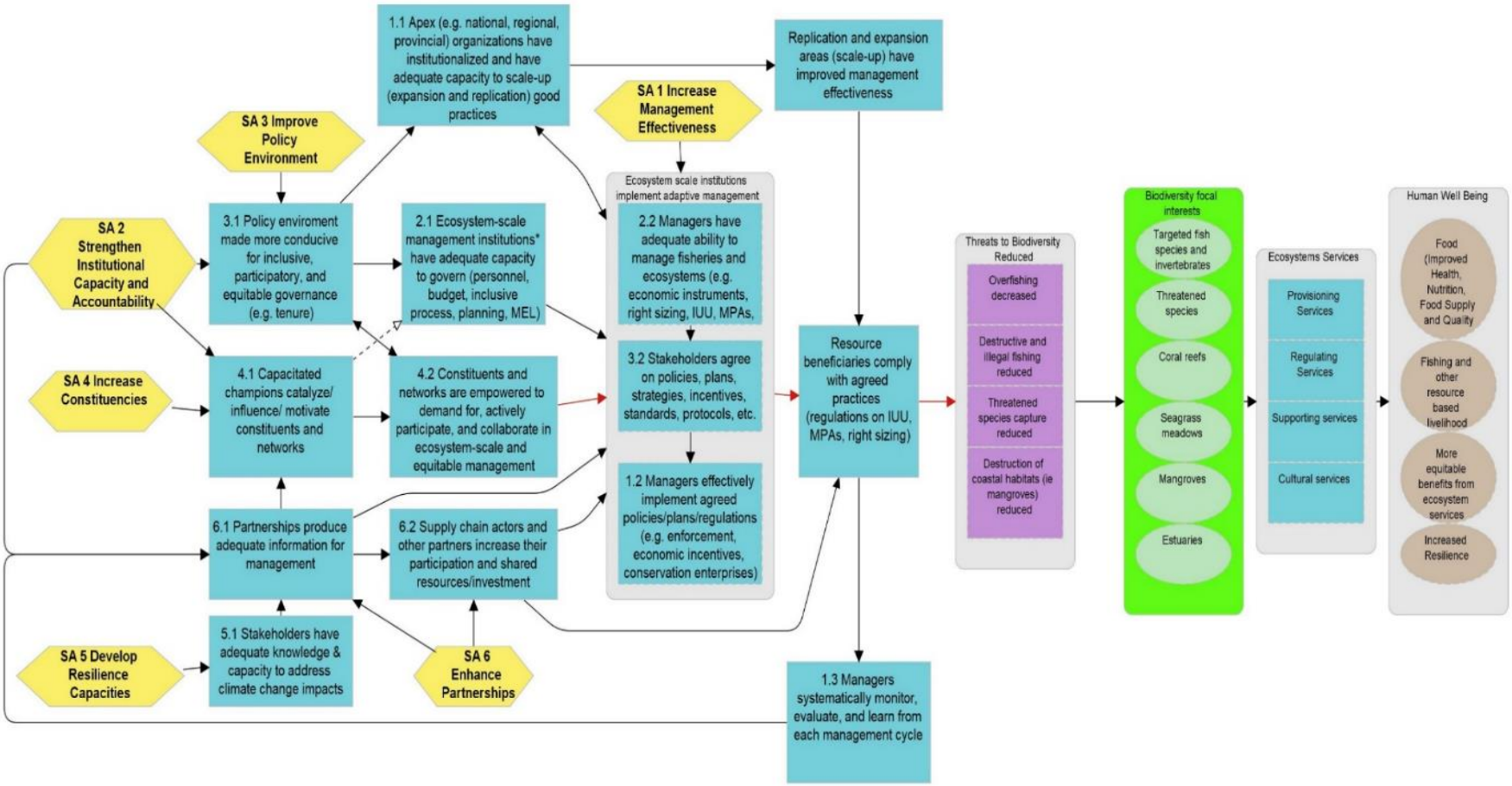


Figure 2. Overall Theory of Change for Fish Right at the start of the program (Oct 2018).

3.2. Strategic Approaches and Outcomes, and Outputs

The Fish Right Program will employ six Strategic Approaches (Table 2) to achieve its biodiversity goal of increasing fish biomass and improving coastal and marine ecosystems through improved compliance with fisheries rules. The Program will support capacity development, provide technical support and mentoring, build social capital through increased stakeholder dialogue, and facilitate strengthened high-level organizational performance (e.g. BFAR) for support, oversight, and scaling up of EAFM.

Table 2. Strategic approaches, outcomes and outputs.

Goal	Outcomes
To influence system change within the fisheries sector by improving resource user compliance with agreed upon fisheries practices resulting in increased fish biomass in the selected marine key biodiversity areas by reducing the threats to biodiversity, namely: overfishing, destructive and illegal fishing, and degradation of coastal and marine ecosystems.	An average of 10% increase in fish biomass across selected sites based on catch-per-unit-effort and observed reef fish biomass
	Reduced threats to marine biodiversity across selected sites, measured by reduced overfishing, decreased destructive and illegal fishing, and increased protection of coastal and marine ecosystems
Strategic Approach	**Objectives/Outputs**
SA 1 Increase management effectiveness of fisheries and coastal resources based on stakeholder agreements	• Put in place 2.5 million hectares of biologically significant areas under improved management effectiveness and sustainability based on a suite of regulatory and economic instruments
SA 2 Strengthen institutional capacity and accountability to implement resilient and ecosystem-based fisheries management	• 4,000 people trained in sustainable natural resources management and/or biodiversity conservation • Improved capacities and accountability of at least 50 institutions to implement resilient and ecosystem-based fisheries management
SA 3 Improve the policy environment that enables participatory and equitable governance system for resilient and ecosystem-based fisheries management	• 100 consensus-building forums for resilient and ecosystem-based fisheries management held • Establish and/or improve at least 40 policies and/or regulations that support resilient and ecosystem-based fisheries management (officially proposed, adopted or implemented)

Goal	Outcomes
SA 4 Enhance participation and leadership of resource users and stakeholders for coastal and marine biodiversity conservation and ecosystem-based fisheries management	• Enhance participation and leadership of at least 120 CSOs or networks of organizations representing women & men in resilient and ecosystem-based fisheries management • At least 750 people volunteering and/or contributing to improved fisheries management
SA 5 Develop capacities to mainstream resilience into ecosystem-based fisheries management	• At least 10 ecosystem-based adaptation actions mainstreamed into management plans and implemented
SA 6 Enhance partnerships and research and development support for coastal and marine biodiversity conservation and EBFM	• At least $8M in investments leveraged from at least 8 Public-Private Partnerships that contribute to resilient and ecosystem-based management • Four (4) Science, Technology and Innovation (STI) models developed and pilot-tested

4. ACTIVITIES FOR YEAR 1

Fish Right Program will conduct an integrated set of activities and interventions in Year 1 aligned with the Theory of Change, covering the period 1 October 2018 to 30 September 2019. It describes strategies and activities of the implementation partners, as well as entry points for engaging national and local government, and fisheries sector partners in the three MKBAs. As a decentralized Program, many field activities will be led by the Site Focal Organization (SFO) which is PFPI in Calamianes, SU in Southern Negros, NFR in Visayan Sea.

4.1. National and Site Level Activities for Year 1

Strategic Approach 1: Increase Management Effectiveness of fisheries and coastal resources based on stakeholder agreements

A key result expected to be achieved by Strategic Approach 1 is that apex organizations (national, regional, provincial) have institutionalized and have adequate capacity to manage fisheries and coastal resources leading to scaling up of good practices. Fish Right will be a contributing factor to achieve this result. For Year 1 the Program will:

- Identify strategic Program contributions to Philippine Development Plan 2016-2022 and identify potential areas of cooperation with PCSDS on Palawan biodiversity strategy and action plan targets; and
- Communicate USAID Fish Right Program Theory of Change, Life of Program Strategy, and Year 1 Plan with BFAR regions, Provinces and PCSDS.

Likewise, this Strategic Approach will enable managers to effectively implement agreed policies, regulations, and plans and systematically monitor, evaluate and learn from each management cycle. For Year 1, the Program will:

- Review existing incentives and disincentives (incorporated in Result 6.1 baseline).
- Conduct baseline data collection using existing and appropriate monitoring systems (also in Result 6.1). Monitoring will be a major source of information to learn from each management cycle.

