

Terminal Evaluation Report

for the Project for the Implementation of
the Sustainable Development Strategy
for the Seas of East Asia
(SDS-SEA)

EVALUATORS:

Mr. David A. LaRoche and
Dr. Clive Wilkinson



**Partnerships in Environmental Management
for the Seas of East Asia (PEMSEA)**

David A. LaRoche

Mr. LaRoche is currently an independent consultant with over 35 years of experience in national and international project and programme monitoring and evaluation; institutional and organizational effectiveness; international environmental policy development and negotiations; project and programme management, and environmental NGO development and capacity building at national and international levels, project development and management; and executive-level legislative, regulatory and political experience.

His recent responsibilities include monitoring and evaluating the UNDP-GEF Agulhas and Somali Current Large Marine Ecosystems Project, which aims to achieve sustainable fisheries and marine biodiversity conservation in the western Indian Ocean region; and developing an M&E program and training for the World Bank-FAO Bay of Bengal Large Marine Ecosystem Project, which aims to develop an ecosystem approach to fisheries management in the Bay of Bengal.

He was also charged with undertaking a comprehensive institutional assessment of the Lake Chad Basin Commission and peer reviews of the Lake Tanganyika Strategic Action Programme..

Mr. LaRoche holds an Ed. M. in Organization Development from Harvard University and took AbD Counseling Psychology at George Washington University.

Clive Robert Wilkinson, Ph. D.

Since 1996, Dr. Clive Robert Wilkinson serves as the global coordinator of the Global Coral Reef Monitoring Network, which aims to establish a global global monitoring network to determine status and change trends in coral reefs and related ecosystems.

He has extensive experience in Asia, especially within ASEAN where he served as chief technical advisor to the ASEAN-Australia Marine Science Project: Living Coastal Resources for five years in the 1990s, focusing on capacity building and information dissemination on coral reefs, mangrove forests, seagrass beds, associated fisheries, remote sensing and database management.

He authored and co-authored several publications, including "Status of Coral Reefs of the World" reports in 1998, 2000, 2002, 2004 and 2008; and reports on damage to coral reefs in the Indian Ocean from the 2004 tsunami and in the wider Caribbean from coral bleaching in 2005, among others.

Dr. Wilkinson holds a Doctor of Philosophy from the Department of Zoology, University of Queensland.

Terminal Evaluation Report

for the Project for the Implementation of
the Sustainable Development Strategy
for the Seas of East Asia
(SDS-SEA)

EVALUATORS:

Mr. David A. LaRoche and
Dr. Clive Wilkinson



Partnerships in Environmental Management
for the Seas of East Asia

**Terminal Evaluation Report for the Project for the Implementation of
the Sustainable Development Strategy for the Seas of East Asia (SDS-SEA)**

June 2013

This publication may be reproduced in whole or in part and in any form for educational or non-profit purposes or to provide wider dissemination for public response, provided prior written permission is obtained from the Executive Director, acknowledgment of the source is made and no commercial usage or sale of the material occurs. PEMSEA would appreciate receiving a copy of any publication that uses this publication as a source.

No use of this publication may be made for resale or any purpose other than those given above without the prior written approval of PEMSEA.

Published by the Partnerships in Environmental Management for the Seas of East Asia (PEMSEA).

PEMSEA. 2013. Terminal Evaluation Report for the Project for the Implementation of the Sustainable Development Strategy for the Seas of East Asia (SDS-SEA). 109 p. Partnerships in Environmental Management for the Seas of East Asia (PEMSEA), Quezon City, Philippines.

A GEF Project Implemented by UNDP and Executed by UNOPS

The contents of this publication do not necessarily reflect the views or policies of the Global Environment Facility (GEF), the United Nations Development Programme (UNDP), the United Nations Office for Project Services (UNOPS), and the other participating organizations. The designation employed and the presentation do not imply expression of opinion, whatsoever on the part of GEF, UNDP, UNOPS, or the Partnerships in Environmental Management for the Seas of East Asia (PEMSEA) concerning the legal status of any country or territory, or its authority or concerning the delimitation of its territory or boundaries.

PEMSEA Resource Facility
P.O. Box 2502, Quezon City 1165, Philippines
Tel: (+632) 929-2992 Fax: (+632) 926-9712
Email: info@pemsea.org
www.pemsea.org

Table of Contents

List of Acronyms	vi
Acknowledgements	vii
About the Evaluators	viii
About the Project	ix
Executive Summary	xi
Project Description	xi
Development Objective	xi
Project Immediate Objectives	xii
Evaluation Purpose and Objective	xii
Methodology	xiii
Major Conclusions	xiii
Overall Conclusion	xvi
Major Recommendations	xvii
Overall Recommendation	xvii
Rating Tables	xviii
Evaluation Ratings: Development and Immediate Objectives	xviii
Evaluation Ratings: Project Components	xviii
Evaluation Ratings: Project Outcomes and Outputs	xix
Evaluation Summary	xxi
Overall Rating	xxi
1. Main Report	1
Purpose of the evaluation	1
The Evaluators	2
Scope and Methodology	3
Structure of the evaluation report	3
2. Project Description and Development Context	5
Project Start and Duration	5
Problems that the project sought to address	5
Development and Immediate Objectives of the Project	5
Baseline Indicators Established	6
Main Stakeholders	7
Expected Results	8

