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# PROCEEDINGS OF THE 2ND GLOBAL ENVIRONMENT FACILITY INTERNATIONAL WATERS REGIONAL WORKSHOP FOR ASIA AND THE PACIFIC

Transforming Good Practices from Demonstration  
Projects into Scaled-Up Investments and  
Financing in Integrated Water Resources  
Management (IWRM) and Integrated Coastal  
Management (ICM)

**Manila, Philippines**

**10–12 March 2014**



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Investments and Financing in Integrated Water Resources Management (IWRM)  
and Integrated Coastal Management (ICM)**

Co-organized by:

**Global Environment Facility International Waters Learning Exchange and Resource  
Network (GEF IW: LEARN), Asian Development Bank (ADB), World Bank (WB) and  
Partnerships in Environmental Management for the Seas of East Asia (PEMSEA)**

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## **1. INTRODUCTION**

- 1.1 The Second Global Environment Facility (GEF) International Waters (IW) Regional Workshop for Asia and the Pacific was held from 10–12 March 2014 at the Asian Development Bank (ADB) and Crowne Plaza Hotel, Manila, Philippines. The regional workshop was organized by the GEF International Waters: Learning Exchange and Resource Network (IW: LEARN) in collaboration with ADB, World Bank (WB) and Partnerships in Environmental Management for the Seas of East Asia (PEMSEA).
- 1.2 The workshop aimed to strengthen the performance of GEF IW projects through: (a) facilitating and promoting good policies and practices; and (b) leveraging increased investments in habitat conservation, nutrient reduction and water resource use. Specifically, the workshop aimed to: (a) review case studies and good practices in the development, facilitation and implementation of investment projects addressing issues under the blue (ecosystem) and brown (pollution) sectors; (b) share knowledge and experience on key aspects of scaling up and replication of good practices and lessons learned from demonstration projects; and (c) explore advances in knowledge harvesting tools and indicators, as well as in developing knowledge services and products that strengthen ownership and commitment among policymakers and investors in scaling up and replication of good practices.
- 1.3 The workshop was attended by representatives of GEF agencies and executing organizations, as well as project managers of GEF IW projects in the Asia-Pacific region and beyond.
- 1.4 The meeting agenda and list of participants are attached as **Annex 1** and **2**.

## **2. OPENING CEREMONY**

- 2.1 Mr. Bruce Dunn, Environment Specialist and ADB/GEF Facilitator, welcomed the participants and expressed ADB's appreciation to IW:LEARN for co-organizing and

bringing the second targeted workshop for GEF IW projects in the Asia-Pacific region to Manila, Philippines. Mr. Dunn highlighted the challenges faced by the region's coastal and marine environment including sedimentation, nutrient enrichment, water insecurity, loss of habitats and overfishing and the use of destructive fishing methods. He cited the Asian Development Outlook indicating that 37 of the 49 major cities in Asia have water-related challenges. In response, ADB and GEF have been closely working together to assist developing countries in addressing local, national and global environment challenges. He then outlined how ADB, in collaboration with GEF and other organizations, respond to these threats. He enumerated ADB's priorities in incentivizing and scaling up investments to water-related initiatives, which include: (a) promoting the development of sustainable infrastructures; (b) focusing on initiatives addressing priority development challenges; (c) encouraging country ownership of projects; (d) investing in natural and human capital; and (e) supporting local champions. Specifically, he cited the Coral Triangle Initiative (CTI) as an example of using leadership to leverage financial investment to protect the natural capital whereby around US\$ 300 million are being mobilized. Finally, he underscored the importance of knowledge and technology in scaling up and replicating best practices.

- 2.2 Mr. Stephen Adrian Ross, Executive Director and Chief Technical Officer of PEMSEA, discussed the transformation of PEMSEA from a GEF-supported project to an independent international organization. He briefly explained how PEMSEA was able to catalyze the support of its Country and Non-Country Partners and other collaborators in the last two decades. He encouraged the workshop participants to continually explore how they, as IW project managers, can better engage international financial institutions (e.g., WB and ADB), national and local governments, the corporate sector and business community, donors and development agencies in scaling up investments in the replication of good practices that are being developed and demonstrated in both the brown and blue sectors with GEF support. In closing, he challenged the workshop to come up with ideas or approaches to strengthening investments in replication and scaling up, recognizing that most GEF IW projects have this particular indicator in their end of project targets.

### **3. SESSION 1 – Setting the Scene: A Review of Approaches and Demonstrations of GEF IW Projects in IWRM and Land-based Pollution Management and Key Elements of Ecosystem-based Management**

- 3.1 Mr. Mish Hamid, IW:LEARN Project Manager, chaired this session. He introduced IW:LEARN as a global project that promotes experience sharing, learning and information management support among GEF IW projects. Among the key IW:LEARN activities discussed were: (a) face-to-face learning events, such as the biennial IW Conference and regional targeted workshops; (b) online information management support, such as portfolio results archive and project visualization tools; (c) portfolio learning support, such as e-bulletins and online Communities of Practice (COPs); and (d) specialized manuals and learning materials. Mr. Hamid also outlined the objectives and expected outputs of the workshops, which include: (a) developing specific guidelines in scaling up investments; (b) reviewing case studies and initiatives in blue and brown sectors; (c) sharing of good practices and experiences; and (d) identifying strategies to harness knowledge management (KM) practices in the region.
- 3.2 Mr. Chris Severin, Senior Environment Specialist from the GEF Secretariat, joined the workshop via video conference. He presented the GEF IW investment modalities and the proposed GEF 6 IW strategy and how these will guide existing and new projects. He

stressed the importance of private sector engagement and the need to monitor and track the achievements, outcomes and benefits of projects especially after its completion.