Strategic Approach 1: Increase Management effectiveness of fisheries and coastal resources based on stakeholder agreements								
LOP Target: Put in place 2.5 million hectares of biologically significant areas under improved management effectiveness and sustainability based on a suite of regulatory and economic instruments								
Result 1.1.: Apex (e.g. national, regional, provincial) organizations have institutionalized and have adequate capacity to scale-up (expansion and replication) good practices.								
	Activity	**Level**	**Year 1 Products**	**Lead**	**Q1**	**Q2**	**Q3**	**Q4**
	Coordinate strategy with and identify contribution to BFAR, DENR and PCSDS	N	Contribution to Philippine Development Plan 2016-2022 and Palawan Biodiversity Strategy and Action Plan identified	URI, PFPI				
	Communicate USAID Fish Right Program Theory of Change, Fish Right plans with BFAR Regions, Provinces and PCSDS	A	Orientation and coordination meetings and joint planning	URI, PFPI				
Result 1.2. Managers effectively implement agreed policies/plans/ regulations (e.g. enforcement, economic incentives, conservation enterprises)								
	Review of existing incentives and disincentives (incorporated in Result 6.1 baseline).	A	Review documents of incentives and disincentives	SFO				
Result 1.3.: Managers systematically monitor, evaluate and learn from each management cycle								
	Conduct of baseline data collection (in Result 6.1)	A	Baseline data collection procedure and results.	URI				

NOTE: Levels are N = national, A = all, C = Calamianes, SN = Southern Negros, V = Visayas

Strategic Approach 2: Strengthen Institutional Capacity and Accountability to implement resilient and ecosystem-based fisheries-management (EBFM)

Strategic Approach 2 is expected to lead to ecosystem-scale management institutions to have adequate capacity to govern by having regular personnel, budget, inclusive planning process, and monitoring and evaluation. Additionally, managers will have adequate ability to manage fisheries and ecosystems and be able to apply tools relevant to MPAs, IUUF, right-sizing and application of economic instruments. An accountability system will be in place to ensure capacity is appropriately applied to achieve performance goals. The Program's emphasis in Year 1 will be to:

- Strengthen cooperation within the existing ecosystem-scale management organizations in the sites, beginning with the PCSDS and the MPA network for Calamianes, the South Negros Coastal Development Management Council (SNCDMC) and Southern Negros Oriental IFARMC for Southern Negros, and the Visayan Sea

TWG, fisheries and environment offices of provincial governments, Bantay Dagat, MFARMCs, and fisherfolk associations.

- Organize an ecosystem-wide network of stakeholders, including IFARMC, municipal and commercial fisher associations, women's associations, and indigenous peoples' organizations.
- Conduct an institutional capability and performance assessment to understand the gaps in applying EAFM, the value of the approach for different actors and their preferred methods to improve performance. A mixture of political economy analysis and state capability assessment will be applied to understand the drivers in the system and how best to affect improvements. The results will inform other activities including trainings when appropriate.
- Organize an outline for EAFM trainings, draft and request approval for a syllabus for PM-TMEM's EAFM-track using existing PM-TMEM and BFAR's Mainstreaming EAFM materials. The focus for these activities is to institutionalize EAFM in higher education.
- Develop a learning field site on EAFM for the PM-TMEM.
- Assess EAFM capacity building needs (and higher education needs) of DA-BFAR national office and DA-NFRDI and facilitate a systematic process for identifying potential candidates for these trainings. Assessment of capacity building needs in the three Program sites will also be conducted as part of the baseline data collection.
- Strengthen capacity of stakeholders in EAFM, communications, advocacy, survey and monitoring especially through hands-on activities and participation in communications training and baselining.

The institutional (mostly government) capability and performance assessment (in conjunction with 6.1. baseline) will be framed around the dimensions of authority, ability and acceptance, which analyses the relative power/influence and equitability of various stakeholders (e.g. commercial fishers, municipal fishers, illegal fishers, local government officials, fish consumers, traders, etc.) in fisheries management decision making. This framework recognizes that ability alone is often not the primary limiting factor to achieving performance. It is likely that accountability aspects will be addressed after Year 1, based on the need to develop or strengthen relationships with key players to establish trust for the more challenging aspects of accountability.

The results of the assessment will be used to inform the Program's overall capacity development plans, including but not limited to training programs. The capacity development will emphasize how to broaden stakeholder participation to involve marginalized groups (including women and youth) in development of policies, plans, and regulations – and most of all in their implementation. The Program will also develop capacity of NGO partners and LGU personnel through trainings in collecting data and using them to guide interventions that will be implemented throughout the life of program. This will include how to identify IUU hotspots through VIIRS, DALOY and similar tools, where to

expand fish sanctuaries and how to improve the design of MPAs and networks of MPAs, and which fishing gears to regulate. Training initiatives in Year 1 will set the stage for implementation in the following years of the Program.

Strategic Approach 2: Strengthen institutional capacity and accountability to implement resilient and ecosystem-based fisheries-management								
LOP Target: 4,000 resource managers trained in sustainable natural resources management and/or biodiversity conservation Improved capacities and accountability of at least 50 institutions to implement resilient and ecosystem-based fisheries management								
Results 2.1.: Ecosystems-scale management institutions have adequate capacity to govern (personnel, budget, inclusive process, planning, MEL).								
	Activity	**Level**	**Year 1 Products**	**Lead**	**Q1**	**Q2**	**Q3**	**Q4**
	Strengthen cooperation within the ecosystem-scale management organization and any existing components	A	Enhanced management (e.g. communication, regularity of meetings, participation, and facilitation) of ecosystem-scale management bodies e.g. FARMCs and LGUs and inter-LGUs	SFOs				
Result 2.2.: Managers have adequate ability to manage fisheries and ecosystems (e.g. economic instruments, right-sizing, IUU, MPAs, etc.)								
	Conduct capability and performance assessment for apex institutions	A	Report and recommendations for capacity development	URI				
	Organize an outline, syllabus for EAFM training and education program from existing TMEM and ECOFISH materials	N	Outline, syllabus and modules.	MERF, URI				
	Assess training needs and facilitate selection of candidates for URI and TMEM-EAFM trainings	N	Candidates for URI and TMEM-EAFM selected	MERF, URI				
	Select and prepare learning questions and resource persons and locations for learning site	N	learning site for EAFM selected and available	MERF, SFO				
	Strengthen capacity in EAFM where still needed	A	People trained in EAFM (number to be determined based upon needs assessment)	SFO				
	Strengthen capacity in survey and monitoring	A	70 people trained in survey/monitoring	MERF				
	Strengthen capacity in communication and advocacy	A	400 people trained in communication/advocacy	PFPI				

Strategic Approach 3: Improve the Policy Environment that enables a participatory and equitable governance system for resilient and ecosystem-based fisheries management

Strategic Approach 3 is expected to make the policy environment more conducive for inclusive, participatory and equitable governance and that stakeholders agree on policies, plans, strategies, incentives, standards, and protocols. The initial activities included in Year 1 are:

- Support the DENR-BMB-DA-BFAR 2018 agreement for integrated management of coastal, marine and inland environments and resources especially the development of its Scientific Advisory Panel,
- Support development of strategic DA-BFAR policies such as gear inventory methods of the National Stock Assessment Program and Implementing Rules and Regulations on Fishery Management Areas when there are appropriate opportunities to be identified together with DA-BFAR.
- Facilitate review of implementation and agreement on ways forward of existing EAFM plans specifically the Calamianes and Southern Negros Inter-LGU Fisheries Management Plans and the Visayan Sea EAFM Plan (including incorporation of relevant elements from the LCCAP and DRRM plans). Fish Right will focus on identifying key constraints on IUU fishing, MPAs, and right-sizing that it can help managers address.

Fish Right will provide technical support to the joint biodiversity related activities embodied in the Memorandum of Agreement (MOA) between DA-BFAR and DENR-BMB to work together for sustainable management of coastal, marine and inland freshwater environments and resources. The same agreement embodies a Scientific Advisory Panel that will be requested to serve as Fish Right Program's coordinating body.

Strategic Approach 3: Improve the Policy Environment that enables a participatory and equitable governance system for resilient and ecosystem-based fisheries management								
LOP Target: 100 consensus-building forums for resilient and ecosystem-based fisheries management held At least 40 policies and/or regulations that support resilient and ecosystem-based fisheries management officially proposed, adopted or implemented								
Result 3.1.: Policy environment made more conducive for inclusive, participatory and equitable governance (e.g. tenure)								
	Activity	**Level**	**Year 1 Products**	**Lead**	**Q1**	**Q2**	**Q3**	**Q4**
	Support the DENR-BMB-DA-BFAR Memorandum of Agreement for integrated management of coastal, marine and inland environments and resources particularly the development of its Scientific Advisory Panel	N	Scientific Advisory Panel established and activity supported	URI				
Result 3.2. Stakeholders agree on policies, plans, strategies, incentives, standards, protocols, etc.								
	Support development of strategic DA-BFAR policies National Stock Assessment Program and Fishery Management Areas when there are appropriate opportunities to be identified together with DA-BFAR.	N	Strategic DA-BFAR policies to be supported (e.g. pilot testing and documenting implementation) selected with DA-BFAR	URI				
	Facilitate review of implementation and agreement on ways forward of existing EAFM plans (including interface with LCCAP, DRRM, CLUP, CDP) and business plans by the ecosystem-scale institution and subsequent planning with emphasis on improving to the next level in each benchmark, incorporating gender and resilience; promote use of refined EAFM benchmark in awards and incentives	A	Drafts of improved/updated EAFM management plans to increase EAFM benchmarks	SFOs				

Strategic Approach 4: Enhance participation and leadership of resource users and stakeholders for coastal and marine biodiversity conservation and ecosystem-based fisheries management

The main results of Strategic Approach 4 are capacitated champions that catalyze, influence, and motivate constituents and networks and the same constituents and networks are empowered to demand for, actively participate and collaborate in ecosystem-scale and equitable management of the fishery resources. The initial activities slated for Year 1 include:

- Identify, engage and strengthen capacity of champions to build broader support for sustainable fisheries among resource users and beneficiaries.
- Support activities of champions to facilitate broader stakeholder participation, leadership and contribution to fisheries management.
- Initiate behavior change campaign soon after orientation/partnership discussions with the newly elected local government officials.