3. Findings	9
Project Design/Formulation	9
Results Framework (Project logic /strategy/Analysis of LFA/indicators)	9
Were the Planned Outcomes of the Project Specific?	9
Were the Planned Outcomes of the Project Measurable?	9
Were the Planned Outcomes Achievable?	10
Were the Planned Outcomes Relevant?	10
Were the Planned Outcomes Time-Bound?	10
Indicators	10
Assumptions and Risks	10
Lessons from other Relevant Projects (e.g., same focal area) Incorporated into Project Design	10
Planned Stakeholder Participation	11
Replication Approach	12
UNDP Comparative Advantage	13
Linkages Between Project and other Interventions within the Sector	13
Management Arrangements	14
Management Organogram of the PEMSEA Project	14
Project Implementation	14
Adaptive management (changes to the project design and project outputs during implementation)	14
Partnership arrangements (with relevant stakeholders involved in the country/region)	15
Project Finance	15
Co-Finance – Proposed, Actual and Projected to End-of-Project	15
Detailed Project Co-finance to 30 September 2012	16
Indicative Monitoring and Evaluation Plan and Corresponding Budget	17
Monitoring and Evaluation: Design at Entry and Implementation (*)	18
Public Participation and Involvement (PPI)	18
UNDP and Implementing Partner Implementation/Execution (*) Coordination, and Operational Issues	20
Project Results	20
Relevance	20
Effectiveness & Efficiency	22
Country Ownership	23
Mainstreaming	24
Sustainability	25
Impact	26

4. Conclusions, Recommendations and Lessons 27

Conclusions	27
Overall Conclusion	30
Recommendations	30
Overall Recommendation	31
Rating Tables	31
Evaluation Ratings: Development and Immediate Objectives	31
Evaluation Ratings: Project Components	31
Evaluation Ratings: Project Outcomes and Outputs	32
Evaluation Summary	34
Overall Rating	34
Corrective Actions for the Design, Implementation, Monitoring and Evaluation of the Project	35
Actions to Follow-up or Reinforce Initial Benefits from the Project	35
Proposals for Future Directions Underlining Main (Immediate) Objectives	36
Best and Worst Practices in Addressing Issues Relating to Relevance, Performance and Success	36

Annexes

Annex 1: Terms of Reference	37
Annex 2: Itineraries	41
Annex 3: List of Persons Interviewed or with whom Discussions were held	49
Annex 4: Summary of Field Visits	57
Annex 5: Document Review List	61
Annex 6: Questions Used	65
Annex 7: Team Work Plan	67
Annex 8: Annotated Logframe/Results Column Included	69
Annex 9: PEMSEA/IA/EA Challenges	101
Annex 10: Chonburi Case Study	105

List of Acronyms

COBSEA	Coordinating Body for the East Asian Seas	PPP	Public-Private Partnership
CSA	Cost-sharing Agreement	PIR	Project Implementation Review
CTO	Chief Technical Officer	PRF	PEMSEA Resource Facility
EA	Executing Agency of the GEF	PRT	Project Replication Team
EAS	East Asian Seas	PSC	Programme Steering Committee
EBM	Ecosystem-based management	PSHEMS	Port Safety, Health and Environmental Management System
FAO	Food and Agricultural Organization of the United Nations	PSSA	Particularly Sensitive Sea Area
GEF	Global Environment Facility	QPR	Quarterly Project Review
IA	Implementing Agency of the GEF	RNLG	Regional Network of Local Governments Implementing Integrated Coastal Management
ICM	Integrated Coastal Management	RO	Republic of
IFI	International Financial Institution	RPO	Regional Programme Office
ILO	International Labor Organization	RTF	Regional Task Force
IMO	International Maritime Organization	SAP	Strategic Action Program
IT	Information Technology	SBAA	Standard Basic Assistance Agreement
IW	International Waters	SDS-SEA	Sustainable Development Strategy for the Seas of East Asia
IW: LEARN	International Waters: Learning Exchange and Resources Network	SGP	Small Grants Programme of GEF/UNDP
LFA	Logical Framework Analysis	SMART	Specific, Measurable, Achievable, Relevant, Time-bound
LME	Large Marine Ecosystem	SME	Small and medium-sized enterprises
LOI	Letter of Intent	SOC	State of the Coasts
MDGs	Millennium Development Goals	STAP	Scientific and Technical Assessment Panel
M&E	Monitoring and Evaluation	TE	Terminal Evaluation
MOA	Memorandum of Agreement	TOR	Terms of Reference
MOU	Memorandum of Understanding	TPLM	Total Pollution Load Management
MSP	Medium-sized Project	TPR	Tripartite Review
MTE	Mid-term evaluation	UN	United Nations
NFP	National Focal Point	UNDP	United Nations Development Programme
NGO	Nongovernmental Organization	UNEP	United Nations Environment Programme
NTF	National Task Force	UNOPS	United Nations Office for Project Services
PCC	Project Coordinating Committee	WB	World Bank
PDR	People's Democratic Republic	WSSD	World Summit on Sustainable Development
PEMSEA	Partnerships in Environmental Management for the Seas of East Asia		
PNLG	PEMSEA Network of Local Governments for Sustainable Coastal Development		

Acknowledgments

The Evaluators would specifically like to thank the Acting Executive Director and staff of the PEMSEA secretariat office (the PEMSEA Resource Facility) in Manila for preparing the schedule, and for their attention to detail in arranging travel, interviews and meetings in five countries, and in general, their helpfulness in all aspects of our work and responsiveness to our many requests. The Evaluators also wish to thank interviewees, personnel of the Implementing and Executing Agencies (UNDP and the UNOPS), Project Management staff in the five countries visited, and the over 240 other individuals who provided valuable insights into the SDS-SEA project.

