

FINAL REPORT: REBYC-II CTI'S
TRAINING PROGRAM ON:
RESULT-BASED MONITORING & EVALUATION:
1-3, 5-6 MAY 2014



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TRAINING WORKSHOP ON: RESULT-BASED MONITORING AND EVALUATION FOR TRAWL FISHERIES MANAGEMENT

REBYC-II CTI Project, GEF, FAO and SEAFDEC

ABBREVIATION

EAFM	Ecosystem Approach in Fisheries Management
FAO	Food and Agriculture Organization
FAORAP	FAO's Regional Office for Asia and the Pacific
GEF	Global Environment Facility
MTE	Mid-Term Evaluation
NTO	National Technical Officer
NPC	National Project Coordinator
REBYC-II CTI	Strategies for Trawl Fisheries Bycatch Management & Coral Triangle Initiative
RFU	Regional Facilitation Unit
SEAFDEC	Southeast Asian Fisheries Development Center

BACKGROUND

- B01: GEF, FAO and SEAFDEC jointly carry out the REBYC-II CTI project which aims to enhance trawl fisheries management in five (5) participating countries namely Indonesia, Papua New Guinea, Philippines, Thailand and Vietnam. The project was at its mid-term evaluation stage in which the 5 member countries reported results generated from project activities carried out at local level.
- B02: Regional Facilitation Unit (RFU) of the project has observed the findings from the Mid-Term Evaluation (MTE) that the outcomes of the country's projects were not responded to the project's goals. Many planned activities were delayed and objectives of the project has not been met because of various reasons, for instance, delayed in funds disbursement, lengthy administrative processes of national organizations, national projects are not aligned with country's policies / interests, etc.
- B03: The MTE also revealed that report format and contents were different from country to country. The project's management office had difficulties in understanding the status of the projects and it was hard to consolidate the outcomes into the big picture. Most of the outcomes showed that the in country reports were subjective and had little connection with the project goals.
- B04: The REBYC-II, unlike REBYC-I, incorporates ecosystem approach in reduction of bycatch in trawl fisheries. However, the outcomes emerged from countries' projects had not reflected adoption of socio-economic and governance dimensions during project implementation. These two dimensions are vital parts of the ecosystem approach emphasized by REBYC-II.
- B05: At the beginning, the project specified three (3) components that each country has to report on. The components composed of 1) Agreed regional bycatch policy/strategy and national or area specific trawl fisheries bycatch management plans that are in line with the International Guidelines on Bycatch Management and Reduction of Discards, 2) Measures that manage bycatch and reduce discards, and thereby improve fisheries resources and ensure long-term economic sustainability of trawl fisheries, 3) Standardized data for key indicators, including on economic performance, are available in all project countries and inform trawl fisheries and bycatch management planning and implementation at national and regional levels, and 4) Enhanced knowledge and understanding of responsible fishing by private sector/fishers, fisheries managers and decision-makers.

It was found from country's reports that the outcomes of the projects did not have coherent with those components.

- B06: This training intervention on Result-based Monitoring and Evaluation was the mean to align MTE's findings with REBYC-II's goals. The training also provided methods and tools to revisit project goals and validate relevance of project objectives. It provided opportunity for member countries to address gaps and set clearer aims for future national action plans. The training aimed to enable project staff to select appropriate indicators and use them to describe progress and lessons gained from the projects at national level. The clearer elaborations on the outcomes and their evidences, the better the report on the REBYC-II's outcomes are.
- B07: The training program was a part of three (3) post mid-term evaluation interventions implemented by REBYC-II. The first part (6 days) was a training workshop on Ecosystem Approach in Fisheries Management. The participants were able to get acquainted with local stakeholders' engagement processes in planning of trawl fisheries management projects. They were aware of the importance of integration of socio-economic aspects into design of the projects.

The second part (Result-based M&E workshop) allowed the participants to revisit outcomes from on-going REBYC-II related activities in their respective countries. They aligned national fisheries

management goals with REBYC-II's goals and set strategies for trawl fisheries management projects to be carried out in the rest of 2014 to 2015.

The final part was two (2) days planning workshop. The workshop encouraged participants to select trawl fisheries strategies, set tentative timelines and provide budgets estimate. In doing so, FAO and GEF had information on future intention of the countries and also knew indicative budgets they would allocate for the next phase.

B08: The training on result-based M&E aimed to enable the participant to:

- apply knowledge and skill for formulation of goals and strategies of future projects,
- identify and measure outcomes of the projects according to the goals of REBYC-II CTI,
- set solid indicators to measure results from the projects at country level,
- review the outcomes of the previous projects and prepare future project plans that mapped with goals of RECYE-II

PROCESS

P01: The trainer reviewed REBYC-II CTI project document and MTE reports before preparing agenda of training activities. Prior to the program, Mr. Richard Gregory and Mr. Isara Chanrachkij briefed the trainer about the purpose and expectations. Their elaborations helped the trainer to understand background and challenges of the projects. They guided on directions and the process of training activities. During the meeting at FAORAP office, Mr. Simon FungSmith and Mr. Robert Lee of FAO addressed focuses of the training which should be conformed to requirement of international partner, e.g. GEF. The deliberations and comments received from the two FAO's officers were very useful for the design of training processes.

P02: The keys contents of the Result-Based Monitoring and Evaluation training program were REBYC-II's goals, principles of Ecosystem Approach in Fisheries Management (ecological well-being, human well-being and governance) and national's goals for trawl fisheries. In formulation of result-based projects/programs, national agencies needed to take the three (3) components into account. The future EAFM concepts needed to be an integral part of in-country REBYC-II's activities.

P03: There were 23 participants attended the training program during 1-3 may 2014. The countries / offices they represented are as follows:

- 4 from Indonesia (3 from REBYC's projects and 1 from SEAFDEC)
- 2 from Papua New Guinea
- 5 from the Philippines
- 6 from Thailand (2 from SEAFDEC)
- 4 from Vietnam
- 2 from Japan (SEAFDEC)

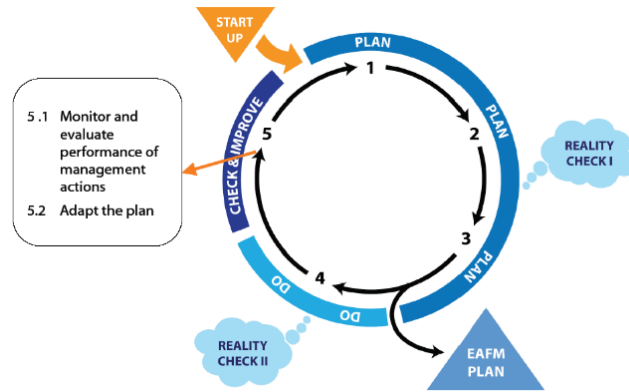
During the program, the participants were divided into country teams. The teams worked together until the end of the program.

P04: The program started with participants' reflections on problems and challenges they encountered during monitoring and evaluation of in-country projects. The challenges were common to all countries but they were different in term of level of impact. The country teams kept the challenges in mind when they formulate plans for future projects.