- 3.3 Mr. Pavit Ramachandran, Environment Specialist at the ADB, started his presentation by outlining the ecological and economic importance of the Coral Triangle region. As a global epicenter of marine biodiversity, the region plays a significant role in supporting approximately 120 million people as a primary source of food, employment and other vital ecosystem services. With this, the Coral Triangle Initiative on Coral Reefs, Fisheries and Food Security (CTI-CFF) was launched in 2007 to effectively manage the region's marine and coastal resources. In 2009, the six participating countries (Indonesia, Malaysia, Papua New Guinea, Philippines, Solomon Islands and Timor-Leste) adopted the CTI Regional Plan of Action, whose overarching goals include: (a) effectively managing priority seascapes; (b) promoting an ecosystem approach to fisheries management; (c) establishing networks of marine protected areas (MPAs); (d) strengthening coastal community resilience to climate change; and (e) protecting threatened marine species. Mr. Ramachandran related that ADB has been fully involved since the launch of CTI-CFF, providing technical and financial support, covering: (a) mainstreaming policies and plans in regional cooperation and country partnership strategies (e.g., Strategy 2020: ADB's Long-term Strategic Framework); (b) establishing sustainable financial architecture through a business development unit; (c) supporting resource mobilization and strategic roadmap studies; and (d) scaling up support for pilot projects.
- 3.4 The discussion after Mr. Ramachandran's presentation raised the following points:
  - Private sector's focus on profit remains a challenge in eliciting support for environmental projects. Many environmental projects do not generate monetary returns-on-investment;
  - Corporate social responsibility (CSR) programs are emerging as a means of facilitating partnerships and/or support from the private sector. For example, the private sector has been engaged as a partner of local governments in a number of PEMSEA ICM projects through CSR/PPP programs.
- 3.5 Dr. Felipe Nava, Former Governor of Guimaras Province, Philippines, and Former President of the PEMSEA Network of Local Governments for Sustainable Coastal Development (PNLG), shared how Guimaras Province benefited from its integrated coastal management (ICM) program with technical assistance from PEMSEA.
- 3.6 In 2006, an oil tanker carrying more than 2 million L of bunker fuel sank off the coast of Guimaras, posing a grave threat to the province's rich marine and coastal ecosystems. The oil spill incident was a disaster for the local economy, but at the same time provided a window of opportunity for the province to develop and implement ICM. Through this, ocean and coastal governance practices at the local level were strengthened and key environmental issues were addressed, such as reducing pollution, protecting vital ecosystems, expanding access to potable water, promoting sustainable fishing practices and reducing the risks and effects of natural and man-made hazards.
- 3.7 Learning from the province's experience, Dr. Nava saw the importance of: (a) strong local political commitment and presence of local ICM champions; (b) science-based decisionmaking; and (c) mainstreaming of ICM action plans into the local governments' development plans. He also shared that Guimaras was able to leverage funding from various sources (e.g., international donors, private institutions and nongovernmental organizations) through the "visible" ownership of the ICM program among local

communities. According to Dr. Nava, one of the ways to encourage strong participation from local communities is to effectively demonstrate the “direct” (day-to-day) benefits of and from the ICM program. This will promote strong ownership of projects, which will then ensure its sustainability.

#### **4. SESSION 2 – Replication and Scaling up of Good Practices in Pollution Reduction from Agriculture, Urban and Industrial Sectors**

4.1 This session was chaired by Mr. Hamid, IW:LEARN.

4.2 Mr. Qin Gang, Water and Sanitation Specialist at the WB, gave an overview of the Shanghai Agricultural and Non-point Pollution Reduction (SANPR) Project. The project primarily aims to introduce innovative pollution reduction activities in Shanghai’s rural areas to reduce rural and agricultural pollution load in the surface water by rehabilitating wetlands, constructing livestock waste management facilities, promoting integrated agricultural pollution reduction practices and strengthening the replication and dissemination of project achievements. Mr. Qin related that the partnership with the Shanghai Agro-technology Extension and Service Center (SATESC) and the Shanghai Agricultural Broadcasting and Television School (SABTVS) contributed to the effective dissemination of good practices and encouraged strong buy-in among local communities. He also stressed the importance of strong government support either through policies or direct subsidies.

4.3 The discussion after Mr. Qin’s presentation raised the following points:

- Most of the GEF IW projects share similar challenges with regard to promoting strong buy-in among communities.
- Given the limited funds, identification of demonstration sites is crucial. These sites can be identified in terms of the need for direct funding support or the need for technical/capacity-building support.
- To ensure sustainability and promote replication, more focus can be given on capacity building through skills transfer (capacity development at the local level) rather than direct funding (subsidies).

4.4 Ms. Aura Naina Milea, Project Director of the Integrated Nutrients Pollution Control (INPC) Project in Romania, gave a brief background on the Black Sea. She explained how the Black Sea suffered severe damage in the past decades due to increased nutrient runoff from agricultural activities. She iterated that the INPC project was initiated to assist the Romanian government in reducing nutrient discharges to surrounding water bodies, promoting behavioral change at the communal level and strengthening institutional and regulatory capacity.

4.5 At present, the project has worked with 86 rural communities to: (a) set up improved livestock and household waste collection and storage facilities; (b) plant trees as buffer strips and rehabilitate arable land to reduce grazing pressure; (c) improve sewage systems; and (d) demonstrate the feasibility of biogas production. Ms. Milea cited strong legislative support and targeted trainings and demonstrations as key drivers of replication and scaling up. She also underscored the value of promoting trust between policymakers and local communities to build up ownership of projects.

- 4.6 Mr. Mark Tom Mulimbayan, Environmental Planning Department Head at the Manila Water Company, Inc., shared how the company was able to leverage investments in domestic wastewater treatment and disposal in Metro Manila. As a response to the so-called water crisis in the late 1990s, the Philippine government engaged the private sector in public-private partnerships (PPPs) to expand water services and improve sewerage and septage systems. Through concession agreements, these services were divided and are separately managed by Manila Water for the eastern part of Metro Manila and Maynilad Water Services for the west.
- 4.7 The move to privatize these services paved the way to support the construction of sewage and septage treatment plants. To date, Manila Water has constructed 37 sewage and 2 septage treatment plants, while Maynilad has constructed 20 sewage and 1 septage treatment plants. Aside from these services, Manila Water also ventured into climate-proofing wastewater facilities, reforestation of surrounding watersheds and raising public awareness on proper solid waste segregation and disposal. Mr. Mulimbayan emphasized the importance of continuous coordination with key government agencies and lobbying of enabling policies and legislations.

