

# **NARRATIVE ACCOMPLISHMENT REPORT 2009-2012**

## **TAMBUYOG DEVELOPMENT CENTER, INC.**

for Reporting to the Tambuyog 12<sup>th</sup> General Assembly  
3<sup>rd</sup> Floor Audio-Visual Room, UP NCPAG

1 - 5:00pm December 15, 2012

### **Introduction**

Tambuyog Development Center conducts its 12<sup>th</sup> General Assembly as mandated by its Constitution and By-Laws, a year late if based on its three year regular cycle but a year early basing on its approved Twenty Year Strategic Plan (2009-2028). The *Emergence Phase*, as how the first five years (2009-2013) is referred to on this Strat Plan covers the accomplishments and challenges in the last four years of which this report also refers to.

With minimal resources at the onset and in the midst of changing climate, Tambuyog weathered the challenges and continued to implement its programs for sustainable fisheries and remained a credible NGO that continues to lead the fisheries sector not just at the local scene (fishing grounds) but recognized by the national government as a credible partner in fisheries governance and resource management as well as at the international sphere, specifically at the South East Asia region on fisheries and trade concerns.

### ***Ang Tambuyog, Patuloy sa Pagbaybay sa Gitna ng Pagtaug at Paghibas ng Panahon...***

#### *Continued Pressure on the Fisheries Sector*

The country's economic thrust to open the economy to international trade was geared to increase foreign direct investments, enhance the growth of exports of local products and services. This would lead to creation of new job opportunities, and increase the availability of low cost high quality imported products. The positive effects of a liberalized economy is premised on the principle that all the players in the international market are in a "equal level playing field".

Trade liberalization in fisheries without consideration to resource status and management capacity and the vulnerability of municipal fisheries will continue to lead fisheries to further resource degradation, persistent poverty in coastal communities. Domestic food insecurity, dislocation of fisherfolks settlements, smuggling and dumping of imported fishery products. The government's myopic view of its policy framework on trade liberalization will lead to retard the development of an effective fisheries management over the long term.

Coastal Communities bear the brunt of the negative impacts of climate change such as extreme weather events as continued rains in the eastern side of the country bring flooding and landslides. Displacement of livelihoods and settlements are normal occurrence nowadays.

For small food producers in the countryside, the situation if not properly addressed spells disaster which affects household food security and food supply for domestic and international markets.

### *Philippine Elections of 2010*

Violence marred everyday news not just in the political realm but also in everyday lives of Filipinos as they continued to struggle though continuing poverty during the onslaught of Elections 2010. Despite this, it opened up opportunities for democratic processes of which Tambuyog took on and locally participated in, supporting leaders in the fishing communities and networks who joined the election process. But even at the advent of the year (in 2009), the Maguindanao massacre occurred of which justice is still being sought for all the victims. Media killings rose, in related incidents of political/election violence. Local leaders were not spared as the fisheries sector had their share of election casualties.

Bantay Dagat volunteers were lost, and local leaders known for their anti-mining sentiments became victims. We witnessed this firsthand as our own staff deployed in Mindanao was subpoenaed for leading the fight on responsible mining. Our communities in the south were and still are affected by the nickel mining activities that is destroying the fishing grounds of Surigao del Sur.

### *Food and Energy Crisis*

The past years had seen enormous increase in the prices of food (primarily staples such as wheat, corn and rice) and crude oil in global markets. This is exerting economic hardship on marginalized social sectors, including municipal fisher households, and has pushed many families below the poverty threshold. These price increases have created an upward push on the prices of all food (including fish) and petroleum (a large part of the cost of fishing operations) products. Existing double-digit inflation further reduced the welfare of fishing households as they devote more of their meager incomes for basic survival necessities.

Several factors have already been cited for these increases, including competition presented by bio-fuel crop production in the case of food prices and market speculation by traders that has created price bubbles. But perhaps most important in terms of food prices is underinvestment in agriculture. As this sector is continually neglected in favour of manufacturing and services especially in developing countries, decreasing production relative to rapid population growth will continue to exert an upward push on prices.

The CNFIDP projected that within a decade demand for fishery products will outstrip supply without a large increase in aquaculture production given the limits of capture fisheries. But as aquaculture remains sordid in its track record of producing negative social and environmental impacts, aquaculture expansion entailed considerable risks. There is need for a balanced approach that would focus on promoting responsible investments in sustainable and equitable aquaculture.

### *Increasing Formalization of Fisheries*

Overall, a trend towards greater formalization can be gleaned both in terms of policies and practices. Historically, small scale fisheries were considered part of the informal sector i.e. activities outside the formal economy regulated by economic and legal institutions.

However, municipal fisheries production has been monitored and valued as part of the gross domestic product since the 1950s with accurate and timely data deemed invaluable for effective fisheries management. Formalization has also been brought about by the enactment of the Fisheries Code which mandates the establishment of registries of municipal fishers that can be the basis of future licensing systems and the creation of fisheries and aquatic resource management councils (FARMCs).

As coastal communities and fishers increasingly become part of economic development zones areas, various formal and legal institutions continue to come in to regulate market, social and economic activities. This trend is expected to continue in the coming decades.

### *Climate Change*

As the Philippines strives for sustainable and equitable economic growth under the new administration of President Noynoy Aquino, the impacts of disasters and climate change, such as the damages wrought by Typhoons Ondoy and Pepeng in 2009 and the recent floods in many provinces in December 2010, Sendong in 2011, and Pablo this year created been a major constraint and an important development issue that the country has to face with seriousness and urgency.

While the occurrence of some natural hazards is inevitable, their impact on our society and economy may be reduced if not prevented and our development gains preserved if climate change adaptation and risk reduction is done correctly and appropriately.

The Philippine fisheries sector has yet to fully realize the effective management of the country's coastal and marine resources but it is slowly getting there. Stakeholders are constantly engaging in activities to promote judicious and sustainable use of coastal and marine resources. Systems to address socio-economic and environmental risks in fisheries production are being developed and installed. However, climate change poses serious threats that would undermine such efforts.

Tambuyog is monitoring the ongoing multilateral negotiations in the UNFCCC, detailing the rules on mitigation and adaptation of member states based on the principle of common but differentiated responsibilities and respective capacities. Specific provisions of interest to the Philippines and other vulnerable countries is the setting up of Green Climate Fund which determines financing of adaptation actions of member states. But this is still to be negotiated in the future COP meetings.

Philippines and other vulnerable countries continue to push for measures that promote risk management strategies, and that address loss and damages caused by climate change, both extreme events (eg. Extreme flooding) and slow-onset risks that go beyond the limits of adaptation (eg. sea level rise, glacial retreat or desertification). This should include requesting the Adaptation Committee to consider and assess proposals for international institutional options and a mandate to explore compensation for loss and damage caused by climate change, within the UN system.

### *Demographic Divide, Rural Majority*

Eighty-five million people in some 17 million households live in habitats that range from coastal fishing villages, lowland river valleys, and alluvial plains to rolling lands and steep mountain ranges, and in sprawling

metropolitan centers. Some 30 percent of these households are in an economic system more intimately linked with the world trading system than with the rest of the country's hinterland.

They are the import-dependent enterprises of Metro Manila, Subic, Clark, Cebu and Davao, textile mills and food processing plants, industries in the export processing zones, logging and mining companies, plantations and service establishments that provide power, communications, insurance, banking and other financial and clerical services to these enterprises and their households.

Most of our people, perhaps two-thirds, live in the commercializing agrarian societies—fisherfolk, rice, corn and coconut farmers, small traders, artisans and service people, landowners and proprietors in the lesser cities. A small minority are the tribal peoples in small, largely self-sufficient and subsistence communities on remote islands and highlands of the country.

Combined, these agrarian and tribal settlements encompass some 11 or 12 million families living in some 225 watershed communities. Realistically, a growth strategy that does not give the highest priority to the needs of the community stakeholders cannot be sustainable, economically, ecologically, socially or politically.

### *Starvation Despite Growth*

GDP can be growing while large numbers of people are starving and the net worth or wealth of the nation's families is rapidly dwindling through exhaustion of natural resources and transfer of control to foreigners. Since foreign investors are not interested in going into the medium and small-scale ventures that contribute most to the incomes of the households in the medium-and small-sized communities in the country, our expectation that foreign investors will relieve our people's poverty proves to be yet another myth.

### *Profit from Resources*

Regardless of personality, popularity or legitimacy, our country's leadership has constantly used a weapon that, instead of curbing the problem, has exacerbated it. This has been to create the conditions for private business capitalizing on foreign investments to profit from our resources. The mantra is that what is good for business is good for the general welfare. If business sales are booming, exports are healthy, enterprise profits are fat, all is well with our world.

But somehow, opening up our markets and giving foreign investors free reign over our resources have not solved and will not solve poverty or environmental destruction. Our six decades of the same development paradigm has shown that in the end, no one but ourselves can really pursue a sustainable development strategy that makes our people the principal beneficiaries.

Development and modernization have come to mean the substitution of large-scale, often foreign-controlled, enterprise for community as the basic unit of organization in society.

## **REALIZING THE BENEFITS OF COASTAL COMMUNITIES' PREFERENTIAL RIGHTS ...**

### ***Ipagpatuloy Ang Pagkilos para sa LIKAS KAYANG PANGISDAAN!***

As the political climate is poised to change, opportunities are seen at the local, where people's organizations, specifically fishers' groups are getting more involved in political participation from endorsing candidates that are pro-fisheries to being candidates themselves and vying seats in the local government. This is seen as an opportunity for improving local governance related to fisheries concerns.