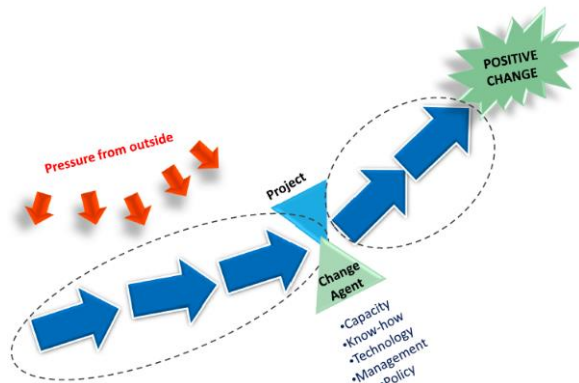
During this process, the participants were asked to describe causes and consequences of the problems. By doing so, the participants had better clarity and understanding and it helped them to have better ideas on how to solve the problems Likewise, this exercise provided information to REBYC's coordinators to select appropriate supporting activities to their counterparts.

P05: The trainer had emphasized that projects of governments should be paid a lot of attention to when and how to evaluate the project's outcomes. It is no longer relevant if project evaluation are only prepared at the end of projects. The planning for evaluation must start from day one, at the same time of project design stage.

P06: The trainer reiterated that monitoring and evaluation is an important part in ecosystem approach. It is used as a tool to check effectiveness and relevant of projects. It helps project managers to know what went wrong and how to fix them.



P07: The issue on sustainability of the project was pointed out in view of change theory. REBYC-II is a change intervention. It takes time and the outcomes will not be produced unless transfer process is properly taken care of. In the change model, the participants accepted that change agents play vital roles to project succeed. REBYC-II should work with local change agents who can lead transfer of knowledge and knowhow on trawl fisheries bycatch management to local stakeholders. To drive change, goals of projects must be clear and understood to all stakeholders. They should know what they wanted and how they could reach there. It was stated that theory of change is a foundation for result-based management.



P08: The trainer showed the Result-Based M&E process (see below). This flowchart had been used throughout the training. It helped the participants to remember key steps and making sure that everything was on track.

Result-based M&E Process



P09: Revisiting of REBYC-II goals. This is an important step to remind everyone the long term outcomes of the project. The trainer highlighted these outcomes in powerpoint slides and made sure they were on top of everything. These outcomes are stated in page (iv) of project document. The seven (7) outcomes are:

- Agreed regional bycatch policy/strategy – that is in line with the forthcoming International Guidelines on Bycatch Management and Reduction of Discards – is adopted by at least one relevant organization in the project region, and national or area specific trawl fisheries bycatch management plans are adopted covering at a third of all trawlers in the project countries.
- Measures that manage bycatch and reduce discards, and thereby improve fisheries resources, are implemented for 25% of all trawlers in the project countries. In these fisheries (covered by improved bycatch management measures), bycatch has been reduced by 20% compared to baseline data in year 1 of the project.
- Standardized data on at least 3 key bycatch and habitat indicators are available in all project countries and inform trawl fisheries and bycatch management planning and implementation at national and regional levels.
- Enhanced understanding of responsible fishing by private sector/fishers, fisheries managers and decision-makers are supporting participatory management arrangements in all project countries.
- Institutional arrangements and processes for public and private sector partnerships are in place and supporting trawl fisheries bycatch management in all project countries.
- The role of bycatch in trawl profitability is understood and measures for how to ensure long-term economic sustainability of trawl fisheries are identified and incorporated into trawl fisheries bycatch management plans in all project countries.
- Incentives for trawl operators to reduce bycatch are defined and implemented in all project countries and best practices communicated within relevant regional frameworks.

P10: In addition to the outcomes, Mr. Richard Gregory reminded that each country should consider four (4) project's component when reporting the progress. The components are:

- Policy, legal and institutional framework
- Resources management and fishing operations management
- Information management and communication
- Awareness and knowledge

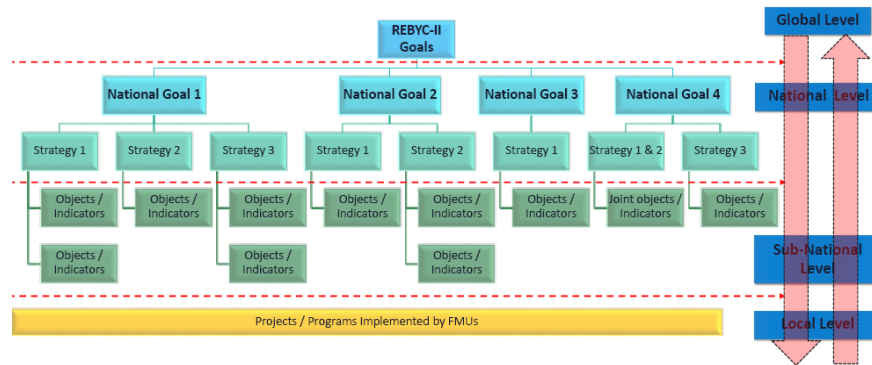
P11: To make REBYC-II project addressed development areas each country focused on, the participants were tasked to review and presented current national fisheries management policies. National Project Coordinator (NPC) should know these and be able to share them to REBYC-II secretariat when need be. This learning process helped making relevant of the project with national priorities. It is the way to create buy-in of national fisheries agencies, being a key stakeholder, to jointly drive changes in trawl fisheries practices. Without this, it will be very difficult to communicate and build consensus with other stakeholders in the countries. For REBYC-II, the activity was helpful. It updated status of member countries' interests where REBYC-II would serve to accelerate policy implementation.

P12: Eighteen (18) months left before completion of REBYC-II project. Each country identified trawl fisheries management goals that addressed both REBYC-II's outcomes and national priorities. The country teams were assigned to prioritize the goals by considering the 18 months timeline. After formulating the goals, the team reported back and incorporated comments and suggestions given by the trainer and observers.

P13: In doing exercise stated in P12, the teams formulated result-based goals by writing goal statements elaborated expected changes from the view point of beneficiaries. The trainer used this characteristic of goals to check the quality of teams' goals.

- P14: Before each team moving further to the next steps, the trainer guided country teams to review relevant and coherent of national trawl fisheries goals with REBYC-II goals. The goals were also elaborated and categorized according to ecosystem approach principles. REBYC-II’s coordinators pointed out the country’s goals on the basis of ecological well-being, human well-being and governance aspects.
- P15: The trainer repeatedly reminded the teams to keep revisiting goals at all levels. The diagram that illustrates alignment was shown and explained to enforce learning. In result-based M&E, recognition of the alignment prevents distraction while and keeps the plan focused. The cascaded nature of vertical process of alignment make clear links of objects to be evaluated in different levels. It is easy to trace and identify set of indicators that correlated, therefore data collection and reporting of results will be solid and meaningful.

Alignment of projects / programs at all levels



- P16: Once the teams set clear goals, they were tasked to identify key objects that they have to use for evaluating the results. The objects can be called indicators, but the trainer tried to be simple by asking lead question: “how will you know whether your goals are met or not, what you would use to measure that ?” This question would avoid confusion of using different terminologies that some countries may use the term “indicator” alternately. For instance, it may be interpreted like target, measurement basis, ratios, percentage, and parameters. As a matter of fact it is just the object we want to check the results.

The teams then reported back to the large groups. The trainer raised and explained observations to reinforce skill to select appropriate indicators for REBYC-II evaluations.

