



**FEED**<sup>THE</sup>**FUTURE**

The U.S. Government's Global Hunger & Food Security Initiative

GLOBAL LEARNING AND EVIDENCE EXCHANGE  
**M A R K E T   S Y S T E M S**

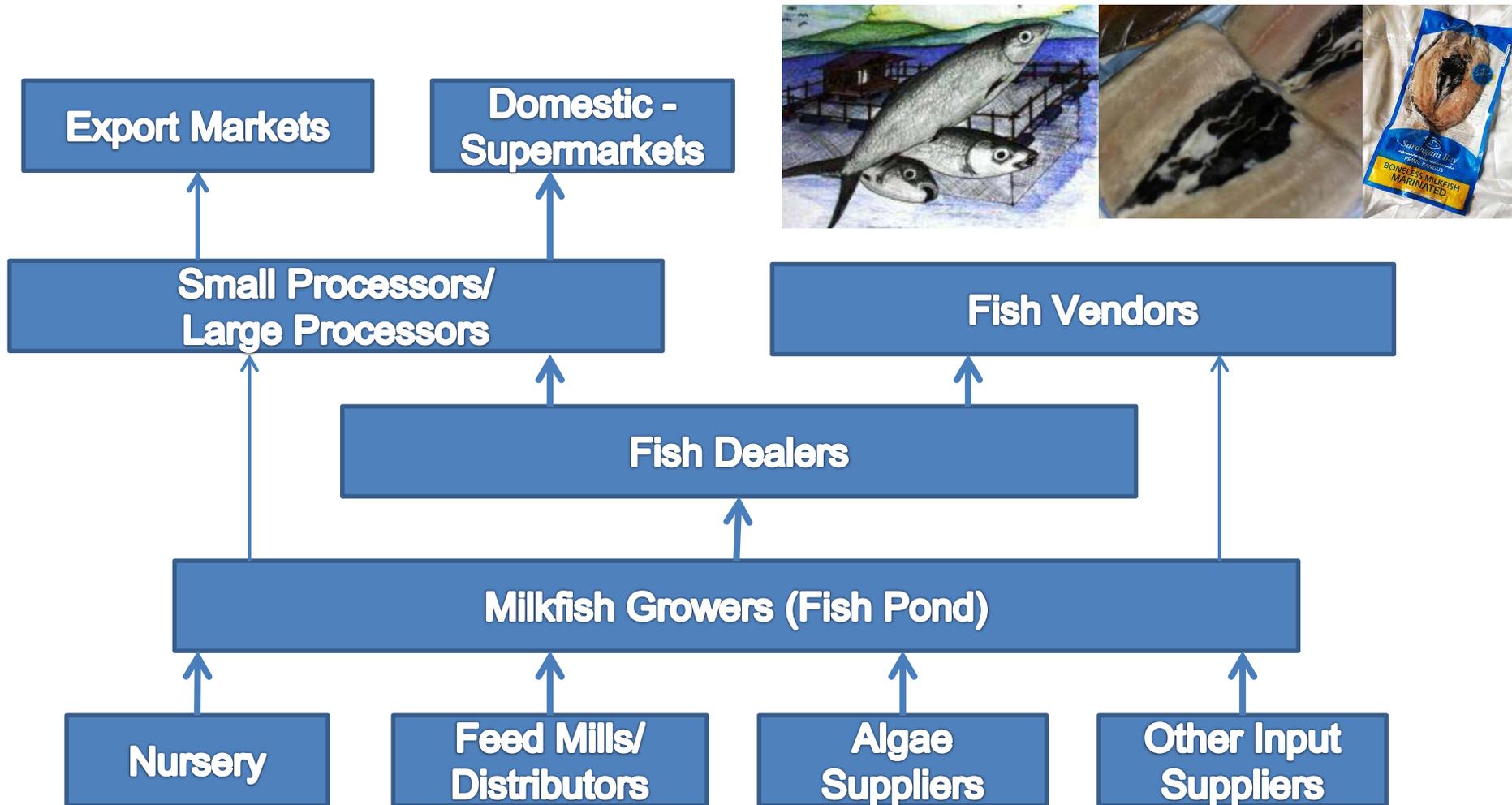
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MARCH 21–24, 2017 // BANGKOK, THAILAND