Fish Right will strengthen potential champions and organizations and support them as they advocate, build a broader constituency, and launch behavior change campaigns for more sustainable fisheries. The Program will focus on strengthening resource users' organizations (fisherfolk associations) prior to the local government elections. Right after the newly elected local government officials are in place, Fish Right will work on increasing local government partnership with various stakeholders and increasing support for sustainable fisheries. The Program will offer more focused assistance towards the end of Year 1 and the first part of Year 2 for local governments and communities who respond to the behavior change campaigns and commit to exploring the following options for more sustainable fisheries: reducing IUU, increasing MPA coverage, and managing access/right-sizing fisheries.

Strategic Approach 4: Enhance participation and leadership of resource users and stakeholders for coastal and marine biodiversity conservation and ecosystem-based fisheries management								
LOP Target: Enhanced participation and leadership of at least 120 CSOs or networks of organizations representing women & men in resilient and ecosystem-based fisheries management At least 750 key individuals volunteering and/or contributing to improved fisheries management								
Result 4.1. Capacitated champions catalyze/influence/motivate constituents and networks								
	Activity	**Level**	**Year 1 Products**	**Lead**	**Q1**	**Q2**	**Q3**	**Q4**
	Capacity building of civil society organizations composed of potential champions expected to catalyze, influence, and motivate constituents and networks	A	5 USG-assisted civil society organizations including fishers' and women's organizations that participate in legislative proceedings or engage in advocacy with local legislature and committees	PFPI				
	Identify and engage potential champions (from each resource user/beneficiary sector)	A	400 champions identified	SFOs				
	Support activities of champions to facilitate broader stakeholder participation, leadership and contribution to fisheries management.	A	2000 other stakeholders participating	SFOs				
	Initiate behavior change campaign soon after orientation/partnership discussions with the newly elected local government officials	A	behavior change campaign initiated	SFOs				
Result 4.2. Constituents and networks are empowered to demand for, actively participate and collaborate in ecosystem-scale and equitable management								
	Support activities of champions to facilitate broader stakeholder participation, leadership and contribution to fisheries management	A	75 people that volunteer or contribute to fisheries management	SFOs				

Strategic Approach 5: Develop capacities to mainstream resilience into ecosystem-based fisheries management

Stakeholders to have adequate knowledge and capacity to address climate change impacts is the key result of Strategic Approach 5. In Year 1 the Program will:

- Collect and catalogue existing LCCAP and DRRM plans
- Mainstream resilience into baseline data collection
- Mainstream resilience into training modules
- Recommend resilience enhancing activities for the existing EAFM plans specifically the Calamianes and Southern Negros Inter-LGU Fisheries Management Plans and the Visayan Sea EAFM Plan (in cooperation with 3.2 above)

Strategic Approach 5: Develop capacities to mainstream resilience into ecosystem-based fisheries management								
LOP Target: At least 10 ecosystem-based adaptation actions mainstreamed into management plans and implemented								
Result 5.1. Stakeholders have adequate knowledge and capacity to address climate change impacts.								
	Activity	**Level**	**Year 1 Products**	**Lead**	**Q1**	**Q2**	**Q3**	**Q4**
	Capacity building of stakeholders to have adequate knowledge and capacity to address climate change impacts.	A	At least 15 people oriented on climate information and/or adaptation/risk-reducing actions to improve resilience	MERF				
	Mainstream resilience into all baselining and monitoring methods	A	Resilience is incorporated into baseline and monitoring design	MERF				
	Mainstream resilience into all capacity development modules	A	Resilience is incorporated in major capacity development modules	MERF				
	Collect LCCAP/DRRM plans	A	LCCAP and DRRM plans collected and catalogued	SFOs				
	Review local climate change action plans and disaster risk reduction plans and recommend resilience enhancing activities for the existing EAFM plans	A	recommended resilience enhancing activities	MERF				

Strategic Approach 6: Enhance partnerships and research and development support for coastal and marine biodiversity conservation and ecosystem-based fisheries management

Strategic Approach 6 intends to result in partnerships to produce adequate information for management and, supply chain actors and other partners increasing their participation and shared resources and investment. The Program's focus in Year 1 is to:

- Collect and organize data for the baseline of Visayan Sea and fill-in gaps in the baseline of Calamianes Island Group and Southern Negros based upon indicators needed for the key results of the Theory-of-Change;
- Enhance existing EAFM benchmarks to include the Theory-of-Change chain up to biodiversity and human well-being, as well as resilience and gender;
- Design an MPA network to protect at least 15-20% of each ecosystem type based upon bio-physical data and marine spatial plans (MSP)/comprehensive land use plans (CLUPs) as a basis for stakeholder consultations later.
- Value chain studies of 8 selected fisheries of broad relevance to the three sites (e.g. sardines, mackerel, scads, frigate tuna, blue crab, etc.); and
- Identify at least 8 partnership opportunities that align with the Program's goals, finalize partnership concepts, and develop action plans for 5 partnerships.
- A Partnership Lab will be piloted in Southern Negros wherein key fishery sector representatives (commercial fishers, municipal fishers, local government fishery managers, BFAR, academe) will jointly prioritize the information and technologies needed for fisheries management decisions and work to address these needs. At the national level, a similar analysis will explore the interest of commercial fishers being allowed more easy access to the space 10.1-15 KMs from the coast.

During Year 1, Fish Right will collect and organize baseline data and locally-led monitoring on the following results along the TOC's chain: (1) ecosystem services and the equitability of their distribution, (2) fish biomass and other indicators of ecosystem condition, (3) behaviors of resource users and beneficiaries (i.e. levels of threats to fisheries), (4) EAFM governance benchmarks, (5) policies, plans and regulations including economic instruments, communication and incentives, enforcement and disincentives for compliance, (6) human and financial capacities, partnerships and contributions, and (7) learning and adaptive management. This will allow fisheries managers to assess the level of various elements along the TOC results chain (i.e. enhanced EAFM benchmarks) and thus provide direction on which elements to target next. The baseline is described in more detail in the MEL plan. A pause and reflect workshop will also be conducted to identify lessons after a year of implementation and will also be used to inform the planning for the next year of work.

Strategic Approach 6: Enhance partnerships and research and development support for coastal and marine biodiversity conservation and ecosystem-based fisheries management								
LOP Target: At least $8M in investments leveraged from at least 8 Public-Private Partnerships that contribute to resilient and ecosystem-based management Four (4) Science, Technology and Innovation (STI) models developed and pilot-tested								
Result 6.1. Partnerships produce adequate information for management								
	Activity	**Level**	**Year 1 Products**	**Lead**	**Q1**	**Q2**	**Q3**	**Q4**
	Conduct technical studies that contribute to project objectives	A	2 technical studies that contribute to project objectives (e.g. MPA network design, IUU, right-sizing)	MERF				
	Conduct baseline and follow on gender analysis (that highlight gender roles, threats and opportunities, context and power dynamics, socio-eco, etc.)	A	Technical report on gender analysis	PFPI, WINFISH				
	Enhance existing EAFM benchmarks to include the Theory-of-Change chain up to biodiversity and human well-being, as well as resilience and gender;	N	Enhanced EAFM benchmarks tool	URI-MEL				
	Based upon indicators needed for the key results of the Theory-of-Change, collect and organize data for the baseline of Visayan Sea and fill-in gaps in the baseline of Calamianes and Southern Negros;	A	Baseline report	SFOs				
	Support NSAP and other technical institutions in fisheries monitoring	V	NSAP data summaries available as inputs to ecosystem model/right-sizing model	URI				
	Design an MPA network to protect at least 15-20% of each ecosystem type based upon bio-physical data and marine spatial plans (MSP)/comprehensive land use plans (CLUPs) as a basis for stakeholder consultations later.	A	MPA network designs	MERF				

	Activity	Level	Year 1 Products	Lead	Q1	Q2	Q3	Q4
	Partnership Labs to brainstorm and conduct research on agreed priority management questions needing scientific support (e.g. relative accessibility and catch of small pelagics by commercial and municipal fishers)	SN	Management issues identified and research design developed.	SU				
Result 6.2. Supply chain actors and other partners increase their participation and shared resources/investment								
	Conduct value chain analyses of 8 selected fisheries of broad relevance to the three sites (e.g. sardines, mackerel, scads, frigate tuna, blue crab, etc.).	A	8 value chain analyses	Resonance, SFP				
	Identify at least 8 partnership opportunities that align with the program's goals, finalize partnership concepts, and develop action plans for 5 partnerships.	A	8 partnerships opportunities identified	Resonance				

4.2. Gender action and development

Gender considerations will be mainstreamed throughout the Fish Right Program. The strategy for gender mainstreaming was outlined in the Gender Action and Development Plan, which was submitted at the end of October 2018. Another early action will be to conduct a gender analysis, which will inform the design of gender actions. This includes increasing capacity for the already existing Philippine Women in Fisheries (WINFISH) network organizing gender trainings, and creating and dispersing educational materials. Building on the gender analysis, the baseline behavior monitoring survey, and other available information (including laws and policies on gender) the gender team will prepare a qualitative gender resource and opportunity maps for each field site. This exercise will use focus group and/or key informant interviews to identify gender oriented organizations, activities, and resources that exist in the three field sites. The goal will be to pinpoint initiatives and resources that Fish Right can build upon and entry points for gender in fisheries advocacy. The exercise will also aim to identify mangrove and intertidal areas that are particularly important for women's resource use. This information will be used to identify areas that may be suitable for tenure arrangements to be supported by the project in subsequent years.