Guideline for selection of indicators were given as follows:

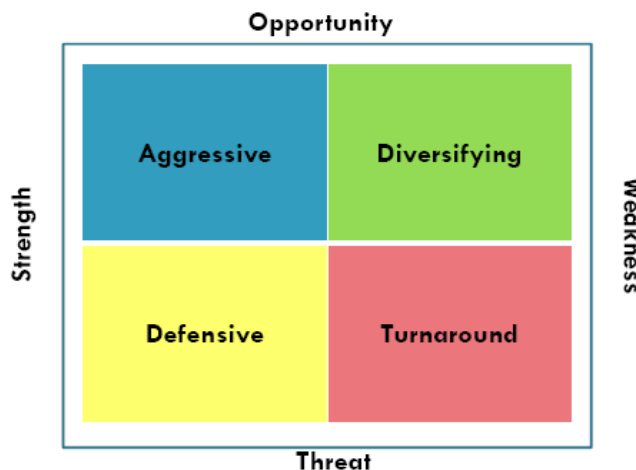
- Do not state the target achievement in the indicator itself (non-directional, nether positive nor negative);
- Do not select too many indicators;
- Do not select indicators that are unnecessary complex; and
- Do not over-concentrate on physical progress indicators.

Quality criteria of indicators were recommended as follows:

- Clear: Precise and unambiguous;
- Relevant: Appropriate to the subject at hand;
- Economic: Available at reasonable cost;
- Adequate: Able to provide sufficient basis to assess performance; and
- Monitorable: Amendable to independent validation

- P17: Goals guide directions and strategies tell how to reach there. In this training, SWOT analysis was used to identify strategies. The trainer informed, with regard to MTE of REBYC-II, that strategy means actions to win. Every countries were aware that within 18 months achievements at country level must be solid and measurable. The outcomes must respond to the project goals.

With this scenario, each team identified strengths (S), weaknesses (W), opportunities (O) and threats (T) at national project levels. The O and T were identified at REBYC-II project level, which could be considered as external environments of the national projects. While S and W were identified at operational level.



Each pair of SWOT elements indicates four (4) types of strategies organizations should pursue in future:

- Strength / Opportunity → Aggressive Strategy
- Opportunity / Weakness → Diversifying Strategy
- Weakness / Threat → Turnaround Strategy
- Strength / Threat → Defensive Strategy

In this exercise, the country teams developed strategies under Aggressive and Diversifying categories only. These two set of strategies are immediate actions because the timeline is less than 2 years.

- P18: The trainer reinforced strategizing skill by asking the teams to identify strategies under each goals. At this level the teams were to answer “how they would approach the strategies ?” The answers to this question are objectives which indicate actions the country team should pursue to execute the strategies. These actions later on were shaped as action plan for future national REBYC-II plans. Yet, the teams were reminded to check whether what they planned to do in this stage are in line with REBYC’s goals and national goals or not.
- P19: The trainer explained how the indicators of all level can be translated into data collection tools. The coordination schema of indicators, sub-indicators and variables were elaborated, with examples, to demonstrate effective methods to collect data that should have coherent with indicators. If this method is properly applied, the project can save costs for data collection but they get valuable data to measure project outcomes.
- P20: In the final stage, country teams prioritized strategies and refined actions. They were assigned to estimate costs for execution of the strategies considering actions they wanted to be implemented. During their deliberations of action plans and budgets, REBYC-II coordinators and finance officer of FAORAP provided feedback and suggestions.

OBSERVATIONS

- O01: The trainer and REBYC-II CTI team did not have much time to discuss and exchange ideas on training modalities and contents. This was due to lengthy administrative clearance. Some of subject matters on the EAFM training were the same as learning elements in the result-based M&E. It needed detailed fine tuning in the design stage for better harmonization. If it was harmonized well, participants’ learning could be reinforced more. Likewise, the better blended program would affect allocation of time and placement of participants.
- O02: Since the training activities were laid out in three (3) separate events, there were three (3) groups of participants joined different segments of the program. But in reality, the three parts have connection to each other. The participants who missed one of the parts would not be able to connect his/her learning to other parts. Anxiety could be observed when new comers participated only in planning workshop (the final part) without experience gained from the M&E part.

- O03: The REBYC-II CTI project's document is very comprehensive and clear, in the trainer's opinion. Important information such as goals, outcomes, and indicators served well to guide national project implementation agencies. However, it appeared during M&E exercises that most of the participants were not clear on focuses and objectives of the project. National project teams interpreted information in different directions. Scope of activities being carried out were very narrow and only supported to local actions that address local's needs and problems. As a result, it is hard for REBYC-II to consolidate such outcomes and map them in a larger scale.
- O04: Contributions from the country's teams in all aspects added so much values to REBYC-II team. Thoughts and explanations received from the participants in view of the ground works at country level enhanced adaptability of the project. Overall country's projects are on the right tracks. This just needs strong link to REBYC's goals and well packaging for reporting.
- O05: Comments, observations and recommendations from Mr. Richard Gregory, Mr. Isara Chanrachkij and Mr. Bandit Choksesanguan (workshops during 1-3 May 2014) were relevant and useful for the participants. Their articulations helped filling gaps and giving clarity for the countries to decide for future national plans. It is same to the planning workshop conducted during 5 – 6 May 2014. Inputs and feedbacks received from Mr. Robert Lee and Ms. Susana Siar were well noted and appreciated. Especially, these helped a lot to broader participants' perspectives from socio-economic and financial instruments to manage trawl fisheries.
- O06: The total workshop processes during 1-5 May 2014 echoed principles of EAFM. The overall training process was participatory, consultative, stakeholders-centered, creating consensus and holistic. It was the approach that the participants and REBYC-II team can apply for the implementation of the project in the near future. Being key change agents, the NPC and NTO can follow this approach to test EAFM skills.
- O07: Although the EAFM component had just been included in the second half of the project, but on-going activities in each country have already addressed it, and they want to continue to do the same. In the previous phase, socio-economic and governance aspects were indirect aims. For the new phase, countries members will need to make these two aspects more visible.
- O08: In connection to O07, it was noticed that all of goals and strategies identified by country teams were responsive to the REBYC's goals. The trainer suggested to cluster REBYC's goals into few clusters. In this case joint indicators can be clearly defined and reporting will be more effective.
- O09: It would be more effective if the four (4) MTE components were raised during the beginning of the M&E sessions. This would make participants had adequate clarity on REBYC's goals. They would also know how to map their national goals with the components. (for the trainer: the components are clusters of REBYC's goals as mentioned in O08)
- O10: The participants worked very hard and they liked activities and exercises provided in the main processes. It was observed that they learned fast and were able to apply appropriately at the country level. The results from assignments and exercises showed that their thinking process was logical and they clearly knew where and when to apply the result-based methods.

RECOMMENDATIONS

- R01: To maintain continuous inputs and contribution to the national plans, the participants participated in Result-based M&E sessions should continue in the planning sessions. Participants of these two sessions shall represent both national agency and project implementing unit.
- R02: REBYC-II CTI team and the trainer should spend more time to discuss on expectations, planned schedules, exercises and main training processes. In the preparation stage, the main training parts should be connected and unified.
- R03: At least two evening sessions (4 hours each) should be added to enable the participants to refine and present all national goals, strategies and indicators.