## **5. SESSION 3 – Replication and Scaling up of Good Practices in Integrated River Basin and Coastal Area Management Planning for Investment**

- 5.1 This session was chaired by Mr. Guo Yinfeng, PEMSEA.
- 5.2 Prof. Wen Quan from the National Marine Environmental Monitoring Center (NMEMC) of the State Oceanic Administration (SOA) of China discussed the Integrated River Basin and Coastal Area Management (IRBCAM) Project in the Bohai Sea. He explained that the project aims to develop, adopt and initiate pollution reduction investment plans in the adjacent watershed and coastal areas of the Daling, Luan, Hai and Guangli rivers guided by the Bohai Sea Sustainable Development Strategy. Under the technical support of PEMSEA, NMEMC and five river basin-related government agencies, the project was able to produce total pollutant loading reports and investment plans in all four demonstration sites. Furthermore, 163 mitigation projects have been proposed with a planned investment of around US\$ 2.6 billion focused on mitigating pollution, improving sewage systems and promoting sustainable aquaculture among others.
- 5.3 The discussion after Prof. Wen's presentation raised the following points:
- Integrated river basin and coastal area planning for pollution reduction is complicated since it requires full understanding of concepts and the necessary skills to use tools at the local level. This entails engaging scientific and technical expertise from local or national universities, or via regional and global networks (e.g., PEMSEA's twinning network for IRBCAM).
  - Putting in place effective coordination and monitoring mechanisms between national and local governments in the IRBCAM projects in the Bohai Sea. Prof. Wen emphasized that through integration, the targets/responsibilities can be efficiently divided among partners and local governments.
  - Project activities must be integrated into national and local investment plans.
- 5.4 Dr. Chan-Won Lee from the Department of Urban Environmental Engineering of the Kyungnam University, RO Korea, shared the experiences of Masan Bay in integrated river basin and bay management. Dr. Lee discussed some of the activities, including the eco-

planning of Changwon and Nam rivers as well as the establishment of the Community Advisory Council for Masan Bay. A total pollution load management (TPLM) system was adopted to support initiatives in rehabilitating Masan Bay and the Bongam tidal flat.

- 5.5 The discussion after Dr. Lee's presentation underscored the significance of promoting collaboration among universities, the local government and the private sector. Investments in developing new researches and innovative technologies can also be explored.
- 5.6 Mr. Sakanan Plathong from the Department of Biology of the Prince of Songkhla University, Thailand, provided information on the wastewater management and nutrient reduction programs in Songkhla Lake. Supporting around two million residents in three provinces in southern Thailand, Songkhla Lake receives about 22 million m<sup>3</sup>/day of wastewater and about 69,355 kg/day of biological oxygen demand (BOD) load, majority of which comes from agricultural sources (i.e., rice paddies; rubber plantations; pig and shrimp farms). This is further exacerbated by: (a) unsustainable fisheries practices; (b) resource use conflicts; (c) weak enforcement and compliance to laws and zoning systems; and (d) lack of competent personnel in local governments.
- 5.7 In response, the Songkhla Lake Basin Development Committee (SLDBC) was established to support environmental planning and management of the lake basin. The SLDBC covers managing pollution at point and non-point sources and building management capacities of its key stakeholders.
- 5.8 After Mr. Plathong's presentation, it was noted that Songkhla Lake is inhabited by the Irrawaddy dolphin, and this may serve as a flagship cause for scaling up investments in the protection of habitat for a threatened species.
- 5.9 Mr. San Nguyen Van of the World Wide Fund for Nature (WWF) Greater Mekong Programme explained how the WWF works with GEF and ADB in building government and private sector support across the Greater Mekong region on the protection of biodiversity and habitats that are highly vulnerable to climate change. Through the partnership, a total of US\$ 20 million GEF investments and US\$ 132 million from co-financing were achieved and will cover national projects in five different countries, with ADB acting as the GEF Implementing Agency.
- 5.10 Mr. San recommended the following to support the scaling up of partnerships: (a) scale up dialogue between ADB and WWF on key policy issues; (b) clarify expectations and boundaries of cooperation with countries and partners; and (c) maintain consistent dialogue with participating governments.
- 5.11 The discussion after Mr. San's presentation raised the following points:
  - Fostering relationship with other institutions with similar scope and coverage will be helpful. One example, as pointed out by Mr. San, is the collaboration of the WWF Greater Mekong with the Mekong River Commission.
  - More focus should be given to initiatives supported by scientific researches and findings.
- 5.12 The open forum, facilitated by Mr. Mish Hamid of IW:LEARN, focused on identifying the key drivers behind the replication and scaling up of good practices and knowledge. Mr. Hamid also provided GEF definitions for key terms that may guide the discussions during the workshop. These include:



- **Mainstreaming:** Information, lessons or specific results of the GEF are incorporated into broader stakeholder mandates and initiatives, such as laws, policies, regulations and programs;
- **Replication:** GEF-supported initiatives are reproduced or adopted at a comparable administrative or ecological scale, often in another geographical area or region;
- **Scaling Up:** GEF-supported initiatives are implemented at a larger geographical scale, often expanded to include new aspects or concerns that may be political, administrative or ecological in nature; and
- **Market Change:** GEF-supported initiatives catalyze market transformation by influencing the supply of and/or demand for goods and services that contribute to global environmental benefits.