Starting in Year 1, Fish Right will participate in a two-year USAID learning initiative that aims to identify effective interventions and build evidence on how access to finance will help achieve fisheries and gender equality and women's empowerment goals. This initiative will focus on Calamianes Island Group and be led by PFPI in collaboration with WINFISH and the Culion Foundation.

Under the learning initiative, Fish Right will link and work with an established site-specific microfinance facility to create and provide access to microfinancing for women engaged in fisheries related livelihoods and enterprises. Other options, such as community-led savings schemes, will also be considered. The final microfinance approach will be contingent to the results of the gender analysis and resource map. Fish Right identify selection criteria for women to access the microcredit financing facility and a develop implementation guidelines. The same process will be supported by the project if and when community saving scheme or other schemes will be identified. Related conservation agreements with beneficiaries will also be forged. By the end of Year 1, Fish Right will have identified a partner that will lead the implementation of microfinance support as well as established selection criteria for women beneficiaries.

A summary of Year 1 gender mainstreaming activities and impacts are summarized in the table below.

Table 3. Year 1 gender mainstreaming activity and impact summary

Activity	Reports and deliverables	Q1	Q2	Q3	Q4
Develop gender development and action plan	Project gender strategy				
Gender analysis of municipal and national marine capture fisheries	Gender assessment report in the three sites				
Develop qualitative gender resource and opportunity maps for each field site that showcase existing gender resources and pinpoint potential areas suitable for Fish Right interventions	3 qualitative gender resource and opportunity maps. Gender resource map based on traditional and scientific knowledge				
Based on the gender analysis, develop a summary policy brief about on gender in fisheries	Summary policy brief on gender in fisheries				
Through qualitative focus groups and key informant interviews identify potential geographical priority areas for preferential use rights for women in select mangrove and intertidal areas	Map pinpointing potential sites suitable for tenure right interventions				
Leadership training for women and youth	Increased capacity among women and youth.				
Explore opportunities including microfinance in fisheries initiatives	Microfinance partner identified; beneficiary selection criteria developed.				
Expand gender network through Winfish	Number of new members disaggregated by region, municipal and national (output)				

5. PROGRAM MANAGEMENT

5.1. The Fish Right Implementing Partners

The Fish Right Program strategy will be implemented by a consortium of members, each with their own strengths. See Annex 2 for the organizational structure to implement Fish Right across the consortium. A 'one-team' approach will be fostered through office-sharing and joint implementation of activities. Routine meetings will be conducted with the members with the intention to seek consensus on management strategies and activities. Close relationships and collaboration will be fostered with USAID and BFAR to align goals and strategies.

The University of Rhode Island (URI) is the prime and lead implementing partner. URI will manage the Manila-Based Fish Right office as well as the field offices in Iloilo and Dumaguete. URI personnel hold the three key positions: Chief of Party, Deputy Chief of Party and Senior Fisheries Advisor. Several other in-country positions will be URI local contract staff. The URI home office will provide managerial and fiscal oversight of the in-country office and sub-agreements of all partners. URI will also provide short-term technical assistance and has fiscal and programmatic reporting responsibilities to USAID/Philippines.

The PATH Foundation Philippines (PFPI) will develop and implement behavior change communications activities that create demand for conservation and management. They will also lead the implementation of the Gender Action and Development Plan. As such, they will oversee the project's collaboration with gender consultants, such as **WINFISH,** which will provide support to gender assessments, capacity development, and mainstreaming**.** PFPI will further manage the implementation of field activities in Calamianes given their past project implementation experience there, including the management of local NGOs, such as the **El Nido Foundation, the Culion Foundation, and Community Centered Conservation (C3).**

Resonance specializes in catalyzing partnership development between public, private, and social sector businesses at the local, community, national and international levels. Resonance will build the capacity of project staff and partners to build, manage, and sustain private partnerships using proven Resonance tools and methodologies. They will lead the development of public private partnerships (PPP) in the supply chain; support LGUs in developing sustainable financing and good practices in managing resources/budgets including incorporating plans into larger LGU development plans; and ensure that the private and financial sectors engage in the university-based Partnership Labs.

The Marine Environment and Resources Foundation (MERF) assists the University of Philippines Marine Science Institute meet its goals of capacity development, research, and application/service to community. MERF will work with the senior fisheries advisor, the monitoring and evaluation staff, and university colleagues, such as the **UPV College of Fisheries and Ocean Sciences** to design and implement right sizing fisheries modeling, baselines, monitoring, research, and learning activities. They will also provide leadership on mainstreaming resilience across program activities.

Silliman University (SU) has a diversity of highly accredited programs in marine science and business administration that can align with the Fish Right Program. SI's Institute of Environmental and Marine Sciences was built by USAID and will serve as the field office for Fish Right in South Negros. SI has the proven capacity to engage LGUs and coastal stakeholders in marine science assessments, research, extension, planning, and enterprise development. SI has an established relationship with LGUs and fisheries stakeholders to move EAFM forward into meaningful actions. SI will focus their efforts on providing fisheries biodiversity conservation extension support to LGUs, fisherfolk, and industry in Southern Negros field site. They will support monitoring, evaluation, and learning activities in South Negros and other areas. They will also be one of the key partners involved in strengthening universities within the Philippines. They will serve as a leading university to host a partnership lab.

NGOs for Fisheries Reform (NFR), as an umbrella organization with the power to convene representation from the small scale and commercial fisheries sector, will help organize and contribute to policy dialogues that promote ecosystem-based fisheries management. They will liaise with the government as well the commercial and small-scale fisheries sectors to address IUU fishing and tenure rights. Through its member organizations, NFR will assist in the development and implementation of tenure systems for mangroves and intertidal systems; implement integrated fisheries management plans, support fisheries value chain improvements, and provide extension services to LGUs, fisherfolk and industry, particularly in the Visayan Seas MKBA.

Sustainable Fisheries Partnership (SFP), as an international NGO engaged in global seafood supply chains, will catalyze the creation of new, or expansion of existing, Fisheries Improvement Projects. Fish Right will work with local NGOs or other qualified stakeholders to adopt SFP tools and approaches, allowing for identification, training and engagement of new domestic market players.

5.2. Fish Right Staffing

Fish Right is balancing the benefits of hiring project staff with the long-term value of strengthening the capacity of local organizations and government. Considering the scale and diversity of the Program, a core staff of experts has been hired and placed in each of the Program offices. Fish Right has been hiring staff as the focus and needs of the Program have evolved through the TOC design process. This current hiring and subsequent hiring of regular and short-term personnel will be guided by the following:

1. Emphasis will be on strengthening of the consortium members and the organizations they represent particularly the local NGOs and local universities.
2. Hiring of personnel and experts for short-term technical assistance (STTA) will give priority to local talents/consultants and will always carry with it a capacity building component for the consortium members, the organizations they represent, or the

staff of the local governments and national governments agencies (e.g. BFAR, NFRDI, DENR, DILG).

3. Additional expertise identified through the TOC-guided design-review-redesign cycle as well as those identified by the partners, particularly by the LGU and BFAR, will also be hired through the course of program implementation.
4. Hiring of regular personnel as well as experts in the pool of STTAs will primarily be the responsibility of the COP for in-country experts and the Principal Investigator for the international experts, in consultation with each other.

A detailed list of key staff and the anticipated hiring dates for those still remaining is provided in Annex 3. To date URI has hired 11 full time staff members – focusing on hiring the senior staff and specialists for the Manila office along with the Field Site Program Coordinators – in addition to other consortium members assigning their staff to the project at various levels of effort. The senior staff, which are targeted to be onboard before June, includes the COP, DCOP, Finance Manager, Office Manager and the Senior Fisheries Advisor. The remaining assistants for the Manila office and regional field office staff will be hired in August/September as the program ramps up for Year 1 activities. Drivers for the field sites will be hired as the vehicles arrive in quarter 2 of FY19.

Recognizing that Fish Right is primarily focused on addressing the fishing sectors impact on marine biodiversity, the focus will be on hiring the best Filipino talent related to EAFM, fisheries science, monitoring, modeling, fishery value chains, behavior change, policy, and governance etc. We will appoint staff in the field sites and partners to serve as the point of contact on Gender, MEL and Sustainability issues to ensure proper attention and fulfillment of duties. The Field Coordinators and the Office Assistants for the Calamianes Island Group Southern Negros will be the designated focal persons for Gender and MEL while an additional staff will be hired to coordinate both Gender and MEL activities in the 33 LGUs of Visayan Sea.

In relation to using short-term technical assistance (STTA), the Program will give preference to local experts where possible. Though there will also be times when an international expert can provide fresh insights or skills that can build the capacity of in-country specialists and partners. The COP will oversee the scope of work and performance of the STTA.

Primary areas of STTA in Year 1 will be:

MEL baseline survey assistants – there will be significant baseline data collection in Year 1. Many of the partners are doing this work, though we will need to designate MEL baseline assistants at the sites later in Year 1 to continue the work and hire a permanent assistant for the MEL Specialist of the program.

Policy and planning guidance – The TOC identifies the need for consistency in policies, plans and regulations from ecosystem-level to municipal/city to community level and later bridging good practices to national-level; municipal fishers, commercial fishers, local governments and BFAR. The Site Coordinators and Site Focal Organizations are expected to prepare the way for communications and coordination towards joint "rule-making" or refinement in Year 2 towards the LOP target of 40 policies. A legal and governance expert would be useful to support this work at the sites. Another target in the first year will be to coordinate with BFAR and DENR to ensure that there is mutual understanding that the Program is working on concerns that are important to BFAR and DENR and that there will be good uptake of products later; thus, a national policy expert with good relationships with BFAR and DENR will be helpful in this start-up work.