**PROMOTING MORE AND  
BETTER JOBS IN THE MILKFISH  
INDUSTRY IN SOUTHERN  
MINDANAO – PHILIPPINES**

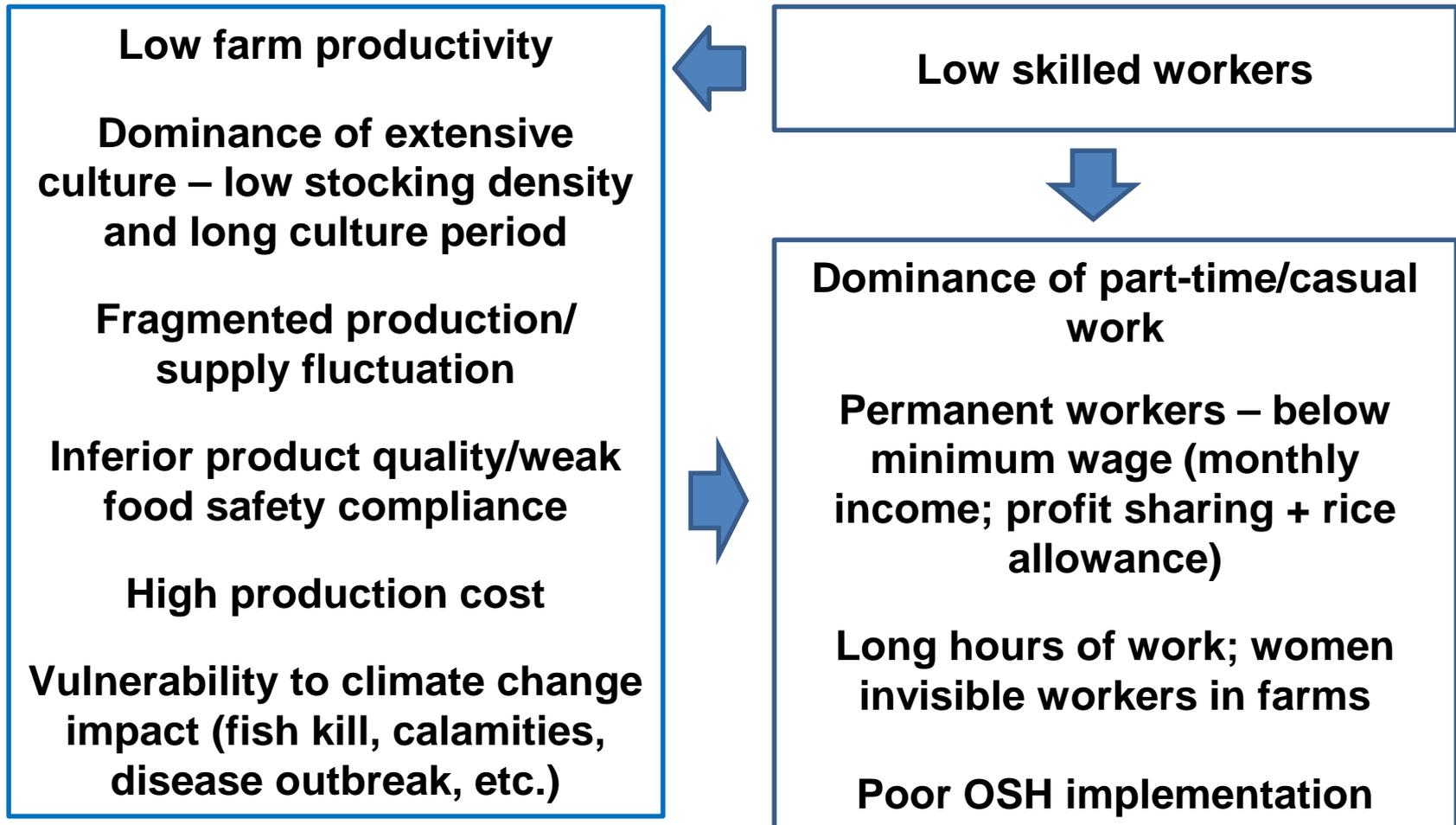


## MILKFISH SUPPLY CHAIN





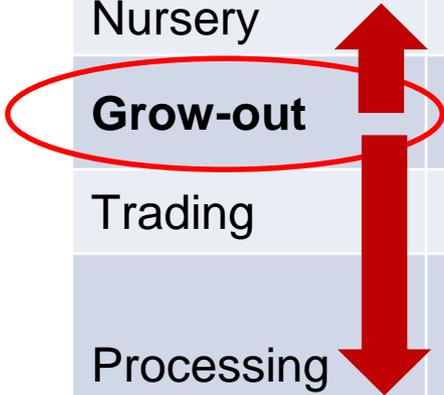
## THE CONTEXT





## JOBS PER HECTARE OF FISH POND

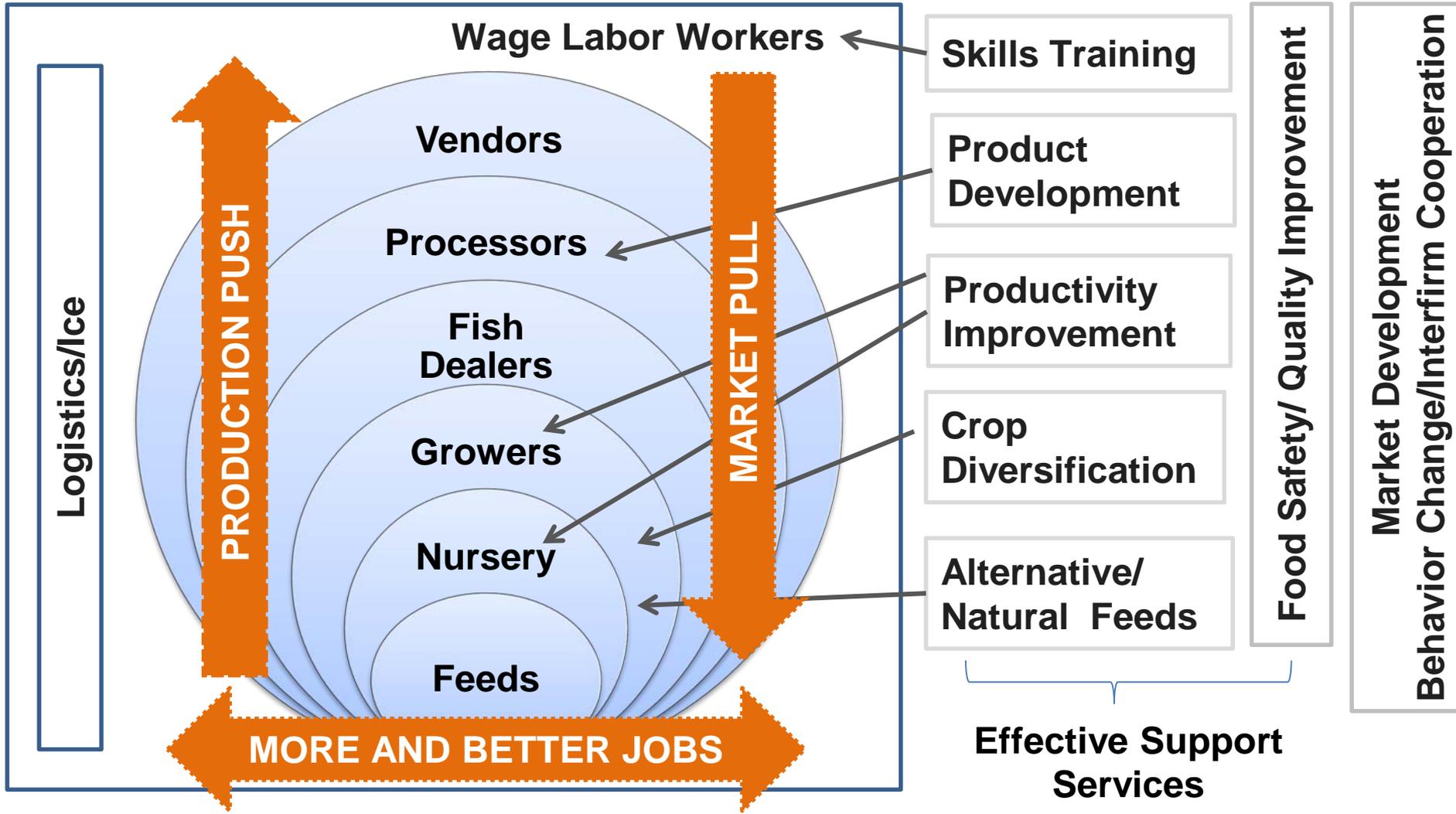
Function	Full Time Equivalent (FTE) / hectare of grow-out fish pond		Type
	Semi-Intensive Stocking Density: 10,000	Extensive Stocking Density: 3,500	
Nursery	0.07	0.02	Caretakers – permanent; harvesters – casual workers
<b>Grow-out</b>	0.56	0.25	
Trading	0.05	0.02	30% - 40% permanent; 60% - 70% casual/daily workers depending on anticipated supply of fish
Processing	2.00	0.67	