About the Evaluators

David A. LaRoche

Mr. LaRoche is currently an independent consultant with over 35 years of experience in national and international project and programme monitoring and evaluation; institutional and organizational effectiveness; international environmental policy development and negotiations; project and program development and management; and environmental NGO development and capacity building at national and international levels, with executive-level legislative, regulatory and political experience.

His recent responsibilities include monitoring and evaluating the UNDP-GEF Agulhas and Somali Current Large Marine Ecosystems Project, which aims to achieve sustainable fisheries and marine biodiversity conservation in the western Indian Ocean region; and developing an M&E program and training for the World Bank-FAO Bay of Bengal Large Marine Ecosystem Project, which aims to develop an ecosystem approach to fisheries management in the Bay of Bengal.

He was also charged with undertaking a comprehensive institutional assessment of the Lake Chad Basin Commission and peer reviews of the Lake Tanganyika Strategic Action Programme.

Mr. LaRoche holds an Ed. M. in Organization Development from Harvard University and took AbD Counseling Psychology at George Washington University.

Clive Robert Wilkinson, Ph. D.

Since 1996, Dr. Clive Robert Wilkinson serves as the global coordinator of the Global Coral Reef Monitoring Network, which aims to establish a global monitoring network to determine status and change trends in coral reefs and related ecosystems.

He has extensive experience in Asia, especially within ASEAN where he served as chief technical advisor to the ASEAN-Australia Marine Science Project: Living Coastal Resources for five years in the 1990s, focusing on capacity building and information dissemination on coral reefs, mangrove forests, seagrass beds, associated fisheries, remote sensing and database management.

He authored and co-authored several publications, including "Status of Coral Reefs of the World" reports in 1998, 2000, 2002, 2004 and 2008; and reports on damage to coral reefs in the Indian Ocean from the 2004 tsunami and in the wider Caribbean from coral bleaching in 2005, among others.

Dr. Wilkinson holds a Doctor of Philosophy from the Department of Zoology, University of Queensland.

About the Project

Project Title:	Implementation of the Sustainable Development Strategy for the Seas of East Asia (SDS-SEA)
GEFSEC Project ID:	3469
GEF Agency Project ID:	00057962
Evaluation Time Frame:	September-October 2012
Date of Evaluation Final Report:	2 November 2012
Countries:	Cambodia, PR China, Indonesia, Lao PDR, Philippines, Thailand, Timor-Leste, Vietnam, Japan, Singapore, Republic of Korea
GEF Agency:	UNDP
GEF Focal Area:	International Waters
GEF-4 Strategic Program:	SP-1: Restoring and sustaining coastal and marine fish stocks and associated biological diversity
Executing Agency/Partner:	UNOPS
Evaluators:	Mr. David A. LaRoche and Dr. Clive Wilkinson



Executive Summary

Project Description

The geographic scope of the Project is the six large marine ecosystems (LMEs) of the East Asian Seas and their associated watershed areas.

The Project's objective is to facilitate implementation of the Sustainable Development Strategy for the Seas of East Asia (SDS-SEA), as adopted by East Asian countries in December 2003, through the mobilization of the necessary partnership arrangements, operating mechanisms, intellectual capital, support services and resources for the achievement of their shared vision of sustainable use of coastal and marine resources of the region and the development targets of the WSSD Plan of Implementation and that of the UN Millennium Development Goals (MDGs).

The Project contributes to the key indicators of the GEF IW Strategic Objective (b) by fostering the development and implementation of required policy reforms, institutional arrangements, core partnerships and capacities in support of SDS-SEA implementation. The project also contributes to IW Strategic Programmes: (a) Depletion of coastal and marine fish stocks and associated biological diversity; and (b) Nutrient over-enrichment and oxygen depletion from land-based pollution of coastal waters in Large Marine Ecosystems.

The Project is the Regional Component of a "two-project" package that was submitted to the GEF Council for approval, namely, the UNDP/GEF Project on Implementation of the SDS-SEA and the WB/GEF Partnership Investment Fund for Pollution Reduction in the LMEs of East Asia (i.e., the Investment Component). A Strategic Partnership among GEF, World Bank, UNDP and PEMSEA was focused on accelerating investments in pollution reduction facilities and services, through the development, implementation, demonstration and replication of innovative policies, procedures, technologies and financial and economic instruments to overcome barriers to investment by the public and private sectors.

The duration of the Project is 10 years, consisting of a transition period (2007-2010/Phase 1), a transformation period (2010-2013/Phase 2) and a sustainable operation period (2013-2017/Phase 3). The last two years of Phase 1 and the three-year period of Phase 2 (2008-2013) are the focus of the Project Document.

The current Project is organized around eight (8) Components, which are in turn separated into management, core operations and supporting activities categories.

Development Objective

The development objective of the Project is:

...implementation of the Sustainable Development Strategy for the Seas of East Asia (SDS-SEA) through mobilization of the necessary partnership arrangements, operating mechanisms, intellectual capital, support services and resources for the achievement of their shared vision of sustainable use of the coastal and marine resources of the region and the development targets of the WSSD Plan of Implementation.

Project Immediate Objectives

1. The Project has three Immediate Objectives:
 - (1) Implementation of action programs of the SDS-SEA aimed at legal, policy and institutional reforms, and investments at the local, national and regional levels, with a particular focus on scaling up and sustaining integrated coastal management (ICM) practices to reduce coastal and marine degradation;
 - (2) Verification, dissemination and promotion of the replication of lessons and best practices arising from the regional partnership arrangements in collaboration with IW: Learn and other partners; and
 - (3) A Strategic Partnership between participating countries, UNDP, the World Bank and other stakeholders to stimulate and co-finance site-specific private and/or public-private land-based pollution reduction investments under the GEF/World Bank Pollution Reduction Investment Fund for the LMEs of East Asia.