In addition, there will be a need to be responsive to emergent policy issues that arise nationally or regionally. There is currently one national policy specialist on STTA and there is a need for additional STTA focusing on local policy issues in all sites, but particularly in Visayan Sea. Fish Right will continue to hire Atty Alett Nunez (up to 180 days LOE) for the national policy needs and Atty James Kho (up to 200 days LOE) for the Visayan Sea policy needs that may also extend to the needs of the Calamianes Island Group and Southern Negros sites. Guided by the policy support and development needs of BFAR and LGU partners, the Program team will evaluate and propose for more permanent arrangement for policy support by the program to its partners including capacity building of the policy programs of the implementing partners.

Compliance – Central to the Theory of Change is generating a significant level of compliance with stakeholder agreed plans and strategies. This will be a growing area of STTA in Year 1 and can potentially grow into a regular task into Years 2-4. This person will have expertise in the multiple facets of compliance including enforcement, fair and equitable decision-making processes and cultural values. This STTA (to be determined) would start with evaluating the performance of existing enforcement teams at LGU or inter-LGU levels and design interventions for effective compliance as the program progresses. He or she will also provide guidance for the development of methodology for the collection of compliance and enforcement baselines and the subsequent monitoring. Level of effort is up to 200 days.

Resource Economics – this is a broad area of STTA covering understanding ecosystem values, markets and enterprises. STTA in this area for Year 1 would include socioeconomic needs for the baseline and monitoring, resource valuation for various interventions including managed access and reducing effort. STTA in this area would also provide capacity development to partners in relation to resource economics. There is the opportunity to tap into the existing network of Filipino resource economists to design interventions and capacity building activities to strengthen Fish Right consortium members' and local partners' future socio- and resource-economics capabilities as well as strengthen the national platform. Two options will be considered by the program. The first is to develop a competitive bid process to engage a resource economics outfit, such as Resources, Environment and Economics Center for Studies (REECS) to provide the services including the

design and implementation of the socio-economic baseline and capacity building of implementing and LGU partners to conduct resource valuation, markets, conservation enterprises and socio-economic analysis. The second is to use a competitive search process to hire a fulltime staff or STTA (with up to 200 days) LOE to act as thematic lead in the conduct of the above. Similar to Policy and Compliance specialists, the Program team will evaluate and propose a more permanent arrangement for resource economics support by the program to its partners, including capacity building of the implementing and LGU partners. This will be done in conjunction with the requirements and the available resources of the PPP component being led by Resonance.

To support the Fish Right staff and partners, the University of Rhode as the prime implementing partner will provide STTA on key aspects of the Program including areas of fisheries science, institutional capacity development, gender mainstreaming and resilience. URI has over four decades of developing constituencies, strategic planning and implementation of coordinated actions in fisheries and coastal management internationally. Fish Right will tap into this breadth of experience to learn as well as share with other countries, including through USAID biodiversity and fisheries projects that URI is implementing. URI will also be providing the administrative systems and accountability to US Government regulations and policies to ensure effective implementation of Fish Right.

Leading URI's team is Elin Torell, who serves as a Principal Investigator (meaning responsible for delivery of the project) and will provide technical assistance on gender, MEL and overall Program strategy. Torell will be the main point of contact with USAID on high level agreement matters and issues between URI and USAID, as needed. She will be allocating 50% of her time to Fish Right. Glenn Ricci, also a Principal Investigator, will serve as the Program Manager to ensure alignment between URI and the in-country staff and partners. He will also provide technical assistance on institutional capacity development, behavior change strategies and resilience plans. He will be allocating 52% of his time to Fish Right.

Clear roles differing the support between Torell, Ricci, the COP and Deputy COP have been outlined so as to build on each person's strengths. The COP will provide the overall technical and administrative leadership and expertise, and serve as the primary liaison with USAID on management and technical matters. The Deputy COP will lead the administration systems, coordination of field activities, and oversight on the business engagement activities such as partnerships, value chains and Fisheries Improvement Projects. A list of URI staff that will be engaged in limited roles in Year 1 is listed in Annex 2.

5.3. Fish Right Office Locations

Two field site offices were established during the start-up phase – one each in Coron, Calamianes and Dumaguete, South Negros. URI co-located with Silliman University in Negros and PFPI created their office in Coron. Fish Right will co-locate with BFAR Region 6 in Iloilo. That office space is being prepared and URI will begin occupancy in quarter 1 of FY19.

URI will be managing the Visayan Sea and Southern Negros offices while PFPI will manage the Calamianes office.

5.4. Internal Coordination and Program Management

Fish Right Program is unique in a sense that is being implemented through a large consortium. The team understands and accepts the fact that the consortium members have diverse interests, varied stakeholders, various levels of experience, and different governance structures. Also, the consortium members are still in the process of harmonizing its operation to be compatible and responsive to the requirements of its sub-contractual obligation to URI as the prime. And lastly, the consortium members realize that there is a need for a venue for a feedback loop, to regularly interact, and learn from each other to be able accelerate activities and arrangements to scale up and leave behind sustaining mechanisms of the program interventions.

It is for these reasons that the Fish Right team set up a Program Management Committee whose role is primarily to provide a collaborative oversight to program implementation specifically to monitor program deliverables, address program implementation issues, discuss and act on emerging opportunities, and discuss and agree on program strategies to confront or act on emerging issues of the capture fisheries. The other intentions of the committee are to ensure smooth flow of communication and reporting, provide a learning platform for lessons learned, harmonize work protocols, and essentially address pressing issues and conflicts. The Program Management Committee is composed of the Chief of Party, Deputy Chief of Party, Senior Fisheries Advisor, 1 or 2 representatives from each consortium member (one of them is the main point of contact), Communications Specialist, USAID AOR and alternate AOR. The meeting will initially be on a quarterly basis but will be adjusted as the need arises and will be held in Manila and program sites on a rotational basis. The committee will see to it that the meetings will be held to coincide with program activities to be cost effective.

5.5. Coordination with BFAR, other GPH Agencies and Key Donor Projects

To oversee the Fish Right Program, the team will look into various options. The program can start off from an existing Memorandum of Agreement (MOA) between the BFAR and Biodiversity Management Bureau and explore mechanisms in the MOA appropriate for the program. Fish Right coordination can be one of the functions of the Scientific Advisory Panel organized under the MOA. The creation of a Program Coordination Committee will likewise be explored. However, if feasible, the preference will be to utilize an already existing advisory body. In both cases, this coordination body will be established in Year 1 and its membership will include senior leadership in core GPH partner agencies (BFAR and DENR). They will meet periodically to ensure senior leadership is fully briefed on Program objectives, activities and accomplishments and to ensure that strategic directions of the Program are contributing to achievement of key results and objectives. USAID will sit in this committee to ensure strong bilateral relationship with GPH, to recommend areas of collaboration based on Philippines and U.S. Government priorities, and to identify the point of contacts to coordinate the relationships between Fish Right and the organizations in

attendance. As a start-up activity, Fish Right will consult with BFAR and BMB to arrive at a feasible composition and structure of the program coordinating body, building on the specific mandates of the institutions and agreements forged from previous common activities and programs.

5.6. Reporting Requirements

Quarterly Reports: As per the URI Cooperative Agreement, the first, second and third quarterly reports are due to the AOR 30 days after the end of each US Government fiscal quarter in January, April and July respectively. The fourth quarter progress report will be an Annual Activity Report with a descriptive analysis of activities conducted during that USG fiscal year, a description of actual achievements versus planned activities for the year, in both narrative and in data performance table formats. The Annual Activity Report reports against all indicators established in the PMP, and the data performance table which include accomplishments for the fiscal year against the year's targets. The Annual Activity Report is due to the AOR by the last working day of October following the work plan year end but since the Cooperative Agreement ends on October 29th, it will be submitted on the last day of the agreement October 29th.

Annual Report: As per the cooperative agreement, URI will submit to the AO and AOR the annual report within 30 days after the end of the fiscal year to cover annual performance from October –September of the fiscal year.

Year 2 Annual Work Plan: A year 2 annual work plan will be submitted to the USAID AOR for approval no later than 45 days before the close of current FY19 Fiscal Year. Annual implementation plans will take their structure from the strategic approaches identified in the theory-based results chain and will be based on intentional reflection and learning activities, such as analysis of monitoring data from the previous year, after action reviews, or collaborative analysis with partners.

5.7. Monitoring, Evaluation and Learning

A draft MEL plan was developed along with the application submitted to USAID. This plan, will be refined and finalized by the end of October 2018. The revisions will be based on the Theory of Change, the Life of Program Strategy and the Sustainability plan.
The major MEL activity in Year 1 will be the establishment of baselines as described in section *4. Activities for year 1.* It is worth noting that baseline protocols will be developed and vetted in close coordination with the Scientific Advisory Panel.

Another important learning event will be the first annual project self-assessment event. This event will focus on:

- Exploring and validating the project's theory of change and the underlying assumptions
- Deliberate progress to date and discuss why certain strategies work, does not work, and why.
- Assess progress towards addressing the project's learning questions
- Explore changes in contextual factors, which may affect implementation.