#### *Decentralize*

Our age has the advantage of technological development, making possible the achievement of all the important economic advantages of scale in non-hierarchical but decentralized and networked organizations.

It is now possible for communities—the village, the market town and the small cities—to be the primary units of organization, management, planning and resource administration, and even accounting. They can now be networked through a participatory, bottom-up decision-making that makes democracy a day-to-day process of “administration by the administered” rather than a periodic exercise of a people's prerogative to select the leaders who will be their masters.

The country does not lack professionally trained economists and other social scientists, organization and management experts. But the repeated failures of diagnosis and prescription seem to demonstrate the inadequacy of the economic, social science and managerial paradigms either to explain our condition or to prescribe an effective strategy and protocol of action.

#### *Viable Alternative*

All this leaves us with but one viable alternative—genuine countryside sustainable development. A framework that gives a more appropriate and meaningful indicator of development and where the bottom line is an increase in the income and net worth of communities. This community-centered and ecosystem-based alternative demands a fundamental rethinking of development management, its instruments, practitioners, and institutions to match the realities of the Philippine condition with the opportunities and threats of globalization.

The realization of this will put a stop to environmental destruction and address poverty directly. The key is in making communities in their ecosystem the unit of organization and management. Feeding, clothing, housing, health care, education and life enhancement of the local communities must be the primary objective in the use of local resources.

It establishes in a different community-centered accounting system a philosophy of management that honors the income and net worth of local communities to ensure that their sustainable development governs the priorities of the use of their natural endowment. Sustainable communities make a sustainable country.

## **Summary of Accomplishments**

Tambuyog remained steadfast in its aims to facilitate local fisheries strategic plans in areas and with its partner fishers' groups by engaging current and incoming government representatives. Organizing, strengthening and consolidating the existing FARMCs in its areas towards building strong networks of fishers' groups for strong policy adoption on current and relevant concerns in fisheries such as climate change, registration and licensing, social protection, resource rent, and social enterprise.

### *Reducing Vulnerabilities and Building Resiliency of Coastal Communities*

Tambuyog continues to play its lead role as a Fisheries NGO providing effective and efficient services to address poverty and resource degradation that confront the Philippine fishing industry through sustainable fisheries governance, reinvigorated coastal resource management and development of social enterprises to improve the lives of marginalized small scale fishers.

In 2010, Tambuyog actively engaged in the Philippine Agriculture and Fisheries Plan 2010-2025, recognized development plan of the national government under the Aquino administration, led by the Committee on Agriculture of the Philippine Senate. In line with the municipal fisheries goals, relevant concerns were forwarded as Tambuyog led the Technical Working Group as Head of the Fisheries Committee.

International engagement included Tambuyog's active role in fisheries and trade negotiations as official CSO Representative in the ASEAN Agriculture and Fisheries Summit, delivering the message in the business meeting of government heads. Also, in Denmark Tambuyog forwarded its framework and position statement during the deliberations for the Common Fishery Policy in 2011. Tambuyog remains as lead organization rallying networks of small scale aquaculture producers during the conference and policy development for Good Aquaculture Practices that influences and sets the standards for international fish production and trading.

The year 2011 overlapping in 2012 can be marked as a year of relative positive changes in the political climate at the local and national arena. Particularly for the agriculture and fisheries sector as new developments in policy frameworks and a more open outlook for advocacy adaptation have been observed among critical decision makers and development movers in the Philippine policy and practice arena. Tambuyog, as such, who made itself amenable to these changes and can be considered benefitting as a change maker at the local communities in being positioned and given recognition in critical posts that affect policy and practice, even as budget and funding still becomes a challenge.

These critical positions are named as follows:

- National Fisheries and Aquatic Resource Management Council - NGO Representative
- National Agricultural and Fishery Council - Fisheries Committee Head
- National Anti-Poverty Council - Fisherfolk Sectoral Representative

Tambuyog's representations in these critical and important co-management bodies and policy making councils not only helped carved critical and relevant policies in Philippine Fisheries, but making sure non-relevant ones are reviewed and updated.

With a continuing depletion of marine coastal resource the production outputs of others will also be affected, such that the relevance of a municipal registration system for fishers as basis for more effective coastal management efforts and for easy administration of government subsidy programs for the sector cannot be undermined and needed to be prioritized. Municipal fishers are the poorest in the agriculture and fisheries sector by commodity.

One most critical success that has been won and gained is the most recent approved 2012 Fisheries Budget, through painstaking advocacy and influence and engagement with national policy makers (and lawmakers), the National Fisheries Program's GAA revealed an increase of 500 million peso (budget), of which Tambuyog played a key role in asking for a more balanced approach to fisheries' programming—giving ample focus on regulatory function as a strategy towards the sustainability of biological, wild resources (fisheries) which serves as main production base not just of municipal fishers but even of mariculture, aquaculture and commercial sub-sectors. In due recognition of the fact that the fisheries sector is one of the poorest in the country, this small victory can be considered an opening for more opportunities gaining ground and small battles being won.

Coastal areas, fishers' communities and the fisheries sector are particularly vulnerable to climate change. Rise in sea level and warming of sea surface temperature have resulted to damages in coastal ecosystems and displacement of fishing communities. Coastal inundation threatened the stability of wetlands, mangroves and coral reefs and negatively affected the viability of the aquaculture industry. Tambuyog worked towards substantial information for coastal managers to address the risks brought about by climate change and the identification of policy options and responsive strategies, as it initiated stakeholder dialogues with focus on gender-differentiated impacts.

The main strategy of integrating fisheries governance with community social enterprise development is what Tambuyog employed and continually does in Coastal Community Development Interventions.

Tambuyog's work at the grounds (local areas) as well as at the national and international advocacy and campaigns were anchored on social protection for rural communities, sustainable capture fisheries utilization and management, promotion of sustainable aquaculture practices and climate change adaptation with the overall Goal of, "Increasing Capacity and Strengthening Resiliency by Reducing Vulnerability of Coastal Communities".

Maintaining the analyses on fisherfolk communities' vulnerability and poverty situation that is basically rooted in their lack of control over their basic assets and natural resources on which they depend for sustenance and survival, the struggle for fisheries development becomes a struggle for asset reform. Asset reform based approach on intervention is thus significant to addresses claim making and community property rights struggle of marginalized sector, such as the fisherfolk community.

Cognizant of this social justice problem, the government passed various "asset reform" laws aimed at giving the poor control over the assets and natural resources they need for survival including the the Fisheries Code of 1998. The Fisheries Code, aside from mandating that all fishing grounds 10 kilometers from the coastline be exclusively reserved for small fisherfolk, giving preferential use rights over coastal resources for the marginalized fishers (men and women), it was set out to provide marginalized fishers' rights embodiment, through many forms including a registration and licensing system base on resource rent framework.

The state's commitment to social justice by reforming the unequal distribution of assets and resources in the country, as an example through the Fisheries Code, has encountered a lot of challenges as government's (local and national) action or inaction of these asset reform programs showed governance weaknesses, including weak coordination, overlapping mandates, conflicting laws, lack of clear accountabilities and poor interagency communication have been the typical hurdles to more expeditious conduct of the various processes and delivery of services.

Thus, the fisherfolk, considered the "Poorest of the Poor" will remain a valid statement as the marginalized fisherfolk remain in development peripheries because tenurial security for various production base in coastal resources (such as the mangrove ecosystem) remain outside of their grasps, even as they remain enthusiastic and committed resource managers (of these resources). This will continue on as lack of efficient registration and licensing system with sustainable fisheries framework are employed at the local levels.

As this is the case for many coastal communities, Tambuyog continued attending to local and national advocacies that include this basic struggle for asset reform. There are substantial gains and successes in the engagements with government at the national as well as the local including the addressing the policy on abandoned foreshore lease areas (FLAs). In terms of security of tenure in the productive resources (i.e. capture fisheries), the implementation of registration and licensing, rights can be secured and enjoyed)

Tambuyog further pressed on and made the government culpable in ensuring the 'priority use rights' of fisherfolk and community organizations (versus individual investors/capitalists) on abandoned and cancelled FLAs and commitment to reversion to mangrove resources (reversion of abandoned fishponds and cancelled FLAs prioritized for fisherfolk partners (i.e. mangrove conversion) for their livelihood security, where local government also understood its importance and are now looking into aligning their budgets to ensure greening programs will equal to livelihood security interventions.

This can be considered a success in terms of initiating the engagement where government had been forced to understand the importance of this asset reform and address it accordingly.

#### *On Community or Social Enterprise Development*

The meaning of increasing the "bargaining power of fisherfolk" is not just providing the necessary inputs (capital and capacity building) for local entrepreneurs of local fisheries industry for enterprise development but institutionalizing positive market engagement and linkages as well as need for more expansive coverage in terms of volume as well as diversification of commodities, not only the common fishery products with its supply and volume coverage being limited. Aggressive promotion and marketing as well is emphasized to address supply source. This means, macro-level appreciation and not just micro-approach with looking into the common products.

Another important learning is that commodities specified for enterprise development that will address "bargaining power" should be anchored on the Fisheries Development Plan (FDP). Meaning, the implementation of their FDP will have due consideration for fishing ground based approaches where particular commodities for enterprise development are identified and further studied as integration becomes key.