- R04: Because of the approach and process of EAFM and Result-Based M&E modules are similar, it is possible to integrate the two parts together. It provides opportunity for participants to reinforce knowledge for further applications into different setting e.g. from EAFM plan to national plan, etc. The integration helps increasing effectiveness and efficiency of the program.
- R05: The meeting with key representatives of each country team should be organized to support REBYC-II team in making final decisions on the national action plans. It is a final consultative process that leads to well consolidated and solid indicative national action plans.
- R06: From the learning point of view, worksheet on goals, strategies and indicators should be compiled into one (1) set. It will allow participants to see links and cascaded natures of indicators.
- R07: Structure and procedures of the presentation of in-country progresses on the first day (24 April 2014) will need to be revisited. It shall be planned to analyze issues and generate thoughts that can be used in the planning workshop. Also, time for questions and discussions should be added.
- R08: To enhance participants' understanding of tools and their applications, concepts behind gap analysis, paired comparison and risk analysis tools should be added in the worksheets. The additional information will help participants when they transfer knowledge on the tools.
- R09: It was observed that there was less interactions between country teams. Therefore, to foster learning cooperation and sharing lessons, the main process should incorporate activities that sensitize interaction amongst country teams. This will cultivate strong network of the key actors to support integration of outcomes from the project.
- R10: SEAFDEC builds in-house trainers to facilitate the result-based M&E module. It can be shaped as preparedness program for SEAFDEC/REBYC-II's supporting activities when need be.

ACKNOWLEDGEMENT

- A01: Special thanks is given to the REBYC-II CTI RFU and SEAFDEC for giving opportunity and trust to the trainer to conduct the training as well as for giving administrative supports during preparations of the training. This event was successful because of inputs/advices and contributions from:
 Dr. Chumnarn Pongsri, Secretary-General, SEAFDEC
 Mr. Richard Gregory, REBYC-II CTI Regional Coordinator
 Mr. Isara Chanrachkij, REBYC-II CTI Advisor
 Ms. Nathacha Sornvaree, REBYC-II CTI Administrative Office
- A02: The trainer is thankful to advices and supports given FAO, SEAFDEC, and the RFU before and during the training. Their guidance and suggestions, as well as their participation were very helpful and valuable to the workshop.
 Mr. Simon FungSmith, FAORAP
 Mr. Robert Lee, FAO
 Mr. Bandit Choksesanguan, Director, Training Department, SEAFDEC
 Dr. Somboon Siriraksophon, SEAFDEC
 Ms. Susana Siar, FAO, Rome
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 May 2014



ANNEXES

REBYC-II CTI'S INITIAL NATIONAL GOALS MAPPING: 2014-2015 AND BEYOND

Agreed regional bycatch policy/strategy – that is in line with the forthcoming International Guidelines on Bycatch Management and Reduction of Discards.

- Fishing ground of trawl is clearly defined, complied, and endorsed by stake holders (Indonesia)
- Development and implementation of trawl fisheries management plan (Vietnam)

Measures that manage bycatch and reduce discards, and thereby improve fisheries resources, are implemented for 25% of all trawlers in the project countries.

- Appropriate fishing technology adapted by fishing operators (Indonesia)
- Effective and efficient trawl fisheries management of by-catch and discards (Papua New Guinea)
- Management plan is formulated and indorsed by stakeholders (Philippines)

Enhanced understanding of responsible fishing by private sector/fishers, fisheries managers and decision-makers are supporting participatory management arrangements in all project countries.

- Good governance-enhanced trawl fisheries (Papua New Guinea)

Institutional arrangements and processes for public and private sector partnerships are in place and supporting trawl fisheries bycatch management in all project countries.

- Decentralized fisheries management to support bycatch reduction is enhanced (Thailand)

The role of bycatch in trawl profitability is understood and measures for how to ensure long-term economic sustainability of trawl fisheries are identified

- Economic benefits from fisheries resources are increased and sustained (Indonesia)
- Economic sustainability of fishing communities/industry (Papua New Guinea)
- Fisheries resources are sustained (Philippines)
- Fishing operations and alternative livelihoods continue to provide food and a sustained fishery (Philippines)
- Sustainable fisheries ecosystem services (Thailand)
- Improved economic conditions of local livelihood of fishing communities (Thailand)
- Sustainable livelihood for local trawl fisheries communities (Vietnam)
- Sustainable fisheries resources management (Vietnam)

COMMON CHALLENGES ON M&E OF REBYC-II CTI MEMBER COUNTRIES

REBYC-II Project has four (4) components:

1. The Policy, legal and institutional frameworks component will work towards the establishment of national or area specific trawl fisheries bycatch management plans and building institutional capacity for their implementation. The need for adequate legislation and regulations to support the implementation of improved management measures will also be addressed. At the regional level, a bycatch policy/strategy will be developed and project countries will be encouraged to adopt the International Guidelines on Bycatch Management and Reduction of Discards.
2. The Resource management and fishing operations component will lead to the adoption of more selective fishing gear and practices, provide a basis for implementing zoning of fishing areas and developing spatial-temporal closure management measures, and generate better data on number of vessels and recommendations for fishing effort and capacity management. The management measures will be supported by the identification of incentive packages that promote more responsible fishing. The results from this component will inform the regional bycatch policy/strategy and the national and/or area specific trawl fisheries bycatch management plans.
3. The Information management and communication component will include bycatch data collection (at landing sites and onboard vessels), mapping of fishing grounds, establishment of socio-economic monitoring procedures, and means for communicating bycatch data and information (website and information, education and communication – IEC – material). Standardized methods for bycatch data collection will be promoted across project countries.
4. The Awareness and knowledge component will address the awareness of and knowledge on trawl fisheries bycatch management issues and how they relate to sustainability, and what measures that are available to make fishing more responsible. Private sector/fishers, policy makers, fisheries managers, officials, extension officers and NGOs will be offered training and workshops to enhance their knowledge on best management practices and responsible fisheries.

The four countries had reported (on 24th April 2014) the progress of the project according to these components. The common challenges the countries had faced are as follows:

- Inadequate staff capacity to carry out projects / programs evaluation
- Unreliable of data, the data are not valid and inaccurate
- Inappropriate organizational arrangement (autonomy to perform special project, functional set up is not effective)
- Conflict of interest of stakeholders
- Insufficient budget / delayed in financial disbursement
- Indicators are unclear
- Timeline of intervention to government agencies is not supportive to project implementation
- Trawl fisheries are not comply with rules and regulations