Across all sites, there will be TOC-related activities that need to be incorporated in your work plan. First, Fish Right will organize a workshop to review the M&E plan and learning questions. We will be coordinating with USAID/Washington to support this activity. At the end of Year 1, there should be a pause and reflect workshop to assess lessons learned from the first year of implementation. This will be done in conjunction with Year 2 work planning.

Table 4. Year 1 monitoring, evaluation and learning activities.

Year 1 MEL activities	Q1	Q2	Q3	Q4	In-Country Lead
Workshop to review MEL plan, learning questions, and baseline framework					MEL lead
Establish baselines for governance capacity, socio-economic and biodiversity parameters related to project indicators					MEL lead under supervision by the CoP
Combined internal pause and reflect self-assessment and work planning meeting with implementing partners, USAID, and selected other sector partners and donors					CoP
Quarterly PMP reporting to USAID as part of quarterly reports					MEL lead

5.8. Environmental Mitigation and Monitoring Plan

The Program will comply with USAID Environmental Procedures (22 CFR Reg. 216). While an IEE is in place for this Program, an Environmental Mitigation and Monitoring Plan (EMMP) will be submitted by the end of October 2018 to the Fish Right AOR. The EMMP will outline

1. The mitigation actions that Fish Right will take to satisfy any IEE conditions
2. The indicators or criterial that will be used to monitor whether mitigation actions have been implemented and if they are effective and sufficient
3. The responsibility and schedule for mitigation, monitoring, and reporting.

The MEL specialist will also serve as the Program's environmental compliance officer and will have overall responsibility for implementation of the EMMP. He/she will also provide orientation and training of all partners in these procedures and ensure each partner has a designated person in charge of environmental compliance and reporting. If needed, the MEL specialist will work with partners proposing activities not covered under the IEE to prepare an environmental screening and assessment for review and approval by USAID prior to any non-covered activities being implemented.

5.9. Branding and Marking Strategy

URI developed a Branding Strategy and Marking Plan, which was reviewed and approved by USAID before the Fish Right Program was awarded. An updated Branding Strategy and Marking Plan was submitted on September 28, 2018. Once approved, it will be reviewed and socialized with the local team and partners – focusing on key messages and tag lines to ensure continuity across Program activities. All implementing partners follow the plan and it is contained in the standard provisions of their sub-awards.

6. ESTIMATED FINANCIAL REQUIREMENTS FOR YEAR 1

6.1. Budget by Line Item

The following tables are summaries of the USAID budget by standard cost accounting categories as per the cooperative agreement and standard cost categories.

Table 5. Budget summary

THE UNIVERSITY OF RHODE ISLAND GRADUATE SCHOOL OF OCEANOGRAPHY / CRC COASTAL RESOURCES CENTER	FISH RIGHT PROGRAM YEAR 1 WORKPLAN BUDGET	
COMPREHENSIVE BUDGET	**Award Budget**	**USAID Request**
Line Items	**3/30/2018-3/29/2023**	**10/1/2018-9/30/019**
Program Activities	$ 7,393,013	$ 2,755,558
Subawards	$ 14,275,700	$ 2,558,424
Indirect Costs	$ 3,280,003	$ 662,517
Total USAID Funding (Federal)	**$ 24,948,716**	**$ 5,976,499**
Cost Share	**$ 1,248,110**	**$ 298,825**
TOTAL Program Amount	**$ 26,196,826**	**$ 6,275,324**

Table 6. Budget summary by different categories

THE UNIVERSITY OF RHODE ISLAND GRADUATE SCHOOL OF OCEANOGRAPHY / CRC COASTAL RESOURCES CENTER	FISH RIGHT PROGRAM YEAR 1 WORKPLAN BUDGET	
URI HOME OFFICE- Rhode Island	**USAID**	
Line Items	**10/1/2018-9/30/019**	
Personnel and Fringe	$	517,316
Consultants (incl Key Personnel in Phil.)	$	470,857
Students and Tuition	$	37,097
Travel	$	104,005
Operating	$	69,886
Indirect	$	307,695
Capital Equipment	$	-
TOTALS	**$**	**1,506,856**
URI FOREIGN BRANCH OFFICE- Philippines	**USAID**	
Line Items	**10/1/2018-9/30/019**	
Personnel and Fringe	$	331,891
Consultants	$	56,752
Students and Tuition	$	-
Travel	$	253,832
Operating	$	722,226
Indirect	$	354,822
Capital Equipment	$	191,696
TOTALS	$	1,911,219.00
SUBAWARDS	**USAID**	
Line Items	**10/1/2018-9/30/019**	
PFPI	$	905,751
MERF	$	300,634
Silliman	$	375,590
Resonance	$	543,598
SFP	$	217,135
NFR	$	215,716
TOTALS	$	2,558,424
GRAND TOTAL:	**$**	**5,976,499**
This financial summary excludes cost share.		

6.2. International Management and Technical Assistance Travel Schedule

The following table shows all planned international travel; and the purpose (related to the work plan) and quarter in which that travel will occur.

Table 7: International travel schedule (PM = program management)

Traveler	Result Area /Purpose	Q1	Q2	Q3	Q4	# of Days
CRC Director for International Programs/PI – Torell	6.1 Behavior monitoring baseline, 6.1 Gender assessment and microfinance initiative design; support enhancing the EAFM benchmarks to include human wellbeing, gender, and resilience.		1			10
	PM: Work planning, Gender action plan; review and prioritize areas suitable for tenure rights				1	10
Program Manager/ Technical – Ricci	PM: Finalize YR1 Subcontracts, office setup, 2.2 Design institutional capacity assessment and 6.1 partnership labs	1				14
	PM: Work planning; 2,2 Certification program design & capacity development plans			1		14
Fisheries Advisor – Crawford	1.1 BFAR strategy, 1.2 Incentives, 2.2 and 3.2 Review implementation challenges		1			14
	PM work planning; follow-up on 2.2 and 3.2 Review implementation challenges				1	10
Finance Manager – Critcher	PM: Finalize SOP, Administrative trainings		1			10
	PM: Work planning			1		10
CRC Director – Walsh	PM: Launch		1			10
Markets and Natural Resources Specialist – Freeman	2.1 contribute to political economy analysis; 5.1 Mainstream resilience into baselines; Support the review of local climate change action plans and disaster risk reduction plans; 6.1 support the collection and organization of governance and institutional capacity data for the three field sites.		1			15
	Gender microfinance review and managed access lessons, 6.2 support value chain studies				1	15
Economist – Uchida	6.1 Economic studies; support the establishment of economic baselines for sites involved in mangrove tenure rights			1		12
Fisheries Science – Rice	6.2 University Strengthening; review candidates for URI studies and advise partnership labs as they agree on priority management questions needing scientific support.			1		14
Fish Stock Expert – Lazar	1.3 Stock assessment, models and data collection; Support/participate in scientific advisory panel		1			12
SFP –Whalen	6.2 Markets		1			10
	6.2 Markets, PM work planning			1		10

Traveler	Result Area /Purpose	Q1	Q2	Q3	Q4	# of Days
Resonance-Hightower	6.2 Partnership - Kick-off the Partnership Journey Learn phase off with a kick-off Learning Event	1				15
	6.2 Partnership, Training staff on partnerships and prioritize concepts		1			
Resonance Partner Specialist-Barranow	6.2 Partnerships Learning workshop - Kick-off the Partnership Journey Learn phase off with a kick-off Learning Event	1				12
Resonance Partner Specialist-Buck	6.2 Prioritization - Support the conservation enterprise assessment or a financial assessment. Additionally, either support Silliman in a Partnership Lab or support the DALOY assessment.			1		12
Resonance Partner Specialist-Moore	6.2 Partnerships: Support the design and execution of the partner forum to structure the partnership. PM - workplanning				1	10
Fish Right Sr. Mgt to URI-FM,DCOP, COP, Sr Fish Advisor	PM Admin systems, visit fisheries scientists, prep student research		4			6
Fish Right COP, Comms, Specialist	Bali Congress	2				4
3 Filipino graduate students attend URI (TBD)	2.2 Begin URI Graduate degree				3	3-4 years
TOTAL		**5**	**12**	**6**	**7**	**29**

7. IMPLEMENTATION SCHEDULE

The following table (Table 8) shows the implementation schedule of the various work plan activities and tasks along with associated outputs and results targets where applicable. The table also shows the lead implementer and/or person responsible and supporting partner institutions.

The table below outlines the major Year outputs, activities and products. The table is organized according to the six Fish Right strategic areas. However, the table also indicates where the activity will be implemented. The sites in the table are: (C) Calamianes, (SN) Southern Negros, (V) Visayan Sea, (N) National, (A) All sites. As a decentralized Program, many field activities will be led by the Site Focal Organization (SFO) which is PFPI in Calamianes, SU in Southern Negros, NFR in Visayan Sea.