Evaluation Purpose and Objective

2. The purpose of the Terminal Evaluation (TE) has been to examine the progress and performance of the Project for part of the so-called transformation period and all of the transformation phase that began in 2010. The Evaluators recognize that this phase will end in June 2013, but that this TE will be completed at the end of October 2012. Consequently, the evaluators have attempted, to the extent possible, to project what accomplishments will have been at the time the Project actually comes to closure. The evaluation also identifies and addresses causes and issues that may constrain the achievement of set targets.
3. The Terminal Evaluation is intended to:
 - Identify weaknesses and strengths of project concept and design;
 - Develop recommendations for any necessary changes in the overall design and orientation of the project by evaluating the adequacy, efficiency and effectiveness of its implementation, as well as assess Project outputs and outcomes to date;
 - Evaluate the efficiency of Project management at regional, national and local governance scales, including the delivery of outputs and activities in terms of quality, quantity, timeliness and cost-efficiency;
 - Detail some recommendations on the work plan for the period 2013–2017;
 - Provide an opportunity to assess any signs of project success or failure and thereby enable the project to make necessary adjustments during the remaining months of project implementation;
 - Determine the likely outcomes and impact of the Project in relation to the specified Project goals, outcomes, outputs and activities;
 - Identify lessons learned and best practices from the Project that could be applied to future and ongoing projects; and, in general,
 - Follow approaches adopted by GEF for the assessment of IW projects and UNDP M&E guidelines.

Methodology

4. This Terminal Evaluation has been conducted in a participatory manner consistent with its essential objective to assess Project implementation and impacts.
5. The evaluation has included the following activities:
 - Desk reviews of project documents, including, among others, past evaluations of UNDP-GEF funded PEMSEA projects; the SDS-SEA Project Document; the Project Inception Report; minutes of Project-related meetings; Project stakeholder consultation and involvement activities; content and use of the Project website; mandatory project reports, such as Project Implementation Reports (PIRs), Annual Project Reports (APRs); and Quarterly Progress Reports (QPRs) and other internal documents including consultant and financial reports;
 - Extended Missions by both Evaluators to the Region, with both combining for two evaluation visits to Manila;
 - Numerous interviews and/or discussions (over 240) with project staff in the PEMSEA Project Resource Facility (PRF), representatives of the Implementing Agency (UNDP), the Executing Agency (UNOPS), the World Bank and numerous stakeholders in the participating countries;
 - Submission to UNOPS of a draft Executive Summary on 20 October 2012; and
 - Provision of a Final Report on 2 November 2012.

Major Conclusions

6. In general, consistent with emphases contained in UNDP evaluation guidelines, and based on a review of documentation and interviews and discussions with many Project stakeholders, the evaluators conclude that:
 - **Re. GEF-4 Objectives for IW¹** – The SDS-SEA project conducted by PEMSEA has been successful in addressing many of the GEF-4 Objectives for the International Waters focal area. The principle activity has been to introduce integrated coastal management (ICM) to the participating countries in the Seas of East Asia region in an attempt to resolve conflicts in the use of coastal waters, to reduce pollution, to productively involve stakeholders at international, regional, national, and local levels, and implement more effective fisheries management.
 - **Re. Country Ownership** – Based on extensive interviews of and discussions with over 440 officials and other stakeholders from the participating countries, it is clear that the countries feel a keen sense of ownership of the SDS-SEA project. The evaluators also conclude that this sense of ownership will continue to grow.
 - **Re. Stakeholder Consultation** – The simultaneous focus on a “top-down” and “bottom-up” approach has been conducive to effective stakeholder involvement in PEMSEA-supported activities at international, regional, national, provincial and local levels. Well over 9,000 people — a conservative estimate² — in the region have been involved in PEMSEA-related activities since Project implementation began in 2008.
 - **Re. Sustainability** – Based on interviews and discussions undertaken, and documents reviewed, many of the national and local initiatives have, in the judgment of the evaluators, reached a point where they will be sustainable regardless of PEMSEA-continued involvement. However, the true test of PEMSEA sustainability will come during the sustainability phase of the Project, the 2013–2017 period when countries will have to decide whether and how they will ensure the continued financial and other support that will be necessary to PEMSEA’s continuation as a legal entity.
 - **Re. Monitoring and Evaluation** – The monitoring and evaluation plan contained in the Project Document is deemed by the evaluators to be thorough and consistent with UNDP-GEF standards. Further, the focus on provincial and local level demonstration projects as part of an ICM approach lends itself to the early identification of GEF stress reduction and environmental status indicators.

¹ This Project was approved under GEF-4.

² This constitutes the documented number of stakeholders involved in PEMSEA-supported workshops, meetings and other PEMSEA-supported events. The evaluators have found that many other meetings related to the activities of PEMSEA have taken place of which the PEMSEA Resource Facility is not aware.