DRAFT REBYC-II CTI ACTION PLAN AT NATIONAL LEVEL

COUNTRY: INDONESIA

Country Goals	Strategies	Actions
<p>Goal-1: MAPPING (Critical Habitats) Spatial planning for trawl fishery is clearly defined, complied, and endorsed by stake holders</p> <p>Support Arafura Fisheries Management Program, Goal 1</p> <ul style="list-style-type: none"> Action Plan #2: maintain shrimp nursery ground, Action Plan #4: enhance stake holder participatory on data sharing (biological indicators, etc.) Action Plan #5: increase enumerator/ observer on-board Action Plan #6 & #7: decreasing critical habitat destruction (mangrove, coral reef, sea grass, etc.) Support Arafura FMP, Goal 3: Action Plan #3: reduce illegal fishing practices in small-scale area 	<p>1. Trawl activity (vessels) avoid:</p> <ul style="list-style-type: none"> critical habitats (coral reef, mangrove, sea grass, etc.) Juvenile of target species (life historical triangle: sedentary, straddling, migratory) ETP species hotspots 	<p>1. Workshop on identification of habitat parameter and indicator (critical habitats of target species & ETP species hotspots)</p> <p>2. NWG meeting to prepare simple logbook for trawl/ bycatch purposes</p> <p>3. Evaluation of fishing pattern based on VMS record</p> <p>4. Observer on-board (student internship) to implement logbook, figure out “length frequency distribution”, figure of target species & bycatch composition</p>
	<p>2. Establish Participatory guideline on “Habitat mapping”</p> <ul style="list-style-type: none"> Trawl fishing zonation (spatial & temporal) is clearly defined 	<p>1. Standardized data form, sharing procedures, and evaluation mechanism are agreed</p> <p>2. Stakeholder analysis</p> <p>3. Training for Data collection and sharing</p> <p>4. Workshop to evaluate the data & mapping (including socio-economic consideration)</p>
<p>Goal-2: GEAR TYPE SELECTION Appropriate fishing technology adapted by fishing operators</p> <p>Support Arafura FMP, Goal 1</p> <ul style="list-style-type: none"> Action # 3: increase compliant to management measures on fishing gears <p>Support Arafura FMP, Goal 3:</p> <ul style="list-style-type: none"> Action Plan #2 & #3: prohibit unselected fishing gears (less selective, high fuel consumption, etc.)” 	<p>5. Choose best-performance trawl gear & methods (selective and efficient fishing gears) to mitigate unwanted catch</p>	<p>1. Identify trawl performance indicators for more eco-friendly & efficient fishing gear</p> <p>2. Technical fishing gear modification and change of operation (towing period, etc.) for Reduction environmental destruction and reduction juvenile (Low-impact, Fuel-efficient/ LIFE fishing gears)</p>
	<p>6. Establish Participatory Guideline on “Gear Type Selection”</p> <ul style="list-style-type: none"> How to select existing fishing gear for more eco-friendly and efficient Reference: FAO International guidelines on bycatch management and reduction of discards 	<p>1. Standardized data form, sharing procedures, and evaluation mechanism are agreed</p> <p>2. Stakeholder analysis</p> <p>3. Training for Data collection and sharing</p> <p>4. Workshop to evaluate the data (including socio-economic consideration)</p>
<p>Goal-3: Total Allowable Effort (TAE) Management Economic benefits from fisheries resources are increased and sustained</p> <p>Support Arafura FMP, Goal 2</p> <ul style="list-style-type: none"> Action # 2 & #3: accurate data on trawl license, their profitability and fishers’ income Action Plan #4: increase fish processing unit utilization <p>Support Arafura FMP, Goal 3:</p> <ul style="list-style-type: none"> Action Plan #10: appropriate number of fishing licenses 	<p>7. Appropriate number of licenses (fishing vessels capacity)</p>	<p>1. Workshop to identify data for calculating fishing capacity from existing regulation</p> <p>2. Training for local fishing port officers to calculate & evaluate catch rate & market distribution</p> <p>3. Training to enhance capacity of fisheries officers in calculating fishing capacity</p>
	<p>8. Establish Participatory Guideline on “TAE Management”</p> <ul style="list-style-type: none"> Referring to FAO IPOA on Fishing Capacity & 	<p>1. Standardized data form, sharing procedures, and evaluation mechanism are agreed</p> <p>2. Stakeholder analysis</p> <p>3. Training for Data collection and sharing</p>

	<ul style="list-style-type: none"> Fisheries management. 3. Managing fishing capacity. FAO Technical Guidelines for Responsible Fisheries. No. 4, Suppl. 3 (FAO, 2008) 	4. Workshop to evaluate the data (including socio-economic consideration)
	9. Utilize bycatch for economic reasons	1. Manage bycatch utilization for: 1). surimi, 2). fish meal for the unavaoided bycatch
<p>Goal -4: Good Governance</p> <p>Enhanced stake holder participatory and establish trawl management body in Arafura Support Arafura FMP, Goal 3:</p> <ul style="list-style-type: none"> Action Plan #1: establish Arafura executive unit Action Plan #9: increase collaboration on surveillance 	10. Develop participatory mechanism for the management of trawl fishery management in Arafura	1. Training on EAFM for fisheries officers 2. Dissemination information & new management measures 3. Translating FAO guidelines on: <ul style="list-style-type: none"> International guideline on bycatch management and reduction of discards FAO IPOA on Fishing Capacity... Fisheries management. 3. Managing fishing capacity. FAO Technical Guidelines for Responsible Fisheries. No. 4, Suppl. 3 (FAO, 2008).

COUNTRY: PAPUA NEW GUINEA

Country Goals	Strategies	Actions
<p>Goal-1</p> <p>Effective and efficient trawl fisheries management of by-catch and discards</p>	1. Collaborate with industry stakeholders for effective implementation of by-catch reduction measures	1. (1 st) Consultative industry stakeholder workshop to inform them of the necessary steps involved and awareness of the program to collect and collate stakeholder views 2. (2 nd) Review workshop with stakeholders to elaborate on their views collated from last meeting, and finalize views and comments for inputs into management plan review (only sections concerning by-catch) for approval and gazettal. 3. Trial BRD/TED installation and implementation by industry
	2. Effective networking amongst national stakeholders for implementation at the country level	1. Continued support and information flow from national level to stakeholders/industry 2. Frequent site visits and meetings for progress updates and reporting
	3. Reliable data management system for trawl fishery	1. Database development specific to capture by-catch data/information for long term management purposes 2. Review and incorporate data collection mechanism used by observers on trawl vessels for easy upload into database (forms).
<p>Goal-2</p> <p>Economic sustainability of fishing communities/industry</p>	4. Establishment/incorporation of program goals of regional and national fishing industry associations to promote trawl fisheries products	1. Support and cooperation for the full assessment for trawl fishery MSC certification exercise as an incentive for product value adding (eco-labelling)



		<ol style="list-style-type: none"> 2. Advise and support the industry stakeholders to diversify market options to fulfil their requirements (venture into other available markets). 3. Promotion of eco-labelled (MSC certified) trawl products and international seafood shows/expos. e.g. European/American markets at competitive prices.
	5. Expand and enhance collaborative works with regional/national organizations	<ol style="list-style-type: none"> 1. Assistance for technical support and advise for MSC certification process 2. Assist where necessary to conduct socio-economic data collection from the trawl industry to assess the impacts of reduced by-catch
	6. Explore existing bilateral agreements with governments within the region (optional)	1. Negotiate trade agreements with other countries e.g. Australia
<p>Goal-3</p> <p>Good governance-enhanced trawl fisheries</p>	7. Transparency in decision making	<ol style="list-style-type: none"> 1. Wider and increased consultative process with industry/stakeholders 2. Periodical news and information updates to industry/stakeholders when new information is available from the government.
	8. Increased stakeholder participation in decision making	<ol style="list-style-type: none"> 1. Equal participation of industry reps at regional forums, committee meetings etc. for trawl related meetings 2. Involvement at certain extent of industry reps at national reviews and meetings
	9. Compliance to management regulations and rules	<ol style="list-style-type: none"> 1. Regular compulsory inspection and checks on all trawl vessels before going out fishing and after returning from fishing grounds 2. Timely reporting of catch data and vessel logs 3. Compulsory placement of observers on every fishing trip

COUNTRY: PHILIPPINES

Country Goals	Strategies	Actions
<p>Goal-1</p> <p>Management plan is formulated & endorsed by stakeholders</p>	1. Effective partnership with LGUs and stakeholders	<ol style="list-style-type: none"> 1. Operationalize TWG & NAG 2. LGE executive regular updates / reporting 3. Regular consultative meetings / project progress monitoring; updates, tasking, etc 4. Engagement of National Technical Officer (NTO)
	2. Capacitate LGUs & stakeholders	<ol style="list-style-type: none"> 1. Conduct orientation/capacity building for key stakeholders on issues & management measures, including EAFM to key stakeholders (owners/skippers, commercial & municipal) 2. IEC