Table 8. Implementation schedule

	Activity	Level	Year 1 Products	Lead	Q1	Q2	Q3	Q4
Strategic Approach 1: Increase Management effectiveness of fisheries and other coastal resources based on stakeholder agreements								
LOP Target: Put in place 2.5 million hectares of biologically significant areas under improved management effectiveness and sustainability based on a suite of regulatory and economic instruments								
Result 1.1.: Apex (e.g. national, regional, provincial) organizations have institutionalized and have adequate capacity to scale-up (expansion and replication) good practices.								
	Coordinate strategy with and identify contribution to BFAR, DENR and PCSDS	N	Contribution to Philippine Development Plan 2016-2022 and Palawan Biodiversity Strategy and Action Plan identified	URI, PFPI				
	Communicate USAID Fish Right Program Theory of Change, Fish Right plans with BFAR Regions, Provinces and PCSDS	A	Orientation and coordination meetings and joint planning	URI, PFPI				
Result 1.2. Managers effectively implement agreed policies/plans/ regulations (e.g. enforcement, economic incentives, conservation enterprises)								
	Review of existing incentives and disincentives (incorporated in Result 6.1 baseline).	A	Review documents of incentives and disincentives	SFO				
Result 1.3.: Managers systematically monitor, evaluate and learn from each management cycle								
	Conduct of baseline data collection (baseline data collection is primarily under Result 6.1)	A	Baseline data collection procedure and results.	URI with SFOs				
Strategic Approach 2: Strengthen institutional capacity and accountability to implement resilient and ecosystem-based fisheries-management								
LOP Target: 4,000 resource managers trained in sustainable natural resources management and/or biodiversity conservation Improved capacities and accountability of at least 50 institutions to implement resilient and ecosystem-based fisheries management								
Results 2.1.: Ecosystems-scale management institutions have adequate capacity to govern (personnel, budget, inclusive process, planning, MEL).								

	Activity	Level	Year 1 Products	Lead	Q1	Q2	Q3	Q4
	Strengthen cooperation within the ecosystem-scale management organization and any existing components	A	Enhanced management (e.g. communication, regularity of meetings, participation, and facilitation) of ecosystem-scale management bodies e.g. FARMCs and LGUs and inter-LGUs	SFOs				
Result 2.2.: Managers have adequate ability to manage fisheries and ecosystems (e.g. economic instruments, right-sizing, IUU, MPAs, etc.)								
	Organize an outline, syllabus for EAFM training and education program from existing TMEM and ECOFISH materials;	N	Outline, syllabus and modules.	MERF, URI				
	Assess training needs and facilitate selection of candidates for URI and TMEM-EAFM trainings		Candidates for URI and TMEM-EAFM selected	MERF, URI				
	Select and prepare learning questions and resource persons and locations for learning site	N	learning site for EAFM selected and available	MERF, SFO				
	Strengthen capacity in EAFM where still needed	A	People trained in EAFM (number to be determined based upon needs assessment)	SFO				
	Strengthen capacity in survey and monitoring	A	70 people trained in survey/monitoring	MERF				
	Strengthen capacity in communication/advocacy	A	400 people trained in communication/advocacy	PFPI				

Strategic Approach 3: Improve the Policy Environment that enables a participatory and equitable governance system for resilient and ecosystem-based fisheries management								
LOP Target: 100 consensus-building forums for resilient and ecosystem-based fisheries management held At least 40 policies and/or regulations that support resilient and ecosystem-based fisheries management officially proposed, adopted or implemented								
Result 3.1.: Policy environment made more conducive for inclusive, participatory and equitable governance (e.g. tenure)								
	Activity	**Level**	**Year 1 Products**	**Lead**	**Q1**	**Q2**	**Q3**	**Q4**
	Support the DENR-BMB-DA-BFAR Memorandum of Agreement for integrated management of coastal, marine and inland environments and resources particularly the development of its Scientific Advisory Panel	N	Scientific Advisory Panel established and activity supported	URI				
Result 3.2. Stakeholders agree on policies, plans, strategies, incentives, standards, protocols, etc.								
	Support development of strategic DA-BFAR policies National Stock Assessment Program and Fishery Management Areas when there are appropriate opportunities to be identified together with DA-BFAR.	N	Strategic DA-BFAR policies to be supported (e.g. pilot testing and documenting implementation) selected with DA-BFAR	URI				
	Facilitate review of implementation and agreement on ways forward of existing EAFM plans (including interface with LCCAP, DRRM, CLUP, CDP) and business plans by the ecosystem-scale institution and subsequent planning with emphasis on improving to the next level in each benchmark, incorporating gender and resilience; promote use of refined EAFM benchmark in awards and incentives	A	Improved/updated EAFM management plans to increase EAFM benchmarks	SFOs				

Strategic Approach 4: Enhance participation and leadership of resource users and stakeholders for coastal and marine biodiversity conservation and ecosystem-based fisheries management								
LOP Target: Enhanced participation and leadership of at least 120 CSOs or networks of organizations representing women & men in resilient and ecosystem-based fisheries management At least 750 people volunteering and/or contributing to improved fisheries management								
Result 4.1. Capacitated champions catalyze/influence/motivate constituents and networks								
	Activity	**Level**	**Year 1 Products**	**Lead**	**Q1**	**Q2**	**Q3**	**Q4**
	Capacity building of civil society organizations composed of potential champions expected to catalyze, influence, and motivate constituents and networks	A	5 USG-assisted civil society organizations including fishers' and women's organizations that participate in legislative proceedings or engage in advocacy with local legislature and committees	PFPI				
	Identify and engage potential champions (from each resource user/beneficiary sector)	A	400 champions identified	SFOs				
	Support activities of champions to facilitate broader stakeholder participation, leadership and contribution to fisheries management.	A	2000 other stakeholders participating	SFOs				
	Initiate behavior change campaign soon after orientation/partnership discussions with the newly elected local government officials	A	behavior change campaign initiated	SFOs				
Result 4.2. Constituents and networks are empowered to demand for, actively participate and collaborate in ecosystem-scale and equitable management								
	Support activities of champions to facilitate broader stakeholder participation, leadership and contribution to fisheries management	A	75 people that actually volunteer or contribute to fisheries management	SFOs				

Strategic Approach 5: Develop capacities to mainstream resilience into ecosystem-based fisheries management								
LOP Target: At least 10 ecosystem-based adaptation actions mainstreamed into management plans and implemented								
Result 5.1. Stakeholders have adequate knowledge and capacity to address climate change impacts.								
	Activity	**Level**	**Year 1 Products**	**Lead**	**Q1**	**Q2**	**Q3**	**Q4**
	Capacity building of stakeholders to have adequate knowledge and capacity to address climate change impacts.	A	At least 15 people oriented on climate information and/or adaptation/risk-reducing actions to improve resilience	MERF				
	Mainstream resilience into all baselining and monitoring methods	A	Resilience is incorporated into baseline and monitoring design	MERF				
	Mainstream resilience into all capacity development modules	A	Resilience is incorporated in major capacity development modules	MERF				
	Collect LCCAP/DRRM plans	A	LCCAP and DRRM plans collected and catalogued	SFOs				
	Review local climate change action plans and disaster risk reduction plans and recommend resilience enhancing activities for the existing EAFM plans	A	recommended resilience enhancing activities	MERF				

Strategic Approach 6: Enhance partnerships and research and development support for coastal and marine biodiversity conservation and ecosystem-based fisheries management

LOP Target: At least $8M in investments leveraged from at least 8 Public-Private Partnerships that contribute to resilient and ecosystem-based management
Four (4) Science, Technology and Innovation (STI) models developed and pilot-tested

Result 6.1. Partnerships produce adequate information for management

	Activity	Level	Year 1 Products	Lead	Q1	Q2	Q3	Q4
	Conduct technical studies that contribute to project objectives	A	2 technical studies that contribute to project objectives (e.g. MPA network design, IUU, right-sizing)	MERF				
	Conduct baseline and follow on gender analysis (that highlight gender roles, threats and opportunities, context and power dynamics, socio-eco, etc.)	A	Technical report on gender analysis	PFPI WINFISH				
	Enhance existing EAFM benchmarks to include the Theory-of-Change chain up to biodiversity and human well-being, as well as resilience and gender;	N	Enhanced EAFM benchmarks tool	URI-MEL				
	Based upon indicators needed for the key results of the Theory-of-Change, collect and organize data for the baseline of Visayan Sea and fill-in gaps in the baseline of Calamianes and Southern Negros;	A	Baseline report	SFOs				
	Support NSAP and other technical institutions in fisheries monitoring	V	NSAP data summaries available as inputs to ecosystem model/right-sizing model	URI				