5.13 Based on the discussions as well as presentations in Day 1, Mr. Guo Yinfeng of PEMSEA summarized key drivers for replicating and scaling up investments in good practices, as follows:

- **The provision of validated, synthesized and packaged experiences and best practices, which are readily accessible to target user groups.** In the Bay of Bengal Large Marine Ecosystem (BOBLME) Project, a basic training course on an ecosystem approach to fisheries management (EAFM) was developed in collaboration with the CTI, United States Agency for International Development (USAID) and Food and Agriculture Organization of the United Nations (FAO). This proved to be useful by users and has good potential for replication. Another example is the professional training courses offered by the Southeast Asian Fisheries Development Center (SEAFDEC).
- **The availability of a network of extension services or learning centers to build the critical mass of expertise for on-the-ground applications.** In the SANPR, the SATESC serves as a good mechanism for sharing knowledge and building the capacity of rural farmers in the proper methods of applying fertilizers. In the PEMSEA Project, partnership arrangements were made between PEMSEA and eight ICM Learning Centers to support delivery of training courses and development of training manuals.
- **The involvement of science communities for science-based policies and actions.** Results of scientific studies and targeted researches should be accessible to decisionmakers, financiers and industries to enable informed decisionmaking. Demonstration sites should also be carefully selected to facilitate easier replication to other sites.
- **The adoption of regional strategies and policies that can garner political will and create platforms for dialogue, cooperation, knowledge sharing and partnership building.** The experiences of the CTI and PEMSEA serve as good models of scaling up good practices through regional mechanisms as a part of country buy-in and commitment to the Strategic Framework of CTI and the Sustainable Development Strategy for the Seas of East Asia (SDS-SEA) of PEMSEA, thereby providing:
  - An enabling government-driven policy and regulatory environment to catalyze and scale up financing (e.g., ICM program development and implementation covering 20 percent of the coastline of the region);

- Raised awareness of the policymakers, financiers, industry and consumers through the use of economic valuation and risk assessment, including risks to health, and application of other tools to nurture markets for eco-friendly goods and services;
  - Tailor-designed communication initiatives to targeted groups for behavioral changes;
  - Integration of good practices from demonstration projects into national and sub-regional development programs.
- **Effective networks, platforms and mechanisms of user and stakeholder groups transferring knowledge and good practices into policymaking and investment decisionmaking.** The PEMSEA Network of Local Governments for Sustainable Coastal Development (PNLG) serves as a good example of a network of mayors and local chief executives for learning, sharing and replicating good practices across member cities. In addition, the Xiamen World Ocean Week (XWOW) serves as a partnership forum between PEMSEA, the Xiamen Municipal Government and China Water Week. It is a forum for high-level policy dialogue and technology promotion, twinning of demonstration cities, industrial technology exhibition and a good platform for replication and scaling up investments in water and coastal and marine resources.
  - **Mainstreaming innovative policies, approaches and solutions into long-term plans and policies.** Good practices in demonstration sites can be integrated into national and subregional development plans and programs.
  - **Promotion of a sense of ownership through community involvement.** There should be continuous communication with key stakeholders (local governments and communities) from project preparation to implementation to promote community buy-in, as per the Province of Guimaras experience.
  - **Building the capacity of experts and local champions.** Capacity development through a network of extension services or learning centers can be implemented to build a critical mass of expertise for on-the-ground application.
  - **Effective management and sharing of knowledge and experiences.** Experiences and best practices need to be synthesized, packaged and made accessible to target audiences at the national and local levels, in a language and format that is relevant to the situation. For example, the closed season for sardines harvesting in Zamboanga, Philippines in the CTI Sulu-Celebes Sea Sustainable Fisheries Management (SCS-SFM) Project resulted in increased catch and economic benefits. The process and experience of achieving a closed fishing season would be useful input to a number of projects. Site visits to projects and countries with successful experiences can also facilitate exchange of information between participating governments and stakeholders and promote replication of successful experiences. Public awareness/knowledge-sharing events, such as forums/symposiums and training courses can be maximized.
  - **Development and promotion of markets for eco-friendly goods and services.** The case of promoting the production of inorganic fertilizers in the SANPR clearly demonstrates that developing markets for eco-friendly goods and services

necessitates building the awareness of policymakers, financiers, industries and consumers through economic valuation or health risk assessments.

- **Institutionalization of success and sustainability practices, leadership and other factors are also considered as key drivers to catalyzing replication and scaling up of good practices and investment.**

5.14 After the facilitated discussions, the workshop participants were invited to watch a short film as part of the terminal evaluation of the UNEP/GEF Project: Making Ocean Life Count. This project primarily aims to increase awareness and understanding of the oceans and the ecosystem services it provide by screening *Oceans*, an award-winning documentary by French filmmakers Jacques Cluzaud and Jacques Perrin. After watching the film, Mr. James Berdach, Evaluation Consultant of the project, facilitated a short discussion and asked participants to answer a questionnaire to help evaluators determine the project's effectiveness.

## **6. SESSION 4 – Replication and Scaling up of Good Practices in Conserving and Restoring Blue Forests and Fisheries**

- 6.1 Ms. Marilou Drilon, Senior Natural Resources Economist at the ADB, opened the session by discussing the scope for presentations on experiences and good practices of projects working in large marine ecosystems (LMEs). Ms. Drilon emphasized that over 120 million residents in the Coral Triangle region rely on the oceans and its services. She stressed that although there is increasing awareness pushing for sustainable practices in fisheries and coastal tourism, it is still imperative to exert substantial effort in the region.
- 6.2 Dr. Jose Padilla, Regional Technical Advisor for Marine, Coastal and Island Ecosystems from the United Nations Development Programme (UNDP), introduced the GEF-funded Pacific Islands Ridge to Reef (R2R) Project. He related that the project involves implementing integrated approaches to land, water, forest, biodiversity and coastal resource management that contribute to poverty reduction, sustainable livelihoods and climate resilience. Implemented in 14 Pacific territories, the program consists of independent national R2R projects linked by a regional program support project. At present, the project has been able to introduce and implement: (a) IWRM initiatives in most of the demonstration sites; (b) new governance approaches (e.g., catchment management committees and formulation of IWRM strategies); and (c) new technologies for reducing pollution in coastal areas (e.g., dry litter pig pens in the Marshall Islands and composting toilets in Tuvalu and Nauru).
- 6.3 Dr. Padilla also briefly discussed the GEF project on Reducing Pollution and Rebuilding Degraded Marine Resources in the East Asian Seas through Implementation of Intergovernmental Agreements and Catalyzed Investments. He also shared that, through PEMSEA's leadership, the regional project was able to expand the geographic coverage of ICM implementation and leverage over US\$ 10 billion in cumulative environmental investments over the past 20 years.
- 6.4 Mr. Mohammed Nasimul Islam, Water Resources Specialist at the ADB, discussed scaling up coral reef protection and establishment of effective MPAs through the Coral Reef Rehabilitation and Management Program-Coral Triangle Initiative (COREMAP-CTI) Project in Indonesia. Now on its third phase, the project targets to institutionalize viable