Upon further assessment, an important point was made, with having limited capital input for enterprise development this made for a bigger challenge, as limitations remain with the enterprise interventions and the



approach were forced to be at a micro-level, thus resulting to also limited influence on the bargaining power of fisherfolk.

As conflict on resource use was highlighted, this affected the fisherfolk settlement issue at the local level. Although successful at the national arena, more challenges became evident at the local, as the investment flow coming from national became significant source of conflict at the local where heightened interests in resources among investors became a reality. This is true, as claiming for land or resource rights became an issue not just between fisherfolk but among bigger investors with increased interests in productive resources such as the once idled or abandoned mangrove areas.

There exists small enterprises owned and run by POs in all areas, but Tambuyog as an entity venturing on its own social enterprise work for income and program funding was limited to capacity building efforts. The planned social enterprise development, establishing a fishery based business did not prosper as challenges were bigger than its capacity.

Tambuyog's effort on enterprise development faced the challenge of actual inception and development of social enterprise for specific commodities as the input needed such as capital to start up the businesses were not available. Fund sources for programs and projects did not include capitalization for social enterprise ventures even as resources in terms of knowledge and skills and technology are available and present in identified programs.

At the same time and with more relevant significance is the concern on Property Rights. The fisherfolk do not enjoy property rights over the resources such that even as social enterprise ventures were good to go, problems with property rights over resources were raised that weakened claims for targeted increased income and profits. Business ventures were put on hold as the legitimacy of rights over the physical properties became a struggle with private sectors interested in these same properties (ie. FLA claims, physical locations for aqua-silviculture ventures) that bogged down incoming support from LGUs and national agencies as well as funding agencies (i.e. PTFCF proposal).

### *On Fisherfolk Settlement*

In the light that, communities in our project areas belong to the 609 poorest municipalities, considered by the National Anti-Poverty Council (NAPC) in the Philippines, the forwarding of Tambuyog of the Registration and Licensing as an appropriate approach in furtherance of the FDP processes and fisheries governance, helped forced the local government to look into land allocation for fisherfolk partners (in terms of settlement issue and livelihood security, as these were part of the approved agenda during the planning processes in FDP).

Congressional inquiry on the proposed Joint Administrative Order, re fisherfolk settlement issue, paved the way for successfully influencing the Department of Agriculture and the Bureau of Fisheries and Aquatic Resources (DA-BFAR) into addressing the prevailing lack of (fisherfolk's) control over their resources by issuing a DA-NAPC JAO on the Creation of the National Inter-Agency Task Force on Fisherfolk Settlement which shall facilitate the development of a program and implementing guideline on the establishment of fisherfolk settlement areas pursuant to Section 108 of RA 8550 (Fisheries Code). Once again success at the national arena is evident, but localizing this gain remains a bigger challenge.

But as local governments have learned and appreciated the interlinking and integration of fisheries for a more sustainable development approach, with budgets becoming more stringent based on national thrusts.

For Tambuyog, the challenge remains in bringing together essential interventions at the national level, given its important positions in critical decision-making bodies in fisheries and further expanding its influence on local governments and credibility with partner fishers to continue achieving its declared goals and objectives.

### *Organizational and Internal Condition*

The challenge of fund sources became eminent in 2011, when NOVIB cut its institutional funding for Tambuyog midway in the implementation of its committed support. But this did not derail Tambuyog's spirit as it milled project proposals that resulted to developing new partnerships with international agencies including DANIDA and Pugad, SEACOLGY and the UNDP, at the local, Ramon Aboitiz Foundation Inc., the National Anti-Poverty Commission, Philippine Commission on Women, and renewed partnerships with previous networks and agencies, Philippine Australia Cooperation and Assistance Program and the NGO Forum on ADB.

Adjustment during the budget cut (funding program cut to 50%), slowed down the processes and implementation phases, particularly in gaining success on rights claiming aspect, as regular area work (literally going to the area on a regular basis) after achievements in the piloting phases have been seen. The budget cut indeed made a major impact on sustaining local activities whilst securing wins and gains little by little, although gains are manifested at the national advocacies.

Internally, the organization also faced management challenges, as financial management concerns were addressed and question on administration and management policies raised in 2009. But guided by institutional policies, the grievance section of the staff manual was proven useful as the matters were addressed by the BOT and the management with democratic principles prevailing during this time.

### **The Tambuyog VMG**

Continuing its avowed Vision, Mission and Goals, Tambuyog continues to work for the rights and welfare of the men and women of the municipal fishing communities, serving the artisanal fishers and influencing the local governments-the public and the private sector of fishing grounds guided by the objectives spelled out in the Strat Plan.

#### ***Vision:***

1. Tambuyog as a dynamic and leading service provider and advocacy center for sustainable fisheries and aquaculture operating from the local to the regional level;
2. Organized fishers, composed of men and women, enjoying exclusive use of fishing grounds with optimum yield from the sustainable utilization of capture fisheries and socially and environmentally responsible aquaculture;
3. Empowered, prosperous and interdependent coastal communities with options in life
4. Socially and environmentally responsible and globally competitive fisheries industry that provides socio economic benefits to Filipinos
5. Government that is responsive, accountable, and effective in environmental management and sustainable fisheries industry development with stakeholder participation; and
6. Healthy and productive environment

**Mission:** Lead the advocacy, facilitate mechanisms for and provide services on the enhancement of community property rights, the creation of community-based social enterprises and effective fishery resource governance, integrating gender for the sustainable development of the fishing industry from local up to international level.

**Goal:** *Integration of fishery resource governance and social enterprise development to increase bargaining power and reduce poverty among small fishers towards the sustainable development of the fishing industry.*

**Objectives:**

1. Transformation of fisheries into a viable and sustainable industry with institutions and markets internalizing costs
2. Improved the fisheries management and trade policies at the regional and global level.
3. Establishment of community based social enterprises owned, operated or managed by fishers and their partners
4. Development of TDC into an organization with networks that have strong capacity to influence public and private sectors in East and South East Asia

**Strat Plan Phasing**

*First Phase (2009 – 2013): Emergence*

The first five years of the strategic plan will be characterized by internal capacity development of Tambuyog with focus on the areas of negotiation, lobbying, research and publication, and resource generation. It will also strengthen its capacity in enterprise work through incubation of selected social enterprise projects i.e. marketing and logistics in seaweeds and abalone. Tambuyog will continue to strengthen relations with local government units in Cebu and Negros where it is already implementing projects and will develop Tanon Strait as a showcase for sustainable fisheries. It will continue to build coalitions and contribute to the revitalization of existing networks to clarify analyses of the institution, build a common vision, and pursue common objectives and strategies.

*Second Phase (2014 – 2018): Expansion*

The second phase will expand into new areas primarily in Visayas and Mindanao including collaborations with other NGOs implementing programs in fisheries. Tambuyog will promote achievements and lessons from the Tanon Strait showcase, expand its networks, continue to strengthen its resource generation capacity and venture into the commercialisation of selected social enterprises.

*Third Phase (2019 – 2023): Institutionalization*

The third phase of the strategic plan will be characterized institutionalisation of fisheries governance in the fishery management units (FMUs), continued expansion into new areas in collaboration with networks and institutionalisation of lessons learned from social enterprises development. This level of maturity will be reflected regionally by recognition of artisanal fishers in discourse on fisheries development policy at the ASEAN level.

*Fourth Phase (2024 – 2028): Integration*

The fourth and final phase of the strategic plan will be characterized by influence of the sustainable fisheries model (integrating fisheries governance, social enterprise and gender) exerted on almost all fishing grounds in the country through various networks. There will also be integration of social enterprises in input supply, production, post harvest and marketing as well as integration of fishery management and markets (resolving the problem of fragmentation among small fishery producers). At the regional level, this will be reflected in the adoption of an ASEAN common fishery policy.

## ANNEX 1

### Strategic Plan First Phase Implementation Report

#### Objective 1: Transformation of fisheries into a viable and sustainable industry with institutions and markets internalizing costs

Key Result Area 1: Resource rent recognized/ put in place corresponding to management and development costs of the resources

Performance Indicators	Quantitative Results	Qualitative Results
Policy amendments at the national level and Municipal Ordinances at the local level	<p>Three (3) Direct Assistance Fishing Grounds and 17 Local Governments:</p> <ol style="list-style-type: none"> <li>1. Lanuza Bay Area</li> <li>2. Tañon Strait</li> <li>3. Tayabas Bay Area</li> </ol> <p>At least 11 municipalities in five (5) Service Areas:</p> <ol style="list-style-type: none"> <li>1. Laguna Lake</li> <li>2. Pagapas Bay</li> <li>3. Lingayen Gulf</li> <li>4. Sarangani Bay</li> <li>5. Manila Bay</li> </ol>	<p>On Registration</p> <p>Resource Rent Research has been conducted in Tayabas Bay, Tañon Strait and Lanuza Bay. Still to be published.</p> <p>Registration campaigns in all direct assistance areas with pilot registration of Municipal Fisherfolk in all project areas including registration of women as fishers. The Bureau of Fisheries and Aquatic Resources included the women fishers in the registration.</p> <p>Registration in Unisan and Mulanay, both in Tayabas Bay finalized.</p> <p><i>On Municipal Fisheries Ordinances</i></p> <p>All direct assistance areas already have municipal fisheries ordinances.</p> <ol style="list-style-type: none"> <li>1. In Tayabas Bay review is undergoing.</li> <li>2. In Lanuza Bay, the passage of new Municipal Fishery Ordinance is still ongoing for some municipalities (esp. Cortes). This is slowed down by politics.</li> <li>3. In Tañon Strait, the direct assistance areas have already MFOs.</li> </ol>
Percentage of Cost of Development and Management of the Resources	Two (2) direct assistance fishing grounds and 1 Service area:	Sarangani Bay and Lanuza Bay have Protected Area Management Plan and Unified Fisheries Ordinance.
No. of Fishing Grounds with Policy (ref FMU plus 10 major lakes)	<ol style="list-style-type: none"> <li>1. Lanuza Bay</li> <li>2. Tañon Strait</li> <li>3. Sarangani Bay</li> </ol>	Tañon Strait Cluster-approach of coastal resource management under an integrated policy framework.