- **Re. Public Participation and Involvement** – Based on analysis of various Project-sponsored workshops, locally centered PEMSEA-related activities, and the extensive mission of the evaluators to PEMSEA-sponsored site activities, the evaluators conclude that stakeholder participation in PEMSEA-related activities is extensive and growing. Further, and based on a review of website development and use, the evaluators conclude that the Project website has been well managed and an effective arm of Project communication.
- **Re. Implementing Agency Performance** – Based on interviews and the review of available information on the relationship of the Implementing Agency to the SDS-SEA project, the evaluators conclude that the existing Implementing Agency relationship to the needs of PEMSEA and to the participating countries has been a productive and healthy one. However, the PEMSEA Resource Facility has identified 15 “challenges” of which 8 relate to varying degrees to the UNDP.
- **Re. Executing Agency Performance** – Based on interviews and the review of available information on the relationship of the Executing Agency to the SDS-SEA project, the evaluators conclude that the complexity of the PEMSEA project apparatus, existing as it has since 1996, presents challenges both to PEMSEA and to UNOPS. As above, the PEMSEA Resource Facility has identified 15 “challenges” of which they conclude 13 relate in varying degrees to UNOPS execution.
- **Re. Co-finance** – The level of verified co-finance has greatly exceeded the amount of co-finance foreseen as part of the project document. The evaluators conclude that this is a sign of substantial country commitment and augurs well for achieving long-term sustainability of project results.
- **Re. Cost-Efficiency** – The evaluators conclude, through an examination of project investment to co-finance at each level of project implementation (international, national, provincial and local), that the ratio of GEF funds to that of contributions from non-GEF sources demonstrates substantial efficiencies deriving from the GEF investment. Levels of country and other co-finance have substantially exceeded levels described in the Project Document. GEF finance to co-finance has often exceeded a ratio of 1:10. The result has been the leveraging of significant on-the-ground achievement of Outputs at relatively low GEF direct investment.

More specifically, the evaluators conclude that:

- **Re. Consistency** – Countries particularly appreciate Project consistency of effort and production of results since 1996. Since that year, there has been continual and consistent advice and assistance provided through three GEF interventions, and through what is, virtually without exception, praise for the efforts of what has now become the PEMSEA Resource Facility.
- **Re. Reliance on Regionally-based Resources** – What PEMSEA has deemed the “Asian Way” has provided considerable training, either through short courses within participating countries or through internships in Manila. Advice and training are consistently provided by regional staff that not only have good understanding of regional problems and mechanisms to approach solutions but also are, and are seen to be, very knowledgeable in matters related to the participating countries generally and the specific ministries, departments and other sectors involved in Project activities. One example is the intervention in ports through the Port Safety, Health and Environmental Management System (PSHEMS) approach, whereby PEMSEA, a small contributor in terms of the overall cost of the program, is seen as the catalyst for and a critical contributor of technical training to, the overall and successful effort.
- **Re. Focus on Provincial and Local Government** – Many PEMSEA-run projects are specifically targeted at improving capacity of the provincial and local government, an iterative (bottom-up) approach built on a recognition that this focus is necessary to solve problems that originate at the sub-national level. In the experience of the evaluators, few other projects or agencies have the capacity or are prepared to operate “at the coalface” of local government.
- **Re. Networks of Provincial and Local Government** – In keeping with this focus on provincial and local governments, PEMSEA has developed the PEMSEA Network of Local Governments for Sustainable Coastal Development (PNLG) to permit leaders to meet on an annual basis to share experiences (both positive and negative lessons learned), often focused on a specific issue. The evaluators, through interviews and discussions with provincial and local government leaders and officials, have found that provincial and local officials are now recognized for their local knowledge and ability to implement change directly at the source of the problem. These local leaders report greater confidence in their approaches and actively seek to demonstrate success to other local governments ensuring replicability and aiding efforts aimed at sustainability.

- **Re. Community Level Involvement** – Related to the above conclusion, by working through local governments, PEMSEA has often been able to interact directly with communities. There are numerous examples of communities that have worked together to solve direct problems, such as replanting mangroves or removing solid wastes. There are many documented reports of communities becoming stronger as an indirect result of PEMSEA being involved in local government issues.
- **Re. Technical Advice** – National, provincial and local level officials believe that PEMSEA advice and training in ICM and other matters was targeted at the correct level in each country. Many countries started with virtually no trained personnel and PEMSEA provided the first training to equip them to implement Project objectives. Training by PEMSEA and increasingly through PEMSEA-provincial and local human resources, through a program of “training the trainers,” has then been ongoing to improve skills to tackle ICM objectives.
- **Re. Encouraging Self-Reliance** – In most PEMSEA-supported initiatives, the PEMSEA financial contribution has been modest, with a definite timeline for termination. Thus national, provincial and local governments are not only encouraged but also required to fund the activities to achieve sustainability, and in many cases have done so.
- **Re. Networking** – For more than 10 years, countries, country environmental departments and individuals have been in a network of colleagues in their own and with other countries to share experiences, training and lessons learned on best practices. The East Asian Seas Congresses (EAS Congress) is but one successful example of PEMSEA-sponsored fora that have been created by PEMSEA to share lessons learned and best practices.
- **Re. Tackling Large and Difficult Problems** – PEMSEA has initiated projects in the most polluted, overpopulated and degraded areas in Asia, with some success in many sites. Tackling the most polluted areas such as those of the Bohai Sea, Jakarta Bay and Manila Bay, which are virtually lifeless due to pollution, are tasks that few organizations are willing to attempt. Also, it is unusual for an environment-based organization like PEMSEA to tackle commercial port environments, although ports are recognized as major sources of pollution and damage to adjacent coastal areas, and are thus an important part of any attempt to initiate a fully integrated ICM program.
- **Re. State of the Coasts Reporting (SOC)** – Demonstration site coordinators and local governments at several sites have completed, or are preparing SOC reports and have found them useful in focusing on the status of coastal resources and the factors damaging those resources. The original guidelines recommended almost 70 parameters to be assessed, but this has been reduced to less than 40 to reduce workload.
- **Re. Private Sector Involvement** – While some progress has been made in this area, it is not as much as had been hoped as expressed in the project document and as also recognized by the PEMSEA Resource Facility.
- **Re. Flexibility and Efficiency in Funding Application Requests** – PEMSEA has shown particular skill and understanding by being able to catalyze action at many locations through the expenditure of small to modest amounts of money on direct on-ground activities, while realizing substantial levels of co-finance (in many cases 10:1 or more co-finance to GEF finance). These actions include beach management, mangrove replanting, solid waste collection, retraining at local level, small-scale sewage treatment or connection to sewerage lines, facilitating exchange visits between local government units, etc.
- **Re. Encouraging Devolution of Authority** – Many countries in the region are actively seeking to devolve authority to provincial and local governments to solve local problems, but progress has rarely been rapid. PEMSEA has interacted at the provincial and local level to build capacity and then encouraged national governments to pass authority and appropriate budgets to them to address local ICM issues and problems. Interviewees at the local and provincial levels were clear in complimenting PEMSEA for this support, and see PEMSEA as an important link in maintaining effective contact between local initiatives and central governments.
- **Re. Replicability** – PEMSEA has encouraged neighboring provinces and local governments to become involved in the SDS-SEA approaches of ICM, following success at initial demonstration sites. This is now evident in most countries whereby adjacent areas are joining in the SDS-SEA project stream either using their own funds or national budgets. PEMSEA, as suggested above, has been active in encouraging governments at the national level to in turn encourage provincial and local level officials to replicate successful PEMSEA-catalyzed initiatives.
- **Re. Replicability** – The project is progressively expanding the activities along the coast from the designated demonstration sites and into adjacent catchment areas, such that water quality in national, and eventually transboundary, water systems is, and will continue, to improve.