reef management systems and establish sustainable financing mechanisms. With the help of the Indonesian government, the project aims to develop and implement sustainable management programs for 20 million ha of MPAs by 2020. To achieve this, the project will work to: (a) engage universities and nongovernment organizations; (b) enforce laws and policies in zoning; (c) provide broader social services (e.g., solid waste management and sustainable livelihood opportunities); and (d) strengthen initiatives in building awareness and capacity (e.g., production of high-quality knowledge materials and integration of coral reef curriculum in national education system).

- 6.5 The discussion after Mr. Islam's presentation concluded that local implementation may be improved by facilitating good relationships with local governments. The impact of regular changes in government officials, especially during elections, may be mitigated by mainstreaming programs into long-term development plans at the local level. It was also suggested that aside from national focal points, the capacity of the academe and local communities should be tapped and strengthened.
- 6.6 Dr. Subhat Nurhakim of the CTI Arafura and Timor Seas Ecosystem Action (ATSEA) Program shared their experiences in organizing the Northern Australia study tour, the project's regional demonstration activity. The first study tour brought together participants from Australia, Indonesia and Timor-Leste for a six-day exposure trip to Darwin and northeast Arnhem Land located in Northern Territory, Australia. The activity provided an opportunity for participants to share experiences in community-based marine and coastal management practices especially with regard to sustainable livelihoods. The project plans to implement another study tour to Rote Ndao District in East Nusa Tenggara, Indonesia, where participants will experience community-based livelihood practices, such as mud crab aquaculture, natural iodized salt production and dried squid and fish processing.
- 6.7 The discussion after Dr. Nurhakim's presentation raised the following points:
  - More effort may be given in effectively designing programs and specific activities that will contribute to building the capacity of participants, rather than expanding the duration of study tours.
  - Traditional knowledge should be harnessed in project activities. These valuable assets can also be harmonized with science-based researches.

## **7. FIELD VISIT**

- 7.1 Integral to the workshop was the scheduling of a half-day field visit to familiarize the participants with GEF interventions in addressing nutrient loading in Manila Bay and how PPPs are being applied to scale up investments in sewage treatment. The outdoor session of the workshop included the following itinerary of visits: (a) Manila Water's Lakkayan Center; (b) Olandes Sewage Treatment Facility; and (c) boat cruise along the coast of Manila Bay.
- 7.2 Manila Water's Lakkayan Center is an educational program that allows participants to tour "the water trail" in educating stakeholders and increasing their awareness and understanding of the value of water and the need for wastewater treatment. Lakkayan Center takes stakeholders on every step of the water cycle, from seeing the raw water source, the water treatment process and water quality testing, up to the treatment of wastewater.

- 7.3 Mr. Mulimbayan of Manila Water Company, Inc., welcomed the participants at Manila Water's Lakkayan Center in Quezon City. His short lecture discussed Manila Water's CSR strategy, which is hinged on five key components: (a) building communities; (b) protecting the environment; (c) safeguarding health and safety; (d) contributing to local and national economies; and (e) developing its employees. Mr. Mulimbayan discussed several CSR activities of Manila Water, including: (a) *Tubig Para sa Barangay* or Water for the Poor program providing potable water for more than 1.6 million residents; (b) *Kabuhayan Para sa Barangay* or Livelihood for the Community program generating jobs, which benefits 850 low-income families; and (c) the rehabilitation of 500 ha of watersheds supporting Metro Manila.
- 7.4 Mr. Mulimbayan then brought the participants to Manila Water's Olandes Sewage Treatment Plant in Marikina City. Ms. Aprille Adis, Olandes Sewage Treatment Plant Manager, shared that the construction of the plant was funded by the World Bank through the Manila Third Sewerage Project. At present, the plant can treat 10 million L of wastewater per day and benefits around 40,000 residents. Since the plant is located along the banks of Marikina River, its main process tanks were built underground while its support facility employs an innovative flood-resistant design. Ms. Adis gave a brief tour of the plant and discussed the processes involved in treating the wastewater that the plant receives.
- 7.5 In the evening, participants boarded Sun Cruises' M/V *Spirit of Manila* for a one-hour dinner cruise along Manila Bay. Mr. Noel Gaerlan, Executive Director of the Manila Bay Coordinating Office (MBCO), and Mr. Robert Jara, Programme Officer from PEMSEA, joined the cruise and discussed some key issues on the sustainable management of Manila Bay. Mr. Gaerlan described MBCO's current tasks and activities in response to the Supreme Court mandamus directing government agencies to strengthen efforts in rehabilitating Manila Bay. He stressed that the disposal of solid waste from domestic sources and the increasing number of informal settlers remain to be the biggest threats to Manila Bay. He emphasized that long-term leadership and commitment is required to fulfill MBCO's mandate. The workshop participants were able to discuss some of the issues through a question-and-answer session. After which, a token of appreciation was presented to Mr. Gaerlan.

## **8. SESSION 5 – Lessons Learned on Scaling up Investments through Knowledge Management**

- 8.1 This session was chaired by Mr. Hamid, IW:LEARN.
- 8.2 Ms. Khristine Custodio, Project Manager from IW:LEARN, discussed some of the online knowledge management platforms used by IW:LEARN to assist GEF IW projects in leveraging investments. She related that IW:LEARN's main website ([www.iwlearn.net](http://www.iwlearn.net)) serves as a central hub for storing and sharing data from existing and past projects under the GEF IW portfolio. Other platforms discussed include: (a) Portfolio Results Archive (PRA), a database of project results from ongoing and past projects; (b) visualization tool, a customizable map tool documenting project location, scope and results; and (c) COPs that facilitate project-to-project communication and exchange through blogs, webinars and online forums.