Key Result Area 2: Social protection covering labor markets and social insurance programs and fisherfolk settlements (as defined by ADB)

Performance Indicators	Quantitative Results	Qualitative Results																																																					
No. of national and local policy amendments, municipal ordinances (At least 1 National Law on social protection for fishers)		<p>Draft framework paper for social protection in fisheries.</p> <p>In engaging with the National Anti-Poverty Commission (NAPC) this social protection framework was shared and is the basis for some project activities conducted in partnership with the commission for fisherfolk in selected areas.The framework paper on social protection study in Unisan, Quezon served as advocacy document not just of Tambuyog but network partners including Pambansang Koalisyon ng mga Kababaihan sa Kanayunan (PKKK) in further developing and claiming social protection rights in claiming women fishers’ rights as well.</p> <p>Position paper developed on policy recommendations to enhance Comprehensive National Fisheries Industry Development Plan (CNFIDP) as climate sensitive fisheries development plan</p> <p>Critique paper written and published covering critical position of small scale fisherfolk and presented at the national and international climate change events and gatherings</p> <p>Conducted media and press releases Mobilization with Kilusang Mangingisda on Climate Change and Fisheries (w/ Women) in DA, DENR on Earth Day celebration (April 22).</p> <p>All areas have Vulnerability Assessments in specific direct assistance municipalities.</p>																																																					
Reach in Number* of People (Gender disaggregated) w/ access to social protection	Actual number of participants and beneficiaries reached for the reporting period: <table><thead><tr><th></th><th colspan="3">direct</th><th colspan="3">indirect</th></tr><tr><th></th><th>male</th><th>female</th><th>total</th><th>male</th><th>female</th><th>total</th></tr></thead><tbody><tr><td>area programs</td><td>83,722</td><td>130,104</td><td>213,826</td><td>904,106</td><td>1,301,294</td><td>2,205,400</td></tr><tr><td>advocacy (national)</td><td>1,405,157</td><td>73,046</td><td>1,478,203</td><td>8,609,942</td><td>617,276</td><td>9,227,218</td></tr><tr><td>total</td><td>1,488,879</td><td>203,150</td><td>1,692,029</td><td>9,514,048</td><td>1,918,570</td><td>11,432,618</td></tr><tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>grand total</td><td></td><td></td><td></td><td></td><td></td><td>13,124,647</td></tr></tbody></table>							direct			indirect				male	female	total	male	female	total	area programs	83,722	130,104	213,826	904,106	1,301,294	2,205,400	advocacy (national)	1,405,157	73,046	1,478,203	8,609,942	617,276	9,227,218	total	1,488,879	203,150	1,692,029	9,514,048	1,918,570	11,432,618								grand total						13,124,647
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IRR (Policy) on Fisherfolk Settlement adopted and Housing program for fisherfolk	IRR developed with substantial basis from Tambuyog's National Fisherfolk Settlement Framework	<p>Through the resolution of the National Agriculture Fisheries Council (NAFC) Committee on Agriculture and Fisheries, the Task Force to formulate the IRR of RA 8550, sec. 108 was proposed.</p> <p>The national government approved a National Fisherfolk Settlement Framework based on Tambuyog's advocacy on community property rights.</p> <p>There were attempts for piloting of settlement area for fisherfolks in Unisan, Tayabas Bay and Ayoke Island in Lanuza Bay.</p> <ol style="list-style-type: none"> <li>1. In Unisan the fisherfolks yielded and accepted the payment of the Suarezes.</li> <li>2. Ayoke Island is in partnership with Gawad Kalinga. However, the partnership is still in tourism development. Discussions on Fisherfolk settlement is still to be finalized.</li> </ol>
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Key Result Area 3: Aquaculture Sector in both inland and marine areas is Practicing Responsible Aquaculture

Performance Indicators	Quantitative Results	Qualitative Results
Percent (%) of farms practicing Responsible Aquaculture (Adopters)		Tambuyog as member of the Bureau of Agriculture and Fisheries Product Standard (BAFPS) Technical Working Group (TWG) pushed for the sustainable and responsible commodity-specific aquaculture practices in the formulation of the Code of Conduct in Organic Aquaculture.
No. of Policies and Laws Put In Place (commodity and site specific)		<p>Reviewed and updated existing studies (on seaweeds, shrimp and milkfish) and proposed recommendations related to policy amendments.</p> <p>BFAR through its National Training on Fisheries and Aquaculture Brackishwater Program had adopted Tambuyog's hands-on-training results and demo-farm during the Aquaculture Training of PO Leaders.</p> <p>Mud-crab was identified as a commodity by Tambuyog to study in lieu of milkfish since it is a commodity engaged by small fishers in project areas.</p> <p>The seaweeds conference produced the issue analysis which became the basis for Good Aquaculture Practices (GAqP).</p>

		<p>The GAqP campaign slowed down due to the BFAR's ASEAN GAqP.</p> <p>The NAFC Committee on Fisheries and Aquaculture has already approved and endorsed the following recommended action for DA Secretary's actions:</p> <ul style="list-style-type: none"> <li>• There is a need to amend the existing FAO 214 or Code of Practice for Responsible Aquaculture to include penal provisions and provide teeth for strict implementation of the law;</li> <li>• Phil GAqP is essentially an upgrading of FAO 214, but then, there is a need to include penal provisions (i.e. fines, imprisonment) for non-compliance and violations to make it more deterrent as well as a clear monitoring system for implementation/enforcement;</li> <li>• FAB concern on Code of Conduct for Responsible Aquaculture vis-à-vis setting Minimum Standards for GAqP (voluntary regulation);</li> <li>• NGO recommendation of having a combination of both state regulation and market certification;</li> <li>• Issuance of an Administrative Order upon approval and finalization of the draft Phil GAqP which will also be harmonized with the ASEAN GAqP;</li> <li>• Establishing clear jurisdictional accountability and regulatory mechanisms in protected areas and other areas with special bodies (e.g. LLDA); and,</li> <li>• Establishment of a sustainability-environmental fund (i.e. proceeds from fees/taxes).</li> </ul>
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Key Result Area 4: Facilitated access to capital, tenure, and management of productive assets, access to markets, and infrastructures by the small players

Performance Indicators	Quantitative Results	Qualitative Results
No of Fisherfolk who accessed capital from private and public institutions		<p>PhP 500 Million additional budget of BFAR was facilitated by NAFC.</p> <p>PhP 2.5 Billion upgrading Navotas Fishport was approved.</p> <p>Additional budget of an average of 8 PhP Million for the municipalities covered in Tayabas Bay from the Bottom Up Budgeting (BUB) process for 2013. Target average budget for 2014 is PhP 15 Million.</p>
Amount of Capital Raised		
No and Type of Infrastructure put in place		

		<p>Accessed Livelihood projects for Agdangan and Padre Burgos in form of nets and fishing boat engine from BFAR to be released in 2013.</p> <p>Coastal education project in Badian, Cebu considered as a public-private partnership where local government unit and agencies together with the private sector (Tambuyog and Ramon Aboitiz Foundation, Inc. and SEACOLOGY) showed clear example of private and public collaboration to establish a mangrove resource information center for the benefit of the fisherfolk community and the education sector.</p>
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Key Result Area 5: Institutionalized integrated fishery management structure

Performance Indicators	Quantitative Results	Qualitative Results
No of contracts or agreements (tenurial)		<p>KAAMPAKA of Burgos in Cortes became the model in CARAGA Region for the National Greening Project. Waiting for the approval of the CBFMA.</p> <p>Badian in Cebu has tenure over their RAFI and Seacology assisted Mangrove educational park.</p> <p>CBFMA struggle in Agdangan is still continuing.</p>
Reduced Percentage of Illegal Fishing Activities (% to total fishing vessels/boats)		<p>Illegal and destructive fishing is rampant in the municipalities of Padre Burgos and Agdangan. This November 2012, after accessing law enforcement and deputation training, the newly deputized fish wardens are actively patrolling and enforcing the fishery laws. There is a decrease in incidence of illegal fishing especially dynamite and commercial fishing intrusion in the southern part of Padre Burgos and Agdangan.</p>
No of FGs Reached No of Co-Management Structure		<p>Coastal Environmental Profile (CEP) of all three fishing grounds finished. Not yet published.</p> <p>The Municipal FARMCs are being strengthened in five (5) project sites in Tayabas Bay Area.</p> <p>Tambuyog together with its partner POs continue to assist the LGUs, through facilitation for the improvement and the adoption of said CRM plans.</p> <p>Other key results:</p>