Other nodes of employment: **feed mills/ algae suppliers, logistics & transportation, ice plants/distributors, vendors**



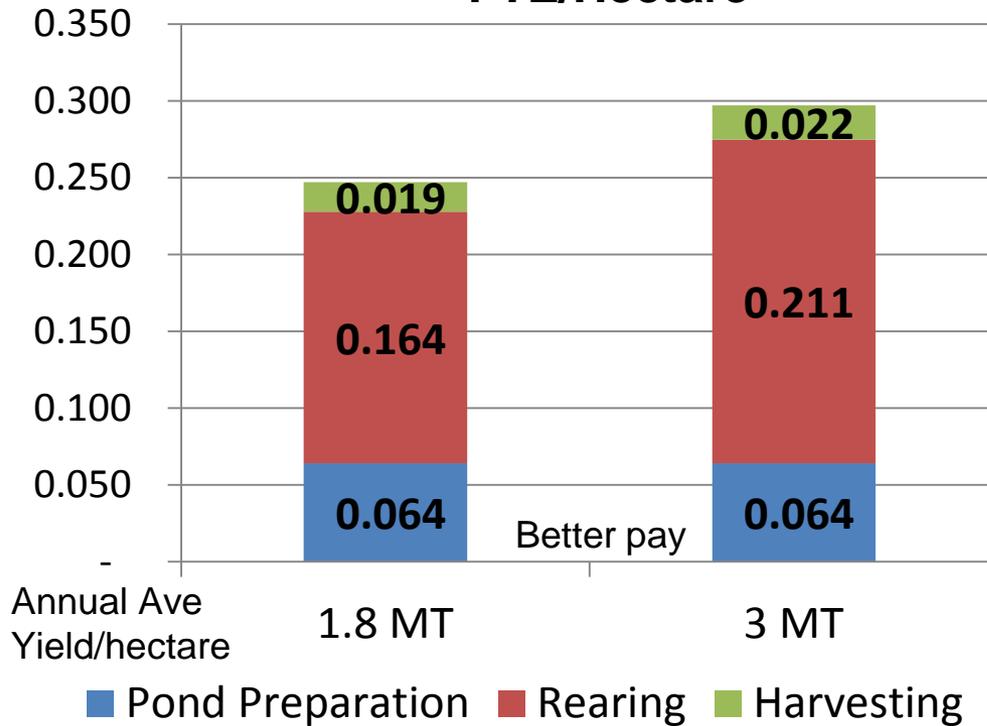
## THEORY OF CHANGE



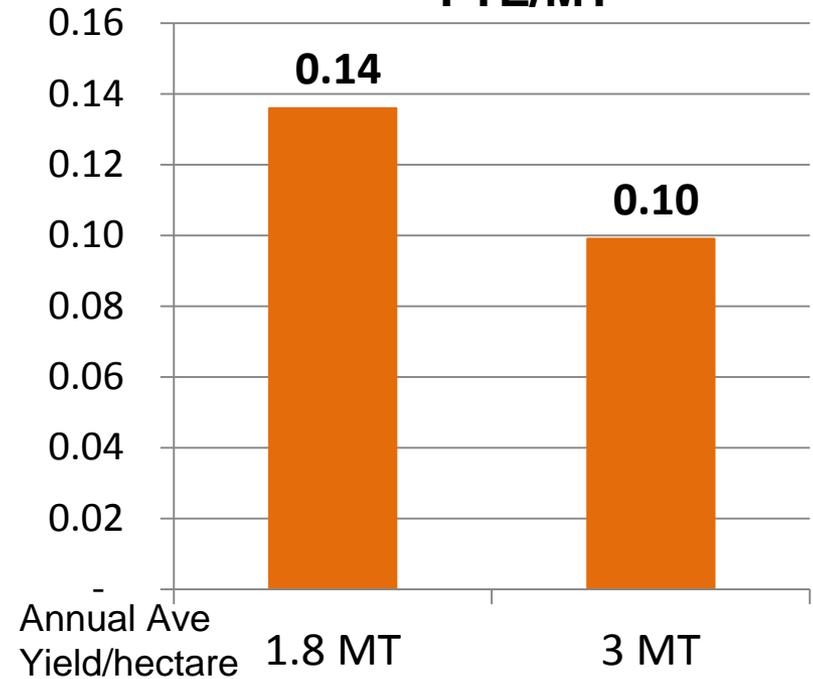


## 'GOOD ENOUGH' GAqP OUTCOMES

### FTE/Hectare



### FTE/MT



**Workers: More workers hired and/or workers hired for longer duration**



**Pond Owner: Lower labor input per MT of fish**



## 'GOOD ENOUGH' GAqP

- Seeing issues such as productivity and food safety as a continuum
- Promoting small incremental improvements
- Focusing on small, doable aspects of GAqP rather than on certification
- Identifying motives of VCA actors to improve productivity, safety, and quality
- Seeing the role of VC actors in upgrading as the beginning of a long-term process in which actors reach higher standards gradually, as they become ready for it
- Letting the content and pace of upgrading be driven by VC actors and workers



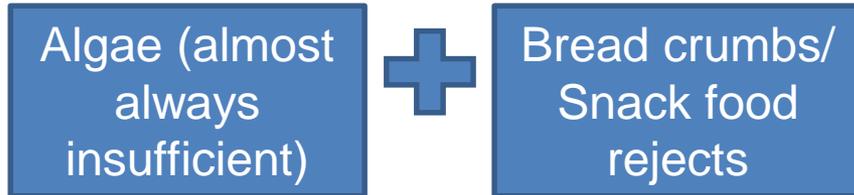
**Basic OSH and facilities  
for caretaker's welfare**



**Improved pond  
preparation**

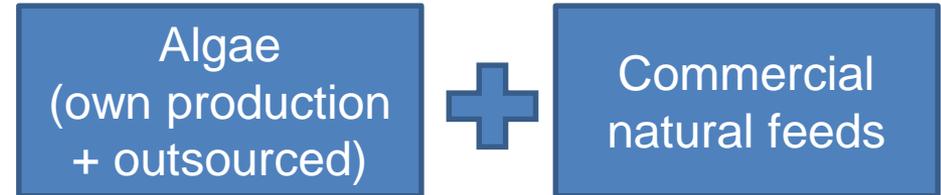


## CHOICE OF FEEDS



**Cheap but ...**

- Low feed conversion ratio**
- Longer culture period**
- Stunted growth**
- Water pollution**
- Marginal contribution to employment**



Affordable payment terms:  
TA to caretakers

**Faster growth/higher yield and ROI**

- Better taste/**
- Perceived by consumers to be healthier**
- Self-employment (algae growers)**
- Wage labor (logistics/distribution/retail)**



## DIVERSIFICATION OF MARKETS



**Fresh market:**  
4 pcs: 1 kg – most  
saleable



**Restaurants/Processors**  
Bigger Fish: 2 pcs: 1 kg  
Smaller Fish: 7 pcs: 1 kg



**Tuna Bait:**  
Fingerlings/ Shorter  
culture period

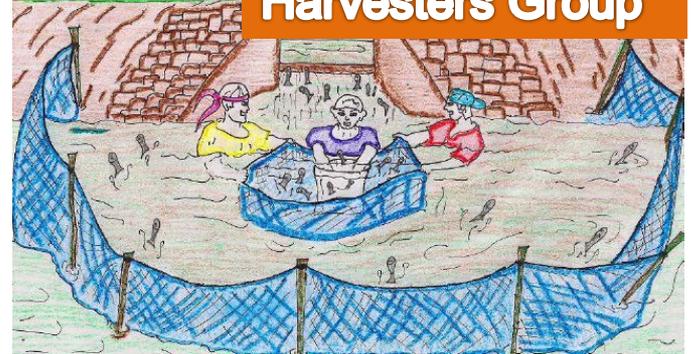
With diversified markets and requirements, seasonality of wage labor minimized and capacity of downstream enterprises to offer regular employment increased



## FORMATION OF WORKER GROUPS

- Helped in building up capacity to acquire small equipment and tools that enabled them to demand higher payment and perform tasks more efficiently
- Accelerated learning process and adoption of improved practices/ access to training
- Harmonization of work standards and rates
- Improved bargaining position
- Facilitated even distribution of jobs/rotation of task assignments
- Access to social security

**Harvesters Group**



**Deboners Group**





## SUMMARY OF KEY POINTS

- Focus on interventions that address both systemic constraints to jobs generation and growth of enterprises across different functions. A focus on workers' needs only would most unlikely result to significant increase in jobs generated.
- In markets that are competitive and growing, improving labor and firm/farm productivity can provide the impetus for the enterprises to hire more workers.
- Assisting firms to move into differentiated products or premium markets can improve their capability to offer better income and working conditions to the poor.





## SUMMARY OF KEY POINTS

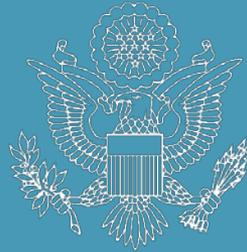
- At the very outset, it is important to understand where the jobs are and the opportunities for job creation and decent work promotion. Analysis of the FTEs at different functions in a market system and key tasks in each function can provide an understanding on how changes in practices and technology can support improvements in jobs generation.
- Compliance to labor standards/better working conditions is best promoted in relation to improving efficiency, labor productivity, and reducing reputational risks. Supply chain governance also in some ways affects compliance to labor standards.



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Marian E. Boquiren  
Strategic Development Cooperation – Asia  
Alabang, Metro Manila, Philippines  
[mb@sdcasia.ph](mailto:mb@sdcasia.ph)



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[www.feedthefuture.gov](http://www.feedthefuture.gov)