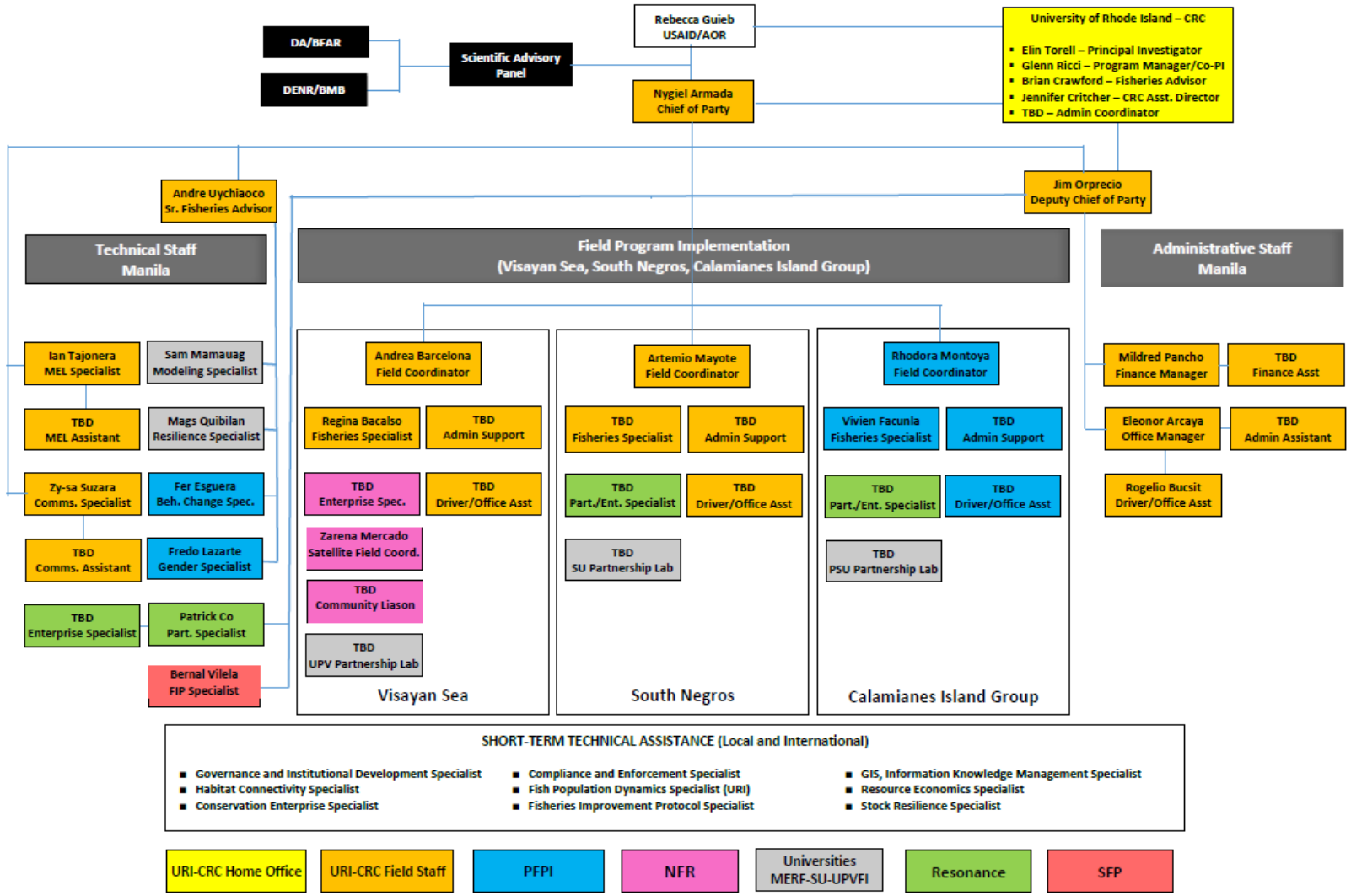
	Activity	Level	Year 1 Products	Lead	Q1	Q2	Q3	Q4
	Design an MPA network to protect at least 15-20% of each ecosystem type based upon bio-physical data and marine spatial plans (MSP)/comprehensive land use plans (CLUPs) as a basis for stakeholder consultations later.	A	MPA network designs	MERF				
	Partnership Labs to brainstorm and conduct research on agreed priority management questions needing scientific support (e.g. relative accessibility and catch of small pelagics by commercial and municipal fishers)	SN	Management issues identified and research design developed.	SU				
Result 6.2. Supply chain actors and other partners increase their participation and shared resources/investment								
	Conduct value chain analyses of 8 selected fisheries of broad relevance to the three sites (e.g. sardines, mackerel, scads, frigate tuna, blue crab, etc.).	A	8 value chain analyses	Resonance, SFP				
	Identify at least 8 partnership opportunities that align with the program's goals, finalize partnership concepts, and develop action plans for 5 partnerships.	A	8 partnerships opportunities identified	Resonance				

7. Program Management

	Activity	Level	Year 1 Products	Lead	Q1	Q2	Q3	Q4
	Program Launch	A		URI				
	Program Management Committee Meetings	A		URI				
	Quarterly Reporting	A	Quarterly Reports	URI				
	Start Up Report – Previous FY	A	Start Up Report	URI				
	Year 2 Annual Workplan – Next FY	A	Year 2 workplan submitted	URI				
	Responsiveness to USAID	A		URI				

ANNEXES

Annex 1: Draft organizational staffing chart



Annex 2: Organization and staffing matrix

Location	LOE FT/ %PT*	Organization and Title (estimated hire date)	Skills and Capabilities															
			Leadership	Management	Communications	Finance	MELP	Fisheries	Resilience	Gender	Supply chain (PES, PPP and FIP)	Mangroves	MPA	University Innovation Lab	Administrative	Technical Assistance	Logistics
Manila	FT	TBD, Communications Specialists (Q3 FY2019)															
Manila	FT	I. Tajonera, ME&L Specialist															
Manila	FT	TBD, ME&L Assistant (Q3 FY2019)															
Negros	FT	A. Mayote, Field Program Coordinator -Negros															
Visayas	FT	A. Barcelona, Field Program Coordinator -Visayas															
Negros	FT	TBD, Fisheries Resources Mgmt Specialist - Negros (Q2 FY2019)															
Visayas	FT	R. Bacalso, Fisheries Resources Mgmt Specialist - Visayas															
Manila	FT	M. Pancho, Finance Manager															
Manila	FT	TBD, Finance Assistant (Q1 FY2019)															
Manila	FT	E. Arcayena, Office Manager															
Manila	FT	TBD, Administration Assistant (Q1 FY2019)															
Manila	FT	E. Bucsit, Driver/Office Assistant - Manila															
Negros	FT	TBD, Program & Admin Support Assistant - Negros (Q1 FY2019)															
Visayas	FT	TBD, Program & Admin Support Assistant - Visayas (Q1 FY2019)															
Negros	FT	TBD, Drivers/Office Assistant - Negros (Q2 FY2019)															
Visayas	FT	TBD, Drivers/Office Assistant - Visayas (Q2 FY2019) x2															
		PFPI Staff															
Manila	FT	F. Esguerra, Behavior Change Specialist															
Manila	FT	F. Lazarte, Gender Specialist															
Manila	PT 60%	J. Castro, Gender and Communications Specialist															
Calamianes	FT	V. Faculna, Fisheries Resources Mgmt Specialist - Calamianes															
Calamianes	FT	R. Montoya, Field Program Coordinator - Calamianes															
Calamianes	FT	TBD, Driver and Office Staff - Calamianes (Q1 FY2019)															
Calamianes	FT	TBD, Program & Admin Support Assistant - Calamianes (Q1 FY2019)															
		Resonance Staff															
Manila	PT 15%	L.Ang, Sr. Partnership Advisor															
Manila	FT	P. Co, Strategic Partnership Specialist															
Field	PT 50%	TBD, Enterprise Development Specialist (Q3 FY2019)															
Field	PT 70%	TBD, Partnership Specialist (potentially 2 positions) (Q2 FY2019)															
		NFR Staff															
Field	FT	Z. Marcado, Fisheries Specialist - Visayas															
Field	FT	TBD, Enterprise Specialist -Visayas (Q1 FY2019)															
Field	FT	TBD, Community Liasison - Visayas (Q1 FY2019) x2															
		SFP Staff															
USA	PT 10%	J. Whalen, Markets															
Manila	PT 50%	B. Vilela, Markets															
		University - MERF															
Manila	PT 20%	P. Alino, Team Lead and Technical Support															
Manila	PT 75%	S. Mamauag, Right Sizing Modeling Specialist															
Manila	PT 75%	R. Guillermo, Modelling and Fisheries Specialist															
Manila	PT 75%	M. Quibilan, Resilience Lead															
		University - Silliman Univ.															
Field	PT 50%	B. Malayang, Coordinator, Governance Specialist, Partnership Labs Co-Chair															
Field	PT 50%	TBD, Mangrove and Resilience Specialist (Q1 FY2019)															
Short Term Technical Assistance (STTA)																	
Manila	PT 75%	A. Nunez - national policy support															
Field	PT 75%	J. Kho - policy support related to Field Sites															
Field	PT 75%	TBD - Compliance specialist to support enforcement baseline															
Manila	PT 75%	TBD - Resource economics support															
Field	PT 75%	TBD MEL assistants for baseline data collection (multiple)															

Location	LOE FT/ %PT*	Organization and Title (estimated hire date)	Skills and Capabilities															
			Leadership	Management	Communications	Finance	MELP	Fisheries	Resilience	Gender	Supply chain (PES, PPP and FIP)	Mangroves	MPA	University Innovation Lab	Administrative	Technical Assistance	Logistics
Rhode Island		URI/CRC (Home Office)															
Rhode Island	PT 50%	E. Torell, Prinicpal Investigator and Gender and Livelihoods Advisor	■	■			■			■						■	
Rhode Island	PT 52%	G. Ricci, Principal Investigator, Program Manager, Cap. Dev., MPA Advisor	■	■					■				■			■	
Rhode Island	PT 50%	J. Critcher, URI/CRC Finance Manager				■									■		■
Rhode Island	FT	TBD, Grants Administrator (Q1 FY2019)				■									■		
Rhode Island	PT 18%	C. Moreau, Financial and Business Advisor				■									■		
Rhode Island	PT 20%	B. Crawford, Senior Fisheries Advisor						■			■		■				
Rhode Island	PT 40%	P. Freeman, Resource Economics and Research Assistant									■					■	
Rhode Island	PT 8%	JP. Walsh, URI/CRC Director and Mangrove Advisor	■									■					
Rhode Island	PT 13%	Advisor									■			■			
Rhode Island	PT 5%	M. Rice, Fisheries Advisor and University Partnership Lab Advisor						■						■			
*** Level of Effort as Full time (FT) or % Part time (PT)**																	