		<ol style="list-style-type: none"> <li>1. Tambuyog is a member and NGO representative of the Tayabas Bay IFARMC.</li> <li>2. Federation in Lanuza Bay (NAMANAKA) strengthened and influenced to lead campaigns;</li> <li>3. NAMANAKA through the NAGMAKAAYO (FFO in Ayoke Is., Cantilan) is leading the fisherfolk component of the anti-mining campaign in Lanuza Bay;</li> <li>4. Cluster strengthening in Tañon Strait ongoing and gained success in local advocacies such as registration and licensing framework adoption.</li> <li>5. Recognition of Tambuyog as validated in its election to critical positions (i.e. Fisherfolk Sectoral Representative in the NAPC, NAFC Fisheries Committee Head and COCOFM Council Head for Fisheries Committee) paves the way for heightened promotion of integrated fishery management.</li> </ol>
Amount Resources Appropriated		<ol style="list-style-type: none"> <li>1. Engagement at the national level on fishery budget through the budget watch network and active advocacy for improved fisheries budget in Congress, NAFC and NAPC resulted to an additional Php 500 Million Budget for Fisheries, as well as approval of a bigger budget allocation for agriculture and fisheries as a result of continued push at the national arena, where critical positions were achieved (elective positions).</li> <li>2. One most critical success that has been won and gained is the most recent approved 2012 Fisheries Budget, through painstaking advocacy and influence and engagement with national policy makers (and lawmakers), the National Fisheries Program's GAA revealed an increase of 500 million peso (budget), of which Tambuyog played a key role in asking for a more balanced approach to fisheries' programming—giving ample focus on regulatory function as a strategy towards the sustainability of biological, wild resources (fisheries) which serves as main production base not just of municipal fishers but even of mariculture, aquaculture and commercial sub-sectors.</li> </ol>
No of ordinances of CRM plan put in place (No. contract agreement, No. and type management structures/)		<ol style="list-style-type: none"> <li>1. Tayabas Bay – Fishery Development Plan in Unisan; all other areas (i.e. Mulanay, Pitogo, Agdangan and Padre Burgos) are in the process of developing their FDPs;</li> <li>2. Lanuza Bay – All municipalities have already their CRM Plans; Integrated Management Framework Plan under the management of the Lanuza Bay Development Alliance (FISH Project accomplishment);</li> </ol>

**OBJECTIVE 2: To improve the fisheries management and trade policies at the regional and global level**

KRAs	PIs	Qualitative Results
Adoption of Policy Framework that facilitates the access to capital, tenure, and management of productive assets, access to markets, infrastructures, Social Protection, Resource Rent, sustainable aquaculture and gender integration through SEAFish and others	ASEAN Common fishery policy	Tambuyog is recognized by the ASEAN as one of the three groups to be consulted in GAqP.  1. TDC/ SEAFISH delivered a speech in the FISH for the PEOPLE wherein the issues and concerns of the small/ artisanal fishers were raised and recognized. 2. Dialogue with ASEAN on Investments in fisheries. 3. Participated in the ASEAN Public-Private Dialogue on Sustainable Fisheries and Aquaculture 4. Attendance in the Senior Officers Meeting – ASEAN Ministerial Meeting on Agriculture and Forestry (SOM- AMAF)
	Management Plans for LMEs (Sulu-Sulawesi, Coral Triangle etc.)	Issued statement in support of the UN Rapporteur Report.
	Management Plans RFMOs; (SEAFDEC, NACA)	Public Statement during the ASEAN People's Forum.
	No of Countries/Areas Reached	South East Asia Region: Cambodia, Indonesia, Malaysia, Vietnam  South Africa re MFRL
	No of Fishers Reached (% to overall fisher population in the SEA region)	
Formation, Expansion and/or strengthening of Fishery networks	No. of networks formed	SEAFish Justice Network for Fisheries All Artisanal Fishers Network Member of SEA Forum

**OBJECTIVE 3: Established fishery social enterprises that are grounded on community property rights, socially responsible, environmentally sound and gender responsive) owned, operated or managed by fishers and their partners.**

KRAs	PIs	
1. Viable community enterprises created in specific Fishing Grounds	Number of fishery social enterprises in specific fishing grounds (commodity-specific, can be linked to supply chains, able to reach a minimum percentage of fishers in the area) (At least 2 per fishing ground; )	Cebu – Organic bangus  In the Fishpond Lease Agreements (FLAs) in Unisan and Agdangan there are still struggles due to the sub-leasing and illegal occupation.
	Amount of Resources Accessed (5M/enterprise)	There is no separate funding for enterprise in Tambuyog.
	No of Fishing Grounds	Abalone training in SEAFDEC acquired.
	Employment generated (self employed and wage earners; 100/ent)	NOVIB pulled out fifty (50%) percent of funding in Tambuyog due to European Crisis.
	No of entrepreneurs (8,000 individuals 70% women)	Conduct of commodity specific studies (e.g. value chain analysis, industry, technology, business feasibility of seaweeds, tilapia, abalone, mud crab, milkfish, bivalves, sea cucumber or blue crab)
2. Increase in household income (involved in social enterprises)	No of beneficiaries reached	1. Feasibility studies for mudcrab and marketing of fisheries
	Income Level Reached	

KRAs	PIs	
<p>3. Links established to domestic and export markets</p>	<p>Markets established Products Sold/Traded (in value)</p>	<p>products had already been concluded.</p> <ol style="list-style-type: none"> <li>2. Negotiations for seed capital as initial investment are still ongoing.</li> <li>3. There were identified commodities (e.g. live-fish) that were considered for study outside of initial targets, as they were very important commodities identified in project areas</li> </ol> <p>Industry and feasibility studies on fishmill and mudcrab hatchery conducted in Unisan, Quezon feasibility studies on:</p> <ol style="list-style-type: none"> <li>1. Mudcrab production</li> <li>2. Mudcrab fattening</li> <li>3. “Bun-bun” (gear swap) project</li> <li>4. Gear store</li> </ol> <p>The seaweeds enterprise did not succeed due to the fact that the harvest was hit by the fluctuation in market price. The capital was good only for one (1) cycle.</p> <p>Quezon – Incubation for 3 cycles after the training on mudcrab. The incubation stopped because of the issue in property rights (tenure). The mudcrab hatchery proved to be not viable due to the lack of technology.</p>

**OBJECTIVE 4: Enhance participation of women in Sustainable Fisheries Development by Addressing the Gender Needs and Interests of Women in Fisheries**

Key Result Area 1: Increased capacity of Women in advocacy and fisheries resource governance

Performance Indicators	Quantitative Results	Qualitative Results
Percentage of women in managed areas with formal tenurial instruments.		Unisan, Padre Burgos and Agdangan in Quezon and coastal municipalities Lanuza Bay –the federation is dominated by males (almost 100%) however, the organizations are around 60% - 70% composed of women.
Number of women and youth active members in fishers organization (male to female ratio)		NAGMAKAAYO in Ayoke Is., has expanded by almost 100% their membership. This time recognizing the women in the community as vital partners through membership.  The municipal FARMCs are 95 % – 100% male dominated.
Percentage of MFARMCs that have participation and representation of women fishers (at least 3)		All areas were provided with Organizational Diagnosis that served as basis for Organizational Development Plans.  Gender Plans were developed and integrated in the organizational/federation plans of POs.  Tambuyog's work in VAWC and ReproHealth concerns were lodged in the engagement with PKKK and GLG.  Inclusion in the WEDGE Plan and BFAR's GAD Plan is a big breakthrough for women fishers in particular and municipal fisherfolk in general, towards gender responsive fisheries development planning, budgeting and implementation.  The piloting of municipal registration of women fishers, as a result of the engagement with DA-BFAR representatives, can be considered a major breakthrough with government personnel and representatives who have been traditionally convinced of a gender biased assessment in fisheries.

**OBJECTIVE 5: After 20 years, TDC developed into an organization with networks that have strong capacities to influence both the Philippine Government and the industry players in East and South East Asia in major policies and programs**

Key Result Area 1: Developed organizational capacities (systems, staffing, structures, skills, culture)

Performance Indicators	Quantitative Results	Qualitative Results
Monitoring and evaluation system modified and implemented		A new organizational structure was installed as Tambuyog commenced its strategic plan. A deputy executive director was hired primarily to oversee operations, thus a more effective monitoring system.
Enhanced Financial/Fund Management System		Fund management system was reviewed and updated. Improved finance reporting system with regular quarterly variance report. Finance manual completed.
HRD Program / competitive Salaries Implemented		<ul style="list-style-type: none"> <li>• HRD and Training program for personnel ongoing.</li> <li>• Personnel performance assessments are integrated in the monitoring of activities and program implementation.</li> <li>• Conduct of TNA and upgrading of performance appraisal system was stalled due to change in structure and re-organization process gone through by Tambuyog in mid-year 2009.</li> <li>• Grievance policy updated in the manual</li> <li>• Ongoing upgrading of monitoring and appraisal systems in 2010.</li> </ul>
Volunteer program		<p>Volunteer program not yet structured, but volunteers were accommodate during the period assessed. Depending on the need of the volunteer and needs of units, the volunteers were assigned to program head.</p> <p>Social Enterprise students from Ateneo helped with the development of business model for aquasilviculture project in Unisan, particualry on data gathering ofn market and current prices of products.</p>
Membership Development		Membership Program is yet to be finalized
Number of organizational policies related to gender		Included in the Staff Manual
Budget Allocation for Gender Programs		Ensured gender projects with own funding (i.e. PCWsupported project, PKKK partnership activities)