	<p>3. Generate science, local knowledge & other information base</p>	<ol style="list-style-type: none"> 1. Policy review and report preparation 2. Ichthyoplankton / fish larval survey 3. Socio-economic studies on bycatch and trawl fisheries in pilot site (Samar Sea) 4. Trawl fisheries catch and bycatch landing survey 5. Prepare & publish catalogue of fishing gears of Samar Sea 6. Project webpage operations
	<p>4. Formulate management measures / win-win solutions/conditions</p>	<ol style="list-style-type: none"> 1. Review past & current LGU fisheries policies and regulation; Review Samar Sea Alliance initiative (MOA) for complementation with project activities 2. Prioritize issues, tools / management measures 3. Prepare draft fishing ground / critical habitat map 4. General public consultation on habitat/fishing ground mapping & zoning ; 5. Draft management plan 6. General public consultation on the final draft management plan 7. Prepare of implementation guidelines 8. Finalize management plan & implementation guidelines
<p>Goal-2 Fisheries resources are sustained</p>	<p>5. Implementation of the management plan – to prepare financial plan</p>	<ol style="list-style-type: none"> 1. Action planning major stakeholders on the (final) management plan & its implementation guidelines 2. Regular stakeholders dialogue /progress reporting / consultation to improve implementation / compliance 3. Continuing awareness building
	<p>6. Effective M&E</p>	<ol style="list-style-type: none"> 1. Establish fishing operation and catch monitoring system (logbook/observer/landing survey) 2. Monitor socio-economic indicators
<p>Goal-3 Fishing operations and alternative livelihoods continue to provide food in a sustained fishery</p>	<p>7. Livelihood support & Diversification</p>	<ol style="list-style-type: none"> 1. Conduct livelihood needs assessment & planning 2. Conduct Training/capacity building 3. Provide livelihood or other economic incentives / assistance

COUNTRY: THAILAND

Country goals	Strategies	Actions
<p>Goal-1</p> <p>Sustainable fisheries ecosystem service</p>	<p>1. Increase awareness of stakeholder on sustainable fisheries management master plan</p>	<p>1. Utilize existing partnerships and develop new pilot site approaches to reducing bycatch of living marine resources including fish stocks, sea turtles, and marine mammals, where appropriate.</p> <p>2. Conduct life historical studies (species, habitats, Spawning grounds and season, nurseries, and distribution, etc.) to provide scientific information for their management;</p> <p>3. Identify natural habitats on which important fish Stocks depend, in certain parts of their lifecycle to ensure Sizeable recruitment to fishable stocks;</p> <p>4. Prescribe the conservation and protection measures Of certain marine species in certain season to prohibit the Use of certain fishing gears/fishing methods;</p> <p>5. Prescribe the conservation and protection measures by increase cod end mesh size of trawl fisheries.</p> <p>6. National bycatch monitoring manual.</p> <p>7. Conduct trawl mesh size enlargement in corporate with trawl fishers and other stakeholders.</p>
	<p>2. Enhance stakeholder participation in fisheries management for closed access</p>	<p>1. Support the establishment of fishermen groups, cooperatives or other types of organizations</p> <p>2. Initiate and support fishermen networks to secure greater resource users' participation in marine fisheries management</p>
<p>Goal-2</p> <p>Decentralized fisheries management to support bycatch reduction is enhanced</p>	<p>3. Establish sub-national organizations to rebuild fish stocks in accordance with marine fisheries management master plan</p>	<p>1. Strengthening strong mechanisms to enable fishermen organizations/communities to participate in the co-management;</p> <p>2. Promote networking of the co-management of coastal fisheries management;</p> <p>3. Support the coordination and participation of fishermen organizations and the public sector agencies, and among the public sector agencies in the management of marine fisheries;</p> <p>4. Campaign or carry out the required activities leading to adoption of local or community agreements in the management of their fisheries;</p>
	<p>4. Increase awareness local stakeholder participate in policy planning and law enforcement</p>	<p>1. Encourage the local government, fishermen organizations, and coastal communities to play an active role in adopting rule-based fisheries, and to participate in the government supported enforcement operation.</p> <p>2. Active engagement in provincial development committees</p>



		1. Integrate the management plans and fishery resource rehabilitation measures as well as coastal resource conservation among public agencies, local governments and NGOs.
Goal-3 Socio-economic conditions of local livelihoods is improved	5. Uplift level of incomes of the local fishing communities	1. Promote value-added processing product; 2. Promote fish processing groups 3. Promotion of Aquaculture
	6. Minimize conflict on fisheries resources amongst stakeholders	1. Mediator (gov., local influent leader) negotiate 2. Training on fishery management 3. Workshop (by learning of best practice)

COUNTRY: VIETNAM

Country Goals	Strategies	Actions
Goal-1 Development and implementation of trawl fisheries management plan	1. Transfer assignment to provinces in formulating trawl management plan	1. Provide capacity building WS for provincial agency on experience to develop management plans;
	2. Encourage active coordination and cooperation with NGOS concerned to support technical assistance, experience and human resources	1. Establish a steering committee to coordinate development of the PTMP; 2. Draft of the management plan; 3. Convene stakeholder consultation meetings to discuss and develop suitable activities in the PTMP at district levels; 4. Circulate the draft of PTMP to relevant stakeholders (provincial departments, associations, processing and fishing industries...); 5. Convene full stakeholder consultation meetings to discuss and develop suitable activities in the PTMP at provincial level.
	3. Implementation of the approval management plan and increased participation in the decision making	1. Implementation of monitoring programs (logbook, bycatch data collection) to evaluate the PTMP; 2. Consolidate and comply available materials (APFIC guidelines, BRDs, selectivity trials...) to relevant stakeholders into Vietnamese and produce a national guideline on trawl fisheries management 3. Conduct an M&E task.



<p>Goal-2 Sustainable fisheries resources management</p>	<ol style="list-style-type: none"> 1. Capacity building on ecosystem approaches to fisheries management; 2. Bycatch fishing gear and good practices are operated 	<ol style="list-style-type: none"> 1. Convene trainings on ecosystem approached to fisheries management at both provincial and national levels; 2. Mapping sensitive areas in Kien Giang province for consideration on fishing area/seasonal closing and assessment on impacts of seabed by trawl fisheries; 3. Ichthyology surveys; 4. Conduct trials/experiments on mesh size (in collaboration with a national project) 5. Conduct review workshop on bycatch data collection system including port sampling, logbook, social-economic data.
<p>Goal-3 Sustainable livelihood for local trawl fisheries communities</p>	<ol style="list-style-type: none"> 1. Consolidate the lesson learned 	<ol style="list-style-type: none"> 1. Conduct social-economic surveys in conjunction with an investigation of the value added chain of trawl fisheries in Kien Giang province; 2. Conduct study tours to exchange and leant experiences from oversea countries; 3. Investigation and introduction of improvement fishing technologies and gears; 4. Providing economic incentives and practical technologies on post-harvest 5. Convene meetings for local trawl Management Council