- 8.3 Ms. Nancy Bermas, Senior Country Programme Manager from PEMSEA, shared PEMSEA's experience in scaling up investments through ICM implementation in the seas of East Asia. She discussed PEMSEA's strategic approach in scaling up ICM in the region, which involves: (a) developing national ICM programs guided by the Sustainable Development Strategy for the Seas of East Asia (SDS-SEA); (b) facilitating ICM demonstration projects among local governments, in the context of the objectives and priorities identified in national SDS-SEA plans; and (c) replicating and scaling up ICM coverage to other interested local governments, projects and programs.
- 8.4 Ms. Bermas identified strategies employed by PEMSEA in communicating good practices and monitoring ICM implementation in the region, including: (a) developing a State of the Coasts (SOC) reporting system for use by local governments; (b) producing case studies and other informative documents on ICM; (c) organizing the triennial East Asian Seas Congress and other capacity-building activities (e.g., ICM workshops, study tours and forums); and (d) strengthening collaboration among local governments through the PNLG. Ms. Bermas also identified ways that local governments can sustain financial support to ICM programs in their communities (i.e., regular government allocation, donor and international organizations' support, private sector participation and revenues from fees, permits and licenses). In closing, Ms. Bermas presented the proposed framework for scaling up and replication of GEF interventions consisting of: (a) good practices generation; (b) knowledge products and services (KPS) for scaling up and replication; (c) brokering of partnerships and investments; (d) investment projects; and (e) measuring benefits and impacts.
- 8.5 Ms. Marilou Drilon, Senior Natural Resources Economist at the ADB, briefly discussed the Coral Triangle Knowledge Network website under the CTI-CFF project. She highlighted the importance of focused messaging in projects to catch interest and maximize viewer retention, such as the use of bite-size data in infographics and multimedia interaction with experts.
- 8.6 The discussion after Ms. Drilon's presentation raised the following points:
- Data source and validation is important. Data should be integrated and coordinated with government agencies or other organizations working in the region.
  - It is challenging to capture knowledge from different GEF IW projects despite the wealth of experience, due to the range of coverage (river basin, LMEs, transboundary waters) and scope (regional, national, local).
  - The following considerations are important in strengthening knowledge management practices:
    - Key messages;
    - Target audiences;
    - Intended effect to audience (i.e., awareness, call to action or documentation); and
    - Best platform (accessibility, user-friendliness, etc.)
- 8.7 Ms. Lucilla Minelli of the United Nations Educational, Scientific and Cultural Organization-International Hydrological Programme (UNESCO-IHP), talked about the knowledge management practices used by the GEF IW Groundwater Portfolio, including the Groundwater COP. The Groundwater COP was established to facilitate exchange of experience and promote cooperation among practitioners involved in GEF IW groundwater projects. Aside from this, the groundwater portfolio also organizes integration dialogues to assess project implementation and identify lessons learned and replicable practices among projects.

*Facilitated Discussions*

8.8 For the facilitated discussions, the workshop participants were divided into three groups, each with a facilitator and a reporter. The following questions were put forward to each group:

- What are decisionmakers, investors and local chief executives (LCEs) looking for when preparing development plan and investment strategies?
- Are demonstration projects providing information that is useful and does it catch the attention of the people in other municipalities and regions that make decisions benefiting from this information?

8.9 The results of the group discussions are summarized in the matrix below.

**Table: Summary of Discussion of Three Breakout Group Discussion**

Group 1	Group 2	Group 3
<b>What are decisionmakers, investors and local chief executives looking for when preparing development plan and investment strategies?</b>		
<ol style="list-style-type: none"> <li>1. LCEs: Status and issues, resources, market trends and financial resources, recommendations and risk assessment in short; including: <ul style="list-style-type: none"> <li>• Social, economic and environmental data, information and analysis for the development of baselines, impacts and trend</li> <li>• Financial management; benefits to stakeholders (people); availability of infrastructure; social impacts; economic range of benefits; resources; environmental stress; human resources (capacity); financial sustainability; source of funding</li> <li>• Laymanize (simplify) main concept</li> <li>• Political impacts of any activity of project</li> </ul> </li> <li>2. CEO of private sector: financial and social responsibility; market availability</li> <li>3. Leadership and voices of stakeholders to develop, manage and conduct the plan; identify, categorize and prioritize stakeholders</li> <li>4. Focus on simplified project; nutrient loadings</li> </ol>	<ol style="list-style-type: none"> <li>1. Long-term benefits to local communities and how can it build their capacity (<i>Cultivation of local champions and leaders for sustainability</i>)</li> <li>2. Initiatives with the maximum gains but requiring minimum funding requirement (<i>Implementation of projects with shelling out money</i>)</li> <li>3. Economic and/or political gains from projects (<i>Effects on local chief executives' political future</i>)</li> <li>4. Feasible time frame for implementation within the political term (through step ladder approach)</li> <li>5. Finding a good timing/opportunity for implementation depending on the communities' current needs (demand-driven implementation)</li> <li>6. Science-based governance approach</li> <li>7. Mainstreaming/institutionalization of initiatives to strategic management plans and policies (sustainability of projects after LCEs' terms)</li> <li>8. Coordination among different levels of government (vertical) and across various sectors (horizontal)</li> <li>9. Alternative sources of income set by supporting institutional arrangements, legislations or policies (user fees, extension services, alternative livelihood, etc.)</li> <li>10. Identifying initiatives that would match/enhance current knowledge, attitude and practices of communities (seaweed farming in Guimaras)</li> <li>11. Use of existing legal instruments</li> </ol>	<ol style="list-style-type: none"> <li>1. Tools and models to assist in the planning process</li> <li>2. Ability to demonstrate relevance of intervention at global and/or national and/or local levels</li> <li>3. Ability of the government to use the information generated in day-to-day management</li> <li>4. Valuations of resources at the local level</li> <li>5. Risk analysis of status quo – options and/or plans showing relevant/direct benefits (ecosystem, socioeconomic)</li> <li>6. Demonstrate profitable business opportunities (compared to corporate responsibilities)</li> <li>7. How the initiative matches and addresses existing policies and priorities (matching the language)</li> <li>8. Clarity with regard to investment climate: benefits for investors, roles and influence</li> </ol>