- **Re. Sustainability** – This particular PEMSEA project, the SDS-SEA component of the overall PEMSEA programme, has achieved limited sustainability, consistent with the Project Document stating that this phase of the overall PEMSEA project in the East Asian Seas constituted a “transitional” period to full sustainability after the “sustainable operation period” from 2013 to 2017. The commitment of three countries — China, Japan, and RO Korea — to provide US\$400,000 to sustain the PRF goes part of the way to achieving full sustainability in the next phase of the project. The commitment by Timor-Leste, ranked at number 147 in the 2011 Human Poverty Index, of US\$100,000 annually since 2010 to ensure participation in the SDS-SEA Project is a further and special example of country commitment.
- **Re. Sustainability** – The next phase of the overall PEMSEA programme, the phase that is targeted to lead to full sustainability of PEMSEA, will be the true test of country commitment to build a lasting and self-financed institutional mechanism to continue to address the overall objectives of the PEMSEA programme.
- **Re. Oil Risk Spill Management** – An example is the three-state agreement (Cambodia, Thailand and Vietnam) to implement oil risk management procedures.
- **Re. Pollution Control** – The States involved in the SDS-SEA project have collectively agreed to improve pollution control and some have enacted specific national policy reforms. Throughout the region, there has been a major increase in capacity to manage coastal, and now catchment, ecosystems with a developing understanding of ecosystem-based management.
- **Re. the Sustainable Development Strategy for the Seas of East Asia (SDS-SEA) Implementation Plan – 2012 to 2016** – The evaluators conclude that this strategy offers an effective and comprehensive blueprint for activities that should be undertaken to further the Development and Immediate Objectives of the PEMSEA programme, and can also serve as a basis for defining the next phase of a possible GEF intervention and the recruitment of other bilateral and multilateral donors.

Overall Conclusion

- Previous terminal evaluations have given PEMSEA highly satisfactory ratings. The result of this terminal evaluation is consistent with those previous conclusions.

Major Recommendations

- **Re. PEMSEA Programmatic Approach** – It is recommended that PEMSEA, given its geographic coverage and experience in the region, the overall respect that it has generated among the participating countries and its legal status achieved during implementation of the current project, through the PRF be given the ongoing responsibility for and the funding necessary to assure a programmatic approach for regionally-based activities in the Seas of East Asia region.
- **Re. PEMSEA’s Balance of “Top-Down” and “Bottom-up” Approaches** – PEMSEA has managed to combine elements of both a top-down and bottom-up approach. It is recommended that the PEMSEA continue to emphasize, in particular, its “bottom-up” approach, i.e., its focus on local level, on-the-ground actions, as a principal means of meeting its expressed Development and Immediate Objectives, and its Outcomes and Outputs.
- **Re. Local Level and National Linkages** – It is recommended that PEMSEA increase its attention to serving as an effective and necessary link between locally driven efforts and policy-level personnel in the respective central governments of the participating countries.
- **Re. Danger of a Funding Break between Phase 3 and Phase 4** – In anticipation of a possible gap in funding between Phase 3 (the transitional/transformation phase) and Phase 4 (sustainable operation period) of PEMSEA, it is recommended that the UNDP, as the Implementing Agency, and PEMSEA jointly undertake contingency planning to assure that PEMSEA finance to sustain core staff and critical programme functions is maintained. It is recognized that the UNDP does not foresee such a gap. However, the evaluators believe that prudence dictates formulation of a “what if” contingency.
- **Re. PEMSEA Programme Sustainability** – It is recommended that the UNDP, as the Implementing Agency, work cooperatively with PEMSEA in the next Project Phase to systematically work with the participating countries, potential donors and other entities as necessary to successfully achieve full and regionally driven sustainability to the ongoing mission of PEMSEA.
- **Re. Future Donor Conference** – It is further recommended that the UNDP, as the Implementing Agency of the GEF (IA), work with PEMSEA, and other bilateral and multilateral donors as appropriate, to convene a donor conference to assist in the recruitment of donors that will help ensure the long-term sustainability of PEMSEA.
- **Re. IA Implementation/EA Execution** – The evaluators recommend, as a priority matter, that PEMSEA, UNDP and UNOPS address the 15 “challenges” identified by the PEMSEA Resource Facility as issues that to varying degrees inhibit project progress.
- **Re. Improvements in M&E, Stakeholder Consultation and Training Tracking Procedures** – It is recommended that the PEMSEA Resource Facility improve current M&E, stakeholder consultation and training methodologies to more accurately capture GEF IW indicators, numbers of stakeholders involved in PEMSEA-related activities, and numbers of people trained as a result of PEMSEA activities, all of which seem to be currently under reported.
- **Re. State of the Coasts Reporting** – It is recommended to PEMSEA and to the participating countries that this activity become a permanent feature of PEMSEA activity, not only during the next phase of the programme, but also as an ongoing activity even after sustainability has been achieved.
- **Re. Future PEMSEA Programme Emphasis** – It is recommended that the focus of the further planned GEF intervention be on reinforcing and building upon the considerable number of successful, major initiatives that have characterized past interventions. The best example is PEMSEA’s focus on development and implementation of ICM to all levels of government within the participating countries.