ACTION PLAN AND ESTIMATED BUDGETS

ESTIMATED BUDGETS: INDONESIA

No.	Strategies / Actions	Month / Year		Estimated Budgets
1	Trawl activity (vessels) avoid: <ul style="list-style-type: none"> • Critical habitats (coral reef, mangrove, sea grass, etc.) • Juvenile of target species (life historical triangle: sedentary, straddling, migratory) ETP species hotspots	Jun 2014 – Jun 2015		USD 20,000 (+USD 20,000 for 2015)
2	Establish Participatory guideline on “Habitat mapping” - Trawl fishing zonation (spatial & temporal) is clearly defined	Jun 2014 – Dec 2014		USD 10,000
3	Choose best-performance trawl gear & methods (selective and efficient fishing gears) to mitigate unwanted catch	Nov 2014 – Dec 2014		USD 5,000
4	Establish Participatory Guideline on “Gear Type Selection” - How to select existing fishing gear for more eco-friendly and efficient	Jun – Nov 2014		USD 50,000
5	Appropriate number of licenses (fishing vessels capacity)	Jan – Apr 2015		USD 10,000 (+USD 10,000 for 2015)
6	Establish Participatory Guideline on “TAE Management”	July – Dec 2014		USD 50,000
7	Utilize bycatch for economic reasons	Apr – Aug 2015		USD 30,000
8	Develop participatory mechanism for the management of trawl fishery management in Arafura	May 2014 – Dec 2015		USD 50,000 (+USD 50,000 for 2015) (+USD 30,000 for EAFM Training)
Total				USD 300,000 (for 2014)

ESTIMATED BUDGETS: PAPUA NEW GUINEA

No.	Strategies / Actions	Month / Year		Estimated Budgets
		2014	2015	
				Per Year
1	Collaborate with industry stakeholders for effective implementation of by-catch reduction measures	Jun/on-going	Jun - Sept	USD 20, 000
2	Effective networking amongst national stakeholders for implementation at the country level	Jun-Aug	ongoing	USD 20, 000
3	Reliable data management system for trawl fishery	Sept – Dec		USD 40, 000
4	Achieve MSC certification for target trawl fishery resources (i.e. Banana/Tiger)	Oct / on-going	Oct/Sept	USD 60, 000
5	Seek services of a consultant company to assist PNG meet the MSC certification process and also establish socio-economic baseline for the impact of trawl fishery on the resources and people	Aug - Dec	Jan - Mar	USD 60, 000
6	Explore existing bilateral agreements with governments within the region (optional)	On-going	Ongoing	Co-funding
7	Transparency in decision making	On-going	ongoing	Co-funding
8	Increased stakeholder participation in decision making	Jun-on-going	Jun-ongoing	Co-funding
9	Compliance to management regulations and rules	Jun-Dec / on-going	Mar - Nov	Co-funding
Total				USD 400,000

ESTIMATED BUDGETS: PHILIPPINES

No.	Strategies / Actions	Month / Year	Estimated Budgets
1	Effective partnership with LGUs and stakeholders		USD 65,000
	1. NAG Meeting	Jun 2014, Feb 2015	USD 6,667
	2. Operationalize WG	Jun 2014-May 2015	USD 8,000
	3. LGE executive regular updates / reporting	Jun 2014-May 2015	USD 13,333
	4. Regular consultative meetings/project progress monitoring; updates, tasking, etc.	Jun 2014-May 2015	USD 28,000
	5. Engagement of National Technical Officer (NTO)	Dec 2014-May 2015	USD 9,000
2	Capacitate LGUs & stakeholders		USD 8,780
	1. Conduct orientation/capacity building on issues & management measures including EAFM to key stakeholders (owners/skippers, commercial & municipal; LGUs/NGOs)	Jul 2014	USD 6,557
	2. IEC	Jun 2014-May 2015	USD 2,222
3	Build on science, local knowledge & other information base		USD 75,138
	1. Policy review and report preparation	Jun-Aug 2014	USD 11,111
	2. Ichthyoplankton / fish larval survey	Jun-Nov 2014	USD 15,000
	3. Socio-economic study on bycatch and trawl fisheries in pilot site (Samar Sea)	Aug-Oct 2014	USD 25,556
	4. Trawl fisheries catch and bycatch landing survey	Jun-Nov 2014	USD 18,333
	5. Prepare & publish Catalogue of fishing gears of Samar Sea	Jul-Dec 2014	USD 2,222
	6. Project webpage operations	Jun 2014-May 2015	USD 2,916
4	Formulate management measures / win-win solutions/conditions		USD 36,430
	1. Review past & current LGU fisheries policies and regulation; Review Samar Sea Alliance initiative (MOA) for complementation with project activities	Jul 2014	USD 4,591
	2. Prioritize issues, tools / management measures	Jul 2014	USD 3,893
	3. Prepare draft fishing ground / critical habitat map	Sep 2014	USD 3,720
	4. General public consultation on habitat/fishing ground mapping & zoning ;	Sep 2014	USD 6,557
	5. Draft management plan	Oct 2014	USD 4,444
	6. General public consultation on the final draft management plan	Jan 2015	USD 6,557
	7. Prepare of implementation guidelines	Feb 2015	USD 3,333
	8. Finalize management plan & implementation guidelines	Mar 2015	USD 3,333
5	Implementation of the management plan		USD 10,445
	1. Action planning major stakeholders on the (final) management plan & its implementation guidelines	Mar 2015	USD 3,333
	2. Regular stakeholders dialogue /progress reporting / consultation to improve implementation / compliance	Apr-May 2015	USD 4,444
	3. Continuing awareness building		USD 2,667
6	Effective Monitoring and Evaluation		USD 17,777
	1. Establish & operationalize fishing operation and catch monitoring scheme (logbook/observer/landing survey)	Feb-Mar 2015	USD 4,444
	2. Monitor socio-economic indicators	Apr-May 2015	USD 3,333
	3. Regular consultative meetings / project progress monitoring; updates	Apr-May 2015	USD 10,000
7	Sustainable Implementation of the plan		USD 6,667
	1. Establishment of Local Management Council	Jan-Mar 2015	USD 3,333
	2. Integration of implementation to Local Management	Jan-Mar 2015	USD 3,333
8	Livelihood support & Diversification		USD 21,778
	1. Conduct livelihood needs assessment & planning	Apr 2015	USD 4,444
	2. Conduct Training/capacity building		USD 6,667
	3. Provide livelihood or other economic incentives/assistance		USD 10,667
	Total		USD 242,014

ESTIMATED BUDGETS: THAILAND

No.	Strategies	Month/Year 2015		Estimated Budgets
		2014	2015	
1	Increase awareness of stakeholder on sustainable fisheries management master plan	Nov.-Dec.2014	Jan.-Dec. 2015	USD 86,000
2	Enhance stakeholder participation in fisheries management for closed access	Oct.-Dec.2014	Jan.-Jun. 2015	USD 14000
3	Establish sub-national organizations to rebuild fish stocks in accordance with marine fisheries management master plan		Jan.-May. 2015	USD 20,000 Co-financing
4	Increase awareness local stakeholder participate in policy planning and law enforcement		Jun.-Dec. 2015	USD 20,000
5	Uplift level of incomes of the local fishing communities		Jun.-Dec. 2015	USD 40,000
6	Minimize conflict on fisheries resources amongst stakeholders		Jun.-Dec. 2015	USD 20,000
Total				USD 200,000