Are demonstration projects providing information that is useful and does it catch the attention of the people in other municipalities and regions that make decisions benefiting from this information?		
<ol style="list-style-type: none"> <li>1. Yes gaps, different decisionmakers have different information needs, which is defer subject to different environments</li> <li>2. Information gaps – social, financial data? Where are the gaps coming from? Gaps can come from gaps/uncertainties from scientific, social, economic and evaluation data. Focus on science-biased scientific information</li> <li>3. Stakeholders have different levels of benefits</li> <li>4. Success story <ul style="list-style-type: none"> <li>• An integrated management plan – Songkhla Lake Basin WMP – adopted by National Committee</li> <li>• PEMSEA Bohai Sea – development of base-line, management plan, adopted and implemented; GAPS – investment strategy; produced videos, maps used for consultation for decisionmaking process</li> <li>• Draw attention of local executives – selected pilot sites (Hai River – Tianjin) are based on strong leadership; with co-financing contribution; capacity to promote the project to other departments</li> <li>• Eco-river model project in Masan Bay – established <i>Community Council for Masan Bay</i> and <i>Community Council for Eco-river</i>; results of council meeting are reported to mayor to reflect next projects</li> <li>• Community fish management project (COMFISH) – prepared report to line agencies, department and parliament in terms of policy paper; invite mayor to sites to showcase project; bring people and gender involvement – community participation to project</li> </ul> </li> </ol>	<ol style="list-style-type: none"> <li>1. Crucial role of an interagency mechanism to coordinate/monitor activities, collaborative planning and consensus building (e.g., PNLG, Philippine League of Municipalities)</li> <li>2. Promotion of networking among demonstration sites (sharing of good practices, ownership of initiatives) to leverage funding</li> <li>3. Integration of traditional knowledge with scientific findings (e.g., Zamboanga fishing closure season)</li> <li>4. Focus on building technical know-how and capacity of local communities instead of direct financial support (implemented through MOUs/MOAs)</li> <li>5. Encourage the “buy-in” of projects by translating project’s direct benefits to communities (how will it “feed the mouths” of stakeholders)</li> <li>6. Make benefits felt by stakeholders before scaling up (for easier scaling up?)</li> <li>7. Involvement of private sector through CSR and academic/research institutions</li> <li>8. Biggest challenge for scaling up – influencing the whole supply chain, making the private sector invest in the natural capital (e.g., marine PES for tuna)</li> </ol>	<ol style="list-style-type: none"> <li>1. Provide insight into management alternatives to achieve local objectives; use of clever, relevant impact indicators</li> <li>2. Ensure that results are delivered in the best way to different stakeholders (especially the public) for optimizing uptake</li> <li>3. Info is likely to have a limited distribution naturally – project results unlikely to be publishable in high-impact journals; usefulness communicated mostly by project managers, COPs, donors</li> <li>4. Communication of science important – needs to be interpreted and packaged for specific audiences / stakeholders</li> <li>5. Harness the power of people (with caution) e.g., through social media – mobile phones for all apps</li> </ol>

## **9. CLOSING CEREMONY**

- 9.1 After the presentations, Mr. Mish Hamid of IW:LEARN thanked the delegates for sharing their experience and valuable inputs. It was emphasized that there is a wealth of experience and good practices in the region, especially in scaling up investments, replication and knowledge management. The challenge now is how to effectively document these and share it among other partners and regions. Mr. Hamid expressed interest in exploring knowledge management as a topic for the next IW Conference in 2015.
- 9.2 Mr. Guo Yinfeng, on behalf of PEMSEA, thanked the IW:LEARN and ADB for inviting PEMSEA as a partner in organizing a get-together of the GEF IW community in Manila. He expressed the challenges in designing a knowledge sharing workshop that suits all projects in the region covering transboundary lakes and reservoirs, LMEs, river basins and open seas. He extended thanks to all the projects for sharing their experiences in integrated water resource and coastal area management including nutrient management, knowledge management and replicating and scaling up investment in addressing the institutional, financial, technical and capacity barriers. He also expressed the view that more efforts are needed by the GEF Implementing Agencies and Executing Agencies in linking water resources management and coastal area management in scaling up ecosystem approach application. In closing, he congratulated IW:LEARN, ADB and all participants for their efforts in making the workshop a great success.