Overall Recommendation

- Given the high level of performance of the Project and the very substantial level of country support for the work of PEMSEA, the evaluators recommend that PEMSEA and its supporting partners continue the combination of top-down and bottom-up approaches that have yielded substantial local, national, regional and global benefits.

Rating Tables

Evaluation Ratings: Development and Immediate Objectives

Objectives		Evaluation					
		HS	S	MS	MU	U	HU
Development Objective	Implementation of the Sustainable Development Strategy for the Seas of East Asia through mobilization of necessary partnership arrangements, operating mechanisms, intellectual capital, support services and resources for achievement of their shared vision of sustainable use of coastal and marine resources of the region and the development targets of the WSSD Plan of Implementation						
Immediate Objective 1	Implementation of action programs of the SDS-SEA aimed at legal, policy and institutional reforms and investments at the local, national and regional levels with a particular focus on scaling up and sustaining integrated coastal management practices to reduce coastal and marine degradation						
Immediate Objective 2	Verification, dissemination and promotion of the replication of lessons and best practices arising from the regional partnership arrangements in collaboration with IW:LEARN and other partners						
Immediate Objective 3	A Strategic Partnership between participating countries, UNDP, the World Bank and other stakeholders to stimulate and co-finance site-specific private and/or public-private land-based pollution reduction investments under the GEF/WB Pollution Reduction Investment Fund for the LMEs of East Asia						

Evaluation Ratings: Project Components

Component		Evaluation					
		HS	S	MS	MU	U	HU
Component A	A functional regional mechanism for SDS-SEA implementation						
Component B	National policies and reforms for sustainable coastal and ocean governance						
Component C	Scaling up ICM programs						
Component D	Twinning arrangements for river basin and coastal area management						
Component E	Intellectual capacity and human resources						
Component F	Public and private sector investment and financing in environmental infrastructure projects and services						
Component G	Strategic partnership arrangements						
Component H	Corporate social responsibility for sustainable development of coastal and marine resources						

Evaluation Ratings: Project Outcomes and Outputs

Outcomes/Outputs		Evaluation					
		HS	S	MS	MU	U	HU
Outcome 1	An intergovernmental multisectoral EAS Partnership Council, coordinating, evaluating and refining the implementation of the SDS-SEA, and advancing the regional partnership arrangement to a higher level						
Output A.1	A country-owned regional mechanism for SDS-SEA implementation						
Output A.2	A Plan of Action for transforming PEMSEA into a long-term, self-sustained regional implementing mechanism for the SDS-SEA						
Outcome 2	National policies and programs on sustainable coastal and ocean development mainstreamed into social and economic development programs of participating countries						
Output B.1	An agreed framework, methodology and indicators for assessing social and economic contributions of coastal and marine areas/sectors within the East Asian region						
Output B.2	National policy, legislative and institutional reforms, and interagency and multisectoral coordinating mechanisms aimed at improved integrated management of marine and coastal areas						
Outcome 3	Integrated coastal management scaled up as an on-the-ground framework for achieving sustainable development of coastal lands and waters in at least 5% of the total coastline of the region by 2010						
Output C.1	Institutional arrangements for national ICM programs in place						
Output C.2	Capacity building strengthened for local government ICM programs						
Output C.3	An ICM code adopted by national and local governments for voluntary use as a standard for certification/recognition of ICM sites						
Output C.4	A PSHEM Code adopted and implemented by national governments and the private sector for voluntary use by port authorities and those companies operating in a port as a standard for certification/recognition of a Port Safety, Health and Environmental Management System (PSHEMS)						
Outcome 4	South-south and north-south twinning arrangements established for integrated management of watersheds, estuaries and adjacent coastal seas, promoting knowledge and experience sharing and collaboration for the implementation of management programs in environmental hotspots of the region						
Output D.1	Regional twinning arrangements developed and implemented for site-specific river basin and coastal area management programs						
Outcome 5	Use of the region's intellectual capital and human resources strengthened, and addressing policy, economic, scientific, technical and social challenges and constraints to integrated management and sustainable use of the marine and coastal environment and resources						