Key Result Area 2: Resource generation from various sources

Performance Indicators	Quantitative Results	Qualitative Results
Amount of Grants (80%)	<b>TITLE OF PROJECTS and Estimated Fund Support</b>	<b>PARTNER/S and FUNDING SOURCE</b>
Amount of Endowment Fund (EF) and earnings (10%)	Mangrove Reforestation for Coastal Resource Management June 2012-December 2013	Partner with LGU of the Municipality of Unisan, MFARMC, Unisan Fisherfolk Federation and Golden Bay Multi-Purpose Cooperative with support from UNDP/UNOPS under the Global Environment Facility/Small Grants Program of the UNDP (UNDP-GEF/SGP) (\$ 4,897.20)
Revenue Generated from CSR (5%)	Empowerment Program of the National Anti-Poverty Commission July 2012-April 2013	Partner with LGUs and Small Fisherfolk Organizations and Federations in the Municipalities of Padre Burgos, Agdangan, Unisan, Pitogo and Mulanay with support from National Anti-Poverty Commission (NAPC) (Php 2,096,000.00)
Consultancies (amount and no. of consultancies) >1M (5%)	Implementing Local Participatory Public Financial Management Towards Sustainable Fisheries Development in Tayabas Bay September 2012-December 2013	Partner with LGUs and Small Fisherfolk Organizations and Federations in the Municipalities of Agdangan, and Unisan in Quezon Province with support from Philippine-Australian Cooperation Assistance Program
Income generating activities (cumulative) (9%)	Malhiao Badian Coastal Education Center in Badian, Cebu November 2010- 2012	Partner with Regional Dep Education, Public Elementary Schools and Mahliao Resource Management Multi-Purpose Cooperative with support from Ramon Aboitiz Foundation, Inc. Development Fund (Php 2,648,000.00)
Revenues from Social Enterprises (1%) (contribution of the SE to TDC)	Community-Based Mangrove Reforestation and Livelihood Enhancement Project in Badian Island, Province of Cebu June 2012-December 2013	Partner with Zaragosa Badian Island Multi-Purpose Resource Management Cooperative with support from UNDP/UNOPS under the Global Environment Facility/Small Grants Program of the UNDP (UNDP-GEF/SGP)
Investment and Asset Formation/ Development	Infrastructure Support for Mangrove Reforestation Initiatives under CBFMA July- October, 2011	Partner with Malhiao Multi-Purpose Resource Management Cooperative with support from SEACOLOGY (Php 800,000.00 for One year)
focused marketing work		

	Developing an Appropriate Framework to Philippine Municipal Fisheries Registration and Licensing (MFRL) Sept 2011 July 2012	Municipal Fisherfolk in Tayabas Bay, Tanon Strait and Lanuza Bay with support from DANIDA in partnership with People Uniting and Generating Aid (PUGAD) and Africa Kontact (AK) (DKK 566,244.00)
	Best Practices of Small-Scale Community-Based Aquaculture November 2011- 2014	Partner with SEAFISH-South East Asia Fisheries for Justice Network with support from OxFam-NOVIB
	Coral Triangle Initiative Forum-Dialogue and Campaign Planning December 2011	In partnership with NGO Forum on ADB (Php 93,000 and Php 120,000)
	Redefining Women Fishers Agenda: A National Consultation of Women Fishers December 2011 -February2012	With support from Philippine Commission on Women Under Office of the President (Php 600,000)
	Stakeholders Consultation on Sardines Fishing Ban in Zamboanga Peninsula December 2011-February 2012	In partnership with DA-NAFC (Php 1.8 Million)
	Upcoming Projects (2013)	
	Continuity Program for Developing an Appropriate Framework to Philippine Municipal Fisheries Registration and Licensing (MFRL) December 2012 – December 2014	Municipal Fisherfolk in Tayabas Bay, Tanon Strait with support from DANIDA in partnership with People Uniting and Generating Aid (PUGAD) and Africa Kontact (AK) (Php 7 M)
	Municipal Fisheries Development Planning for Municipalities January 2013 - 2015	With Support from BFAR



## ANNEX 2

### Matrix of Outcomes for Year 2009-2011

#### Sustainable Fisheries and Trade Program with support from the Oxfam Novib Funds

**Goal: By the end of 2011, integration of fishery resource governance and social enterprise development to increase bargaining power and reduce poverty among small fishers towards the sustainable development of the fishing industry.**

Outcome:	Indicators	Progress Towards Outcome		
		YEAR 1 (2009)	YEAR 2 (2010)	YEAR 3 (2011)
Objective 1 Transformation of fisheries into a viable and sustainable industry with institutions and markets internalizing costs				
Recognition of resource rent corresponding to management and development costs of resources	Policy amendments at the local and national level Resource rent Social protection Fisherfolk settlement Responsible aquaculture	<p>Significant data gathered in the Coastal Environmental Profiles per municipalities of project areas became relevant information for local governments in redefining their drafted Coastal Resource Management Plans. The information will help speed up the CRM Plans adoption process in local governments with partner organizations' continued advocacy efforts.</p> <p>Important information resulting from conducted the studies on resource rent, fisherfolk settlement and responsible aquaculture helped beefed up content and substance of policy proposals.</p> <p>At the same time government institutions, at the local and national level, are acknowledging that employing a resource-rent based licensing system for sustainable management of capture fisheries is very apt.</p>	<p>Government institutions, at the local and national level, have growing appreciation and recognition on resource-rent based licensing system for sustainable management of capture fisheries.</p> <p>Local fisheries development plans are being developed with frameworks on resource rent, social protection, fisherfolk settlement, and responsible aquaculture used as basis for its adoption, as already convinced fisherfolk leaders continue to advocate for policy amendments or policy updates.</p>	<p>The Resource Rent Framework have been forwarded and promoted among policy makers and discussed in depth by local government units (LGUs) and the relevant national agencies as policy amendments are being prepared, as a result of being convinced on its relevance and importance to resource management.</p> <p>There is still ongoing promotion of municipal resource rent based registration and licensing framework at the local and national through local fora and dialogue as the case may be and all possible venue for engagements are offered and maximized, thereby expanding the reach of influence and number of municipalities that will adopt the policy as evidenced by the studies that were concluded.</p> <p>Relevant policies of the Department of Agriculture and the Bureau of Fisheries and Aquatic Resources based as well as relevant issuances were based on the importance of the Registration of Fisherfolk. One important example is the issuance of the Fisherfolk Settlement policy which highlighted and adopted the rationale of the municipal registration of fisherfolk.</p> <p>Promotion of Resource rent have been discussed by LGUs and at the National Level readying for policy amendments;</p> <p>Ongoing promotion of registration with resource rent based framework, at the local and national;</p>

**Goal: By the end of 2011, integration of fishery resource governance and social enterprise development to increase bargaining power and reduce poverty among small fishers towards the sustainable development of the fishing industry.**

Outcome:	Indicators	Progress Towards Outcome		
		YEAR 1 (2009)	YEAR 2 (2010)	YEAR 3 (2011)
				Policy of DA and BFAR issuances is based on the importance of Registration of Fisherfolk (example: Fisherfolk Settlement policy issuance highlighted and adopted the rationale of registration of fisherfolk)
Social protection for small scale fishers covering labor markets, social insurance programs and fisherfolk settlements	Percentage of cost of management and development of resources	<p>Stakeholders' perspectives, particularly small fishers groups on social protection for fishers were firmed up through vigorous discussions and consultations.</p> <p>Hence, refinement of the social protection parameters would contribute in the development of a social protection scheme adopted initially by local governments in project areas, thereby recognizing fishers' claims and rights.</p>	<p>Small fishers' social protection agenda identified and defined through validation from fishers' experience and action for claiming their rights as drawn from various fisherfolk welfare intervention.</p> <p>Social protection scheme of local governments has been established to be limited in project area and adopts the social security paradigm, thus strong advocacy for a transformative paradigm is further enhanced through various engagements with policy makers at the local through national levels</p>	<p>EO on Fisherfolk Settlement: based its issuance on the engagement with DA-BFAR re registration of municipal fisherfolk, also piloting of registration of women and Social Protection;</p> <p>Discussion on settlement, convened an oversight committee to finally address issue of fisherfolk settlement (social protection) pushed by environmental conditions (i.e. occurrence of disasters) as such is already prioritized by NAPC and DA, aside from the push of our advocacy efforts;</p> <p>Included in WEDGE Plan as women fishers agenda;</p>
Adoption of responsible practices in the aquaculture sector in both inland and marine areas	Number of farms practicing responsible aquaculture	The conducted case studies on responsible aquaculture served as basis for influencing and increasing the number of small fisher producers and private sector (in aquaculture) being involved in the processes of developing community standards and the adoption of responsible practices.	Small fisher producers and private sector (involved in aquaculture) have been dynamically engaged for the adoption of responsible practices and community standards.	<p>Established TWG on Organic Aquaculture (i.e. Vergara) and conducted Forum on the aquaculture Standards;</p> <p>Continued advocacy for Trainings on Best Aquaculture Practices Standards</p> <p>Recognized in critical positions with management bodies-Positioned in Interface Bodies National Fisheries Budget Process engagement (AF 2025);</p> <p>Focus on National advocacy from local; Policies at the National were targeted towards more encompassing;</p> <p>New context and opportunities brought about by new administration was more keen for national engagement, given the "opening" and democratic space provided, as such shift from local to national, aside from the cut of budget by 2011;</p>

**Goal: By the end of 2011, integration of fishery resource governance and social enterprise development to increase bargaining power and reduce poverty among small fishers towards the sustainable development of the fishing industry.**

Outcome:	Indicators	Progress Towards Outcome		
		YEAR 1 (2009)	YEAR 2 (2010)	YEAR 3 (2011)
Facilitated access to capital and infrastructure for small scale fishers	<p>Number of small scale fishers who access capital from private and public institutions</p> <p>Amount of capital raised</p>	<p>Initial stage of identification of capital sources were done that pave way for initial talks with interested investors as well as critically reviewing credit facilities to generate funding and support for small scale fishers.</p> <p>Development of credit program viable for small scale fishers is under review and is undergoing marketing potential to interested groups and private sector (doing corporate responsibility programs) who are convinced of efforts on sustainable fisheries development.</p>	<p>Identification of capital sources and initial talks with private groups as well as government agencies were done to support small scale fishers.</p> <p>Viable credit programs for small scale fishers was developed with marketing potential and sold to private and corporate groups with social responsibility programs. Finalization of negotiations are yet to materialize as they were convinced of efforts on sustainable fisheries development.</p>	<p>Initial talks with funding programs as well as government credit facilities had generated small and short term activity proposals addressing funding and support for small scale fishers.</p> <p>Concretely manifested in its regular engagements with representatives of government agencies, who were for a long time convinced of a market-driven economy that pushes the industry to give more importance to commercial fishery sector rather than the municipal fishers (which had been proven over time as contributing more in terms of production data at the expense of an overfished marine and water resource, emphasis on prioritizing infrastructure development for small scale fishers in the wake of the current BFAR's thrust on implementing integrated law enforcement.</p> <p>New context and opportunities brought about by new administration was more keen for national engagement by Tambuyog, given the "opening" and democratic space provided, as such shift from local to national advocacies that is pushed by the fact of the fifty percent cut on the program budget by 2011.</p> <p>Budget planning processes are critical venues for introducing appreciation for capital inputs and infrastructure development for small scale fishers. Tambuyog, for its part, engaged the National Fisheries Budget processes and won for small scale fishers an additional 500 million pesos.</p>
Institutionalized integrated fishery management structure	<p>Number and type of infrastructure put in place</p> <p>Number of contracts or agreements (tenurial instruments) put in place</p>	Continued efforts on local fishery management and data gathered on best practices on co-management and fishery resource governance of project areas served as information to convince and influence policy makers at the local and national to push for appropriate and doable co-management structures (and provided with	Efforts on local fishery management and governance was advanced through active engagements in local policy development based on researches and data gathered on best practices of project areas as policy makers are influenced on the relevance and importance of co-management structures at the local and national levels. FARMC development and consolidation	<p>Overfishing was accepted as a National Situation, recognized as a main problem in fisheries; Importation stance of DA and BFAR concluded an overfishing status, to push forth and justify policy on importation of DA;</p> <p>Prioritized tenurial arrangements of AUU FLAs to small fisherfolk and community organizations (the</p>

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Outcome:	Indicators	Progress Towards Outcome		
		YEAR 1 (2009)	YEAR 2 (2010)	YEAR 3 (2011)
	<p>Number of co-management structures put in place</p> <p>Reduced incidence of illegal fishing</p> <p>Amount of resources appropriated for fisheries management</p>	<p>sufficient support)</p> <p>Local governments are now convinced of their needed support from small scale fishers organizations and supporting NGOs (like Tambuyog) in their coastal resource management activities and lessons from studies (CEP, resource rent, fisherfolk settlement, responsible aquaculture) that clear collaborative work are initiated and adopted through memorandum of agreements (MOA) between and among these groups. An example of which is the ongoing FARMC re-organization efforts and capacity building/ strengthening for ensuring substantial fisheries laws adoption in project areas.</p>	<p>efforts paved the way for local fishery development plans and strengthened community-based coastal resource management initiatives.</p> <p>Local governments are now working together with small scale fishers organizations as exemplified in their support for NGOs (like Tambuyog) as well as collaborative efforts for coastal resource management activities. CEP, resource rent, fisherfolk settlement, responsible aquaculture engagement were initiated, and facilitated by memorandum of agreements (MOA) between and among these groups. Re-organization and further strengthening of FARMCs were included in local plans of LGUs which Tambuyog facilitated thorough capacity building activities and local planning initiatives by fisherfolk organizations where substantial fisheries laws have been adopted in project areas (i.e. local resolutions and review of local fisheries ordinance).</p>	<p>reversion of the AUU)</p> <p>CNFIDP review prioritized by BFAR</p>
<b>Objective 2 Established community based social enterprises owned, operated or managed by fishers and their partners</b>				
Outcome:	Indicators	Progress Towards Outcome		
Viable community enterprises created in specific fishing grounds	<p>Number of fishery social enterprises in specific fishing grounds</p> <p>Number of fishing grounds</p>	<p>Necessary steps to establish community enterprise of small scale fishers is taking longer time to commence as viability depend on important business variables per specific commodity being processed. Finalization of studies made will hasten incubation (provided start-up capital is intact) when the business environment also improves (i.e. Philippines experiencing economic crisis).</p> <p>Capacities of small scale fishers are being enhanced to address changing business climate and adopt more sustainable approaches for livelihood improvement. Changing attitudes and behavior of small scale fishers for competitive entrepreneurs is also a debacle.</p>	<p>Establishment of community enterprises for small scale fishers are being finalized, even as trainings and capacity building activities had been conducted on business management for fisherfolk organizations. Community enterprises have been incubated and lessons were derived with learnings on capital build-up has been enhanced. Start-up capital continue to be a block among small fishers efforts to continue community enterprise work, as capacities of small scale fishers are being enhanced to address changing business climate and adopt more sustainable approaches for livelihood improvement.</p> <p>Viable community enterprises had been identified with feasibility studies conducted and enterprise lessons are continually derived from the incubation period.</p>	<p>Community enterprises are ensured to be established in management areas as it also has as its basic bottom line of sustainable fisheries and resource management. This means aquasilviculture and other community enterprise to be established are within areas with tenurial instruments (MPAs and CBFMAs).</p> <p>Lessons are being documented for best practices sharing.</p>

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Outcome:	Indicators	Progress Towards Outcome		
		YEAR 1 (2009)	YEAR 2 (2010)	YEAR 3 (2011)
		Success in one enterprise will lead to gains in lessons and appropriateness of social and community enterprise development for poverty reduction for small scale fisheries, as such more than establishing many enterprises, more vigor is placed in the actual process of setting-up from feasibility studies to business incubation to gain more learning.		
Increase in household income (involved in social enterprises)	<p>Employment generated</p> <p>Number of entrepreneurs</p> <p>Number of beneficiaries reached</p> <p>Amount of resources accessed</p> <p>Income level reached</p>	<p>Coordination with BFAR and doing collaborative work on community enterprise building is providing optimistic gains as expertise in business and technical skills are joined together as well as maximizing limited capital, but investing more on skills development (from production, technical, financial, management and marketing) for small fishers towards self-sufficiency (i.e. aquasilviculture training program).</p> <p>Success of this initiative will lead to the establishment of more community enterprise, as the training participants are expected to take care and ensure that their training skills are applied on their own aquasilviculture ventures (also part of the whole program) and monitored vigorously for successful conduct.</p>	<p>In partnership with BFAR, community enterprise building is further enhanced where needed support (financial capital and inputs for identified entrepreneurship and technical skills have been maximized even with limited capital. Skills development in production, technical, financial management and marketing) for small fishers towards self-sufficiency resulted from the aquasilviculture training conducted.</p> <p>Training skills were applied as development of aquasilviculture ventures are being pursued (for some being finalized, where actual business inputs were already committed and will be provided, through partnership with BFAR at the national and regional levels) in the local areas.</p>	<p>Calatagan and Mahliao's experience in terms of increase in income have benefitted their members through continued related enterprise development project.</p> <p>Issue on community property rights (unresolved CPR issues) are still raised which became challenging to the sustainability of community enterprises, as property claims get in the way for sustained production.</p> <p>Disaster area identified and was moved to areas that later on became heightened struggle for community property rights; UNDP is awaiting ordinance on abandoned fishponds, but DENR wanted to include IUU in the process for ordinance adoption as such taking longer time.</p> <p>Strengthened their claims over fishing rights, as engagement and struggles were more visible and upfront</p>
Strengthen the position of fishers in their right to fishing area	<p>Number of MPAs and CBFMAs with enterprise owned and/or managed by small scale fishers or their organizations</p> <p>Number of fishers and/or families with</p>	Community enterprises are ensured to be established in management areas as it also has as its basic bottom line of sustainable fisheries and resource management. This means aquasilviculture and other community enterprise to be established are within areas with tenurial instruments (MPAs and CBFMAs).	<p>The development of community enterprises facilitated the establishment of tenurial instruments (MPAs, FLAs and CBFMAs) in the project areas.</p> <p>Lessons are being documented for best practices sharing.</p>	