ESTIMATED BUDGETS: VIETNAM

Strategies / Actions		Month/Year	Estimated Budgets
Component 1: Legal, policy and institutional frameworks			
Strategy - 1	Development of trawl fisheries bycatch management plans		USD 54,000
Action 1	Provide capacity building Workshop for provincial agency on experience to develop management plans	1 Jul 2014	USD 10,000
Action 2	Establish a steering committee to coordinate development of Provincial Trawl Fisheries Management Plan (PTMP)	1 Aug 2014	
Action 3	Draft of the management plan	1 Aug 2014	USD 5,000
Action 4	Convene two stakeholder consultation meetings to discuss and develop suitable activities in the PTMP at district levels	1 Sep 2014	USD 14,000
Action 5	Circulate the draft of PTMP to relevant stakeholders (provincial departments, associations, processing and fishing industries...)	1 Nov 2014	
Action 6	Convene a full stakeholder consultation meeting to discuss and develop suitable activities in the PTMP at provincial level.	1 Dec 2014	USD 10,000
Strategy - 2	Establishment local and national institutional frameworks		
Action 1	Support a meeting of Management Councils at national level	1 Dec 2014	USD 15,000
Component 2: Resource management and fishing operations			
Strategy - 1	Development and testing of selective gear		
Action 1	Consolidate and comply available materials (e.g. APFIC guidelines, BRDs, selectivity trials...) to relevant stakeholders into Vietnamese language	1 Nov 2014	USD 2,000
Action 2	Conduct trials/experiments on mesh size (in collaboration with a national project)	1 Sep 2014	USD 10,000
Strategy - 2	Demarcation of fishing areas and closures		
Action 1	Conduct ichthyology surveys and mapping sensitive areas in Kien Giang province for consideration on fishing area/seasonal closing and assessment on impacts of seabed by trawl fisheries	Aug 2014 – Aug 2015	USD 50,000
Action 2	Conduct study tour to other countries where trawl fisheries management system are more advanced	1 Jan 2015	USD 20,000
Strategy - 3	Feasibility analysis of incentive packages		
Action 1	Investigation and introduction of improvement fishing technologies and gears	1 Jul 2014	USD 20,000
Action 2	Providing economic incentives and practical technologies on post-harvest	7 Jul 2015	USD 10,000
Component 3: Information management and communication			
Strategy - 1	Data collected and methods developed		
Action 1	Conduct social-economic surveys	Jan - Jul 2015	USD 30,000

Action 2	Conduct an investigation to evaluate the value added chain of trawl fisheries in Kien Giang province	Feb - Apr 2015	USD 30,000
Action 3	Collect port sampling data, logbook data	2014 - 2015	USD 20,000
Action 4	Conduct review workshop on bycatch data collection system including port sampling, logbook, social-economic data	1 Dec 2014	USD 10,000
Strategy - 2	Setting up of M&E system		
Action 1	Conduct an M&E task	1 Sep 2015	USD 15,000
Component 4: Awareness and knowledge			USD 35,000
Strategy - 1	Training and information for fishers and stakeholders		
Action 1	Convene meetings for local trawl Management Council (3 meetings)	2014-2015	USD 15,000
Action 2	Convene training on ecosystem approached to fisheries management at both provincial and national levels	1 Aug 2014	USD 10,000
Action 3	Convene a meeting to evaluate and finalize the project	1 Nov 2015	USD 10,000
Total			USD 324,000

ACTUAL PROGRAM SCHEDULES

Date/time	Contents/ Activities	Resource persons
Thursday 1 May 2014		
0830-0900	Opening of the training	
0900-0945	Program Orientation and Working Procedures	Voravate C.
0945-1015	Participants Expectations	Participants
1015-1030	Coffee break	
1030-1130	Participants reflect and identify key problem areas in M&E	5 country teams
1130-1200	Consolidation of key problem areas	Voravate C.
1200-1300	Lunch break	
1300-1330	Review of REBYC-II's Goals, Objectives and Strategies	Voravate C. and REBYC-II's facilitator(s)
1330-1500	What we have achieved thus far ? Reflection and discussion on challenges: administration, policies and approaches used in the countries	5 country teams
1500-1515	Coffee break	
1515-1545	Overview of Outcome-based Project Management Approaches	Voravate C.
1545-1630	Teams exercise: identify outcomes of projects in previous phase	5 country teams and Voravate C.
	Teams presentation and discussion	
	End of day 1	
Friday 2 May 2014		
0830-0900	Participants review key learning from previous day	Participants and Voravate C.
0900-0930	Mini-input session on outputs, outcomes and impacts (OOI)	Voravate C and REBYC-II's facilitator(s)
0930-1030	Teams Exercise: Setting goals for EFM in the countries	5 country teams
1030-1045	Coffee break	
1045-1130	Teams presentation	
1130-1200	Prioritization of goals in the countries	
1200-1300	Lunch break	
1300-1330	Analyze readiness of EFM projects in the countries	Voravate C.
1330-1430	Team exercise: SWOT analysis	
1430-1445	Coffee break	
1445-1530	Team presentation	5 country teams
1530-1600	Strategizing techniques	Voravate C.
1630	Examples of strategies	Voravate C.
	End of day 2	
Saturday 3 May 2014		
0830-0900	Participants review key learning from previous day	Participants and Voravate C.
0900-0930	Measurement of results using indicators (at output, outcomes level)	Voravate C.
0930-1030	Teams exercise: Strategizing	5 country teams
1030-1045	Coffee break	
1045-1200	Teams presentation of the first set of strategies	Teams
1200-1300	Lunch break	
1300-1430	Teams identify strategic objectives and indicators	Teams and Voravate C.
1430-1515	Teams presentation of objectives and indicators	Teams and Voravate C.
1515-1530	Coffee break	
1530-1630	Teams presentation on strategies, objectives and indicators	Voravate C.
	End of day 3	
Monday 5 May 2014		
0830-0900	Participants review key learning from previous day	
0900-0930	Overview of National Planning Workshop	Richard Gregory
0930-1015	Overview of Socio-Economic Aspects of Trawl Fisheries Management	Susana Siar
1015-1030	Coffee Break	
1030-1130	Teams Exercise: Gaps Identification of REBYC-II projects implementation	5 country teams

1130-1200	Teams presentations of gaps and challenges		
1200-1300	Lunch break		
1300-1415	Teams exercise: Finalizations of goals and strategies	Voravate C., and Richard Gregory/Isara C./Robert Lee/Susana Siar/Bandit C.	
1415-1440	Coffee break		
1440-1530	Input session: Strategies, Objectives, Action Plans and Estimated Budgets		Voravate C.
1530-1800	Teams Exercise on Preparation of Action Plans and Estimated Budgets	Voravate C., and Richard Gregory/Isara C./Robert Lee/Susana Siar/Bandit C.	
	End of day 4		
Tuesday 6 May 2014			
0830-0900	Energizers		The participants
0900-1030	Team exercise: Continued		5 Country teams
1030-1100	Coffee Break		
1100-1145	Team presentations on action plans and budgets	Voravate C., and Richard Gregory/Isara C./Robert Lee/Susana Siar/Bandit C./ Liao Chongguang	
1145-1330	Lunch break		
1330-1530	Team presentations on action plans and budgets: continued		-ditto-
1530-1600	Coffee break		
1600-1630	Wrap up		Voravate C.
	End of day 5		

LIST OF PARTICIPANTS, RESOURCE PERSONS AND COMMENTATORS

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