Outcomes/Outputs		Evaluation					
		HS	S	MS	MU	U	HU
Output E.1 DL	An enhanced technical support network for countries, comprised of a Regional Task Force and country-based National Task Forces						
Output E.2 CW	Areas of Excellence program and a regional network of universities/ scientific institutions supporting SDS-SEA implementation at the national and local level						
Output E.3	Professional upgrade program, graduate scholarships and specialized training courses						
Output E.4	An internet-based information portal in place, building awareness and transferring knowledge and lessons learned						
Output E.5	Community-based projects, including those addressing supplementary livelihood opportunities, developed and implemented at ICM sites throughout the region in partnership with GEF-UNDP Small Grants Programme and other community-based donor programs						
Output E.6	A self-sustaining regional network of local governments in place, operating and committed to achieving tangible improvements in the sustainable use and development of marine and coastal areas through ICM practice						
Outcome 6	Public and private sector cooperation achieving environmental sustainability through the mobilization of investments in pollution reduction facilities and services						
Output F.1	Innovative national investment and financing policies and programs for public and private sector investment in pollution reduction facilities						
Outcome 7	A strategic Partnership for the sustainable development of the seas of East Asia, functioning as a mechanism for GEF, the World Bank, the UNDP and other international and regional partners to incorporate and coordinate their strategic action plans, program and projects under the framework of the SDS-SEA, thus promoting greater sustainability and political commitment to the effort						
Output G.1	A functional Strategic Partnership arrangement facilitating enhanced communication, knowledge sharing, scaling up and replication of innovative technologies and practices in pollution reduction across the seas of East Asia						
Outcome 8	Multinational and national corporations integrating social responsibility into their organizational strategies, programs and practices, and facilitating the replication and scaling up of capacities in sustainable development of marine and coastal resources among local governments and communities of the region						
Output H.1	Partnership arrangements established and implemented between multinational and national corporations, industry, local governments and communities for sustainable development of marine and coastal resources						
Output H.2	Corporate responsibility practices evaluated and recognized as a special relevance to achieving social, environmental and economic benefits in coastal communities						

Evaluation Summary

Evaluation Issue	Rating
Achievement of objectives and planned results	Highly Satisfactory
Attainment of outputs and activities	Highly Satisfactory
Cost-effectiveness	Highly Satisfactory
Impact	Highly Satisfactory
Sustainability of the Project	Satisfactory
Stakeholder participation	Highly Satisfactory
Country ownership	Highly Satisfactory
Implementation on the ground and implementation approach	Highly Satisfactory
Financial Management and Planning	Satisfactory
Replicability	Highly Satisfactory
Monitoring and Evaluation	Satisfactory

Evaluation Ratings: Project Components

Rating	Description
Highly Satisfactory (HS)	Project is expected to achieve or exceed all its major global environmental objectives, and yield substantial global environmental benefits, without major shortcomings. The project can be presented as "good practice."
Satisfactory (S)	Project is expected to achieve most of its major global environmental objectives, and yield satisfactory global environmental benefits, with only minor shortcomings.
Marginally Satisfactory (MS)	Project is expected to achieve most of its major relevant objectives but with either significant shortcomings or modest overall relevance. Project is expected not to achieve some of its major global environmental objectives or yield some of the expected global environment benefits.
Marginally Unsatisfactory (MU)	Project is expected to achieve some of its major global environmental objectives with major shortcomings or is expected to achieve only some of its major global environmental objectives.
Unsatisfactory (U)	Project is expected not to achieve most of its major global environment objectives or to yield any satisfactory global environmental benefits.
Highly Unsatisfactory (HU)	The project has failed to achieve, and is not expected to achieve, any of its major global environment objectives with no worthwhile benefits.

Purpose of the Evaluation

7. The UNDP/GEF Project on the Implementation of the Sustainable Development Strategy for the Seas of East Asia (SDS-SEA) is a GEF project being implemented by UNDP and executed by UNOPS. The countries bordering the EAS region — Cambodia, China, Indonesia, Japan, Lao PDR, Philippines, RO Korea, Singapore, Thailand, Timor-Leste, and Vietnam — endorsed the Project. The Project commenced in 2008 and will end in June 2013.

8. A terminal evaluation (TE) of the SDS-SEA project (Project) was conducted to:

...assess the extent of progress, relevance, suitability, impact and effectiveness of the strategies, project design and management, implementation methodologies, communication and other related activities, and assess the likelihood of achieving the project's objectives upon project completion. The midterm evaluation will take into consideration the project's continued relevance, efficiency levels and effectiveness.

9. In addition, the terminal evaluation was to provide recommendations to improve the execution and the likelihood of achieving the project's objectives.

10. A team of specialists was formed to conduct the evaluation. It consisted of an institutional, legal and government specialist and a coastal and ocean management specialist. The specialists were recruited to strike an appropriate balance of management and technical skills, shared vision, knowledge of the region, experience with multidisciplinary projects and good communication and interpersonal skills.

11. Specifically, the Institutional, Legal and Governance Specialist was to assess the impacts of PEMSEA as the regional implementing mechanism for the SDS-SEA, the effects of the PEMSEA transformation efforts into a long-term self-sustaining mechanism, the impacts of national policies and reforms in sustainable coastal and ocean governance, the scaling up of ICM efforts and codification of good practices, and the usefulness of the twinning arrangements for integrated river basin and coastal area management.

12. The Coastal and Ocean Management Specialist was directed to review the various capacity-building initiatives in line with the SDS-SEA implementation and the effectiveness of the PEMSEA Network of Local Governments for Sustainable Coastal Development (PNLG) in facilitating and advocating local government implementation of ICM programs; and assess the effectiveness of strategic partnership arrangements in stimulating public and private sector investment and financing in environmental infrastructure projects and service, as well as in mainstreaming the SDS-SEA to programs of key international donor agencies, and impacts of