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Outcome:	Indicators	Progress Towards Outcome		
		YEAR 1 (2009)	YEAR 2 (2010)	YEAR 3 (2011)
	sustainable small scale aquaculture enterprises	Lessons will be documented for best practices sharing.		
<b>Objective 3 Enhanced participation of women in sustainable fisheries development by addressing their gender needs and interests</b>				
Outcome:	Indicators	Progress Towards Outcome		
Increased capacity of women in advocacy and fisheries resource governance	<p>Number of women and youth active members in fishers organization (male to female ratio)</p> <p>Percentage of MFARMCs that have participation and representation of women fishers (at least 3)</p>	<p>Small scale fishers organizations in project areas that undergone organizational diagnosis (OD) and development activities have due recognition of the importance and significant roles women play in their organizations and fishery governance. As a result of initial organizational diagnosis, the fishers groups re-organized themselves, giving valuable roles for women (i.e. including women as registered members of the org, when previously only males were known as members) and counting women's contribution by duly recognizing that they are women fishers and do fishery governance work in coastal communities. Hus, ratio of active women and children as members increased.</p> <p>The process of registration and licensing of fisherfolk, women are encouraged to register separately from their fisher husbands, in due recognition of their own worth in coastal communities (the roles they play in marine protected area management as well as being vendors of fishery products) as had been clarified in organizational development activities.</p>	<p>Organizational diagnosis of the fishers groups resulted to their re-organization and significantly recognized women's role and contribution in their organizations (i.e. giving valuable roles for women as manifested in their active participation in the municipal registration processes and emphasizing inclusion of women as registered members not only to their org, but as municipal fishers on their own (separate recognition of differential contribution to fishery governance work in coastal communities.</p> <p>Gendered organizational plans were derived from the OD activities as well as in the process of re-organizing FARMCs in project area. Women fishers are actively asserting their roles and concerns their agenda sharpened in FARMC emngagements (i.e. local hearings on fisheries related laws, establishment of livelihood committees headed by women, and inclusion of more women's groups in the FARMC as registered organizations).</p> <p>Interest in more gender sensitivity trainings being conducted had increased as reflected in their organizational plans.</p>	<p>Orientation of Co-Management bodies is based on production thus, limiting women's participation (i.e. FARMC) ;</p> <p>Reforming these management bodies with a "care economy framework" will greatly change the way things are done in the council, management bodies etc. (i.e. planning, conceptualizing, implementing, principles and guidelines);</p> <p>Creating a gender responsive environment through creating venues for her active and qualitative participation in these bodies (decision-making, planning and implementing);</p>

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Outcome:	Indicators	Progress Towards Outcome		
		YEAR 1 (2009)	YEAR 2 (2010)	YEAR 3 (2011)
		In the process of re-organizing FARMCs in project areas, women fishers play active role by attending meetings more vigorously and ensure their concerns being related in important agenda of FARMCs and local hearings on fisheries related laws.		
Increased access of women in coastal communities to reproductive health services and adult education	<p>Number of VAWC incidents cases reported, resolved and disposed (per fishing ground)</p> <p>Number of men and women fishers reached by reproductive health programs</p> <p>Number of women with access to adult education</p>	<p>Campaigning to pass the reproductive health bill and the Magna Carta of Women, through network activities of Pambansang Koalisyon ng Kababaihan (PKKK or Rural Women Congress), Tambuyog contributed in making known the plight of women fishers from local situations in project areas. Addressing these through advocacy at the national level, women fishers are slowly defending their dignity and fighting against VAWC in their respective areas.</p> <p>Ongoing efforts on building a local and national referral system for VAWC cases will result from the campaign and efforts on reproductive health at the local level in project areas.</p> <p>Gender orientation included in OD work helped push women fishers' resolved in being heard inside their homes and organizations and inspired them to plan for more gender training activities, which will be conducted in 2010.</p>	<p>More than IEC activities, regular organizational meetings and local fora on municipal registration and licensing process were maximized to discuss on the reproductive health bill and the Magna Carta of Women, which resulted to increased women as well as men' participation and awareness of the need to address VAWC issues.</p> <p>Gender training activities conducted resulted to the surfacing of VAWC issues and deepened understanding on gender relations, assertion of rights to basic services and social protection issues as reflected on increased women's engagements in local fishery governance and management activities.</p>	<p>Increased participation and entitlements was done through ensuring inclusion of women fishers' agenda in all aspects of planning and decision making in local engagements and eventually level up at the national arena through engagement with women's groups and organizations as well as national agencies non-traditionally responding to the fisheries sector (i.e. Philippine Commission on Women). This has been critical in enabling women fishers to perform their role, as they themselves define, in fisheries resource governance, in developing their communities and in ensuring the welfare of their households.</p> <p>Tambuyog's political engagement were not limited to traditional fisheries co-management bodies, but expanded to gender related groups and concerns such as the Philippine Women Commission, which at this point was developing its Women Empowerment and Development Towards Gender Equity (WEDGE) Plan. Through partnership in short termed projects, Tambuyog together with its partner fisherfolks groups at the local and national levels validated and redefined a women fishers' agenda that were importantly included in the WEDGE Plan.</p> <p>More importantly, this translated into the inclusion in the Bureau of Fisheries and Aquatic Resources National Office's Gender Plan 2012, with provision of its budget as well. Tambuyog's role is thus to monitor implementation of said plan, to ensure gains of women fishers in particular and the fisheries sector as whole, in the following months.</p>

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Sustainable development of the fishing industry				
Outcome:	Indicators	Progress Towards Outcome		
		YEAR 1 (2009)	YEAR 2 (2010)	YEAR 3 (2011)
Objective 4 Development of TDC into an organization with networks that have strong capacity to influence public and private sectors in East and South East Asia				
Outcome:	Indicators	Progress Towards Outcome		
Developed organizational capacities in terms of appropriate structure, systems, staffing, skills and style	Monitoring and evaluation system modified and implemented Developed human resources Enhanced fund management system Investment and Asset Development	Re-organization of Tambuyog and installing a new organizational structure necessitated a transition and adjustment for both systems and personnel. Systems upgrading (particularly with fund management, monitoring and evaluation) underwent a process of testing reaching its aptness with the needs and direction of the organization.  The reduction in the number of staff entailed thorough review of skills complementation and deliverables needed, and with Tambuyog's work ethics and culture of collaborative work, efforts is now leading towards effective but competent personnel.  Work on investment and asset development needs improvement.	New structure installed pave the way for more efficient and effective implementation of programs and project activities, although more work were lodged on individuals as expertise are enhanced.  Effective monitoring mechanisms resulted to up-to-date reporting and trouble shooting in national and local program implementation.	Fund Raised (get data from Finance on how much based on audited finance report); Matrix of funds generated for activities that were cut-off from Oxfam-Novib Funding  Successful in raising immediate funds from the loss based on ON's cut. (Work heavily focused on fund raising efforts as result of 50% cutting of approved funding from ON) but limited still as challenge of sustainability funding remain  Cut on overhead costs including removing coordinating offices in Mindanao, and maintaining a transitional org structure (with consultancy-based staff)  Preparations for the conduct of GA is slow, as staff are thinly spread along so many activities as funds are raised on per activity/objective basis (i.e. short term project contracts resulting to the staff being spread thinly)  Leadership of Tambuyog was more enhanced and distinct in fact resulting from recognition of CSOs, government institutions and industry stakeholders as well as partner POs and coastal communities manifested in to being positioned and elected in critical interface bodies as well as co-management bodies at the local and national levels (i.e. NAFC Committee Chair, NFARMC NGO Representative, NAPC Fisherfolk Sectoral Representative, Head of Fisheries Council COCOFM
Increased revenue generated from diversified sources	Generated revenue from: Grants (80%) • Earnings from endowment fund (10%)	Funding situation in general is affecting fund generation initiatives of Tambuyog, even as much focus is given to increase revenue. Setting-up necessary systems to ensure targets were done in	Continued talks and negotiations with public and private donors, identification of diversified programs for financial support and event organizing for specific goals attainment were given focus in the midst of dwindling external fund	Successful in raising immediate funds from the loss based on ON's cut. (Work heavily focused on fund raising efforts as result of 50% cutting of approved funding from ON) but limited still as challenge of sustainability funding remains;



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Outcome:	Indicators	Progress Towards Outcome		
		YEAR 1 (2009)	YEAR 2 (2010)	YEAR 3 (2011)
	<ul style="list-style-type: none"> <li>Corporate engagement (5%)</li> <li>Consultancies (5%)</li> <li>Income generating activities (9%)</li> <li>Revenue from social enterprises (1%)</li> <li>Membership and volunteer development</li> </ul>	<p>2009 as part of re-organization.</p> <p>Successes were gained even in small quantities (in terms of actual financial support generated) but this served as investment in social capital (i.e. continuous talk and negotiations with public and private donors, identification of diversified programs for financial support and event organizing for specific goals attainment)</p>	<p>resources and restructuring of development aid from foreign funders.</p> <p>Consultancies were maximized and generated relative funds for unfunded programs.</p>	<p>Cut on overhead costs including removing coordinating offices in Mindanao, and maintaining a transitional organizational structure (with consultancy-based staff)</p> <p>Preparations for the conduct of GA is slow, as staff are thinly spread along so many activities as funds are raised on per activity/objective basis (i.e. short term project contracts resulting to the staff being spread thinly);</p> <p>Even with limited budget support, leadership of Tambuyog was more enhanced and distinct this period, in fact resulting from recognition of CSOs, government institutions and industry stakeholders as well as partner POs and coastal communities manifested in to being positioned and elected in critical interface bodies as well as co-management bodies at the local and national levels (i.e. NAFC Committee Chair, NFARMC NGO Representative, NAPC Fisherfolk Sectoral Representative, and Head of Fisheries Council in COCOFM)</p>