**ANNEX 1**  
**WORKSHOP AGENDA (UPDATED)**

**ANNEX 1.**  
**Workshop Agenda (updated)**

<b>Day 1 (10 March 2014)</b>		
<b>Opening and Welcome Addresses</b>		
9:00–9:15	Bruce Dunn, ADB, and Stephen Adrian Ross, PEMSEA	
<b>Setting the Scene: A Review of Approaches and Demonstrations of GEF IW Projects in IWRM and Land-based Pollution Management and Key Elements of Ecosystem-based Management</b> <i>Chair: Mish Hamid, IW:LEARN</i>		
09:15–09:20	Workshop Objectives and Expectations	<i>Mish Hamid, IW:LEARN</i> <i>Stephen Adrian Ross, PEMSEA</i>
09:20–09:40	GEF Strategy and Investments in Demonstration Projects	<i>Chris Severin, GEF Secretariat</i>
09:40–10:10	Transforming Policy and Plans into Investments by the Public and Private Sectors	<i>Pavit Ramachandran, ADB</i>
10:10–10:40	Championing Local Government’s Advocacy for Sustainable Coastal Development in Guimaras Province, Philippines	<i>Felipe Hilan Nava, PNLG</i>
10:40–11:00	Coffee Break and Photos	
<b>Session 2: Replication and Scaling up of Good Practices in Pollution Reduction from Agriculture, Urban and Industrial Sectors</b> <i>Chair: Mish Hamid, IW:LEARN</i>		
11:00–11:20	Livestock Waste Management in Large and Medium-scale Farms and Use of Organic Fertilizers and Scientific Application	<i>Gang Qin, GEF Shanghai Agricultural and Non-point Pollution Project, GEF/WB</i>
11:20–11:40	Reducing Animal Manure and Sewage Entering Freshwater Basin: Integrated Nutrients Pollution Control Project in Romania	<i>Aura Naiana Milea, Romania Agricultural Pollution Reduction Project, GEF/WB</i>
11:40–12:00	Scaling up Investments in Domestic Wastewater Treatment and Disposal in Metro Manila	<i>Mark Tom Mulimbayan, Manila Water Company, Inc. Philippines</i>
12:00–12:40	Open Forum/Panel on Key Drivers and Indicators for Replication and Scaling up in the Brown Sector	<i>Facilitator: Mish Hamid, IW:LEARN</i>
12:40–14:00	Lunch	
<b>Session 3: Replication and Scaling up of Good Practices in Integrated River Basin and Coastal Area Management Planning for Investment</b> <i>Chair: Guo Yinfeng, PEMSEA</i>		
14:00–14:20	Total Pollutant Loading Modeling and Investment Planning: Case Study of Four River Basins of Bohai Bay	<i>Wen Quan, National Marine Environment Monitoring Center, State Oceanic Administration of China</i>
14:20–14:40	The Experiences of Masan Bay in Integrated River Basin and Bay Management	<i>Chan-Won Lee, Kyungnam University, RO Korea</i>
14:40–15:00	Nutrient Reduction Program in Songkhla Lake, Thailand	<i>Sakanan Plathong, Prince of Songkhla University, Thailand</i>
15:00–15:30	Coffee Break	
15:30–15:50	Sustainable Investments in Environmental Conditions in Land and Water Management	<i>San Nguyen Van, WWF Greater Mekong</i>
15:50–17:00	Open Forum on Key Drivers and Indicators for Replication and Scaling up Investments in	<i>Facilitator: Mish Hamid, IW:LEARN</i>

	IWRM/ICM	
<b>Day 2 (11 March 2014)</b>		
<b>Session 4: Replication and Scaling up of Good Practices in Conserving and Restoring Blue Forests and Fisheries</b>		
<b>Chair: Marilou Drilon, ADB</b>		
09:00–09:05	Day 1 Recap and Conclusions	<i>Guo Yinfeng, PEMSEA, and Mish Hamid, IW:LEARN</i>
09:05–09:20	Introduction by the Chair	<i>Marilou Drilon, ADB</i>
09:20–09:40	From Projects to Programs: Addressing Environmental Priorities in Asia and the Pacific through Partnerships and Scaling up Investments	<i>Jose Padilla, UNDP</i>
09:40–10:00	Scaling up Coral Reef Protection and MPA Schemes	<i>Mohammed Nasimul Islam, GEF/ADB COREMAP-CTI III</i>
10:00–10:20	Lessons Learned from ATSEA Regional Demonstration Project: from Northern Australia Study Tour	<i>Subhat Nurhakim, UNDP ATSEA</i>
10:20–11:00	Open Forum/Panel on Key Drivers and Indicators for Replication and Scaling up in the Blue/Brown Sector	<i>Facilitator: Marilou Drilon, ADB</i>
11:00–20:00	Field Trip	<i>Facilitator: PEMSEA</i>
<b>Day 3 (12 March 2014)</b>		
<b>Session 5: Lessons Learned on Scaling up Investments through Knowledge Management</b>		
<b>Chair: Mish Hamid, IW:LEARN</b>		
09:00–09:05	Day 2 Recap and Conclusions	<i>Mish Hamid, IW:LEARN</i>
09:05–09:25	Introduction by the Chair	<i>Mish Hamid, IW:LEARN</i>
09:25–09:45	Online KM Platforms in Replicating Good Practices and Investments	<i>Khristine Custodio, IW:LEARN</i>
09:45–10:05	Scaling up Investments in ICM in the Seas of East Asia	<i>Nancy Bermas, PEMSEA</i>
10:05–10:30	Coffee Break	
10:30–10:50	Replication in the Coral Triangle through CTI Knowledge Management Initiative	<i>Marilou Drilon, ADB</i>
10:50–11:15	Experiences from the GEF IW Groundwater Portfolio: KM Strategies and Replication Potential	<i>Lucilla Minelli, UNESCO-IHP</i>
11:15–12:15	Open Forum/Panel Key Aspects of KM in Promoting and Scaling up Investments	<i>Facilitator: Mish Hamid, IW:LEARN</i>
12:15–13:30	Lunch Break	
13:30–15:00	<p>Break Out Groups</p> <p>Focusing on facilitating investment through enhanced interactive online portal, web-based monitoring system and COPs, guided by the following indicative questions:</p> <ul style="list-style-type: none"> <li>- What do decisionmakers, policymakers and LCEs look for in developing environmental or development planning?</li> <li>- What is a sellable case study?</li> <li>- How do you assess the benefits of IW projects?</li> <li>- Enumerate some of the indicators and</li> </ul>	<p><i>Moderated by PEMSEA, ADB, WB and IW:LEARN</i></p> <p><i>Each working group will be tasked with a specific question or set of questions linked to the objectives and expected outcomes of this workshop.</i></p>

	<p>measurements that facilitate replication and scaling up in the context of sustainable development.</p> <ul style="list-style-type: none"> <li>- What type of guidelines should projects follow in: (a) the packaging and promotion of demonstration project interventions; (b) as part of a regional KM system; and (c) on leveraging investments in a blue economy?</li> </ul>	
15:00–15:30	Coffee Break	
15:30–16:30	Group Reporting	
16:30–17:00	Workshop Conclusions and Recommendations	
17:00–17: 15	Workshop Wrap-up and Closing	

**ANNEX 2**  
**LIST OF PARTICIPANTS**

## ANNEX 2. List of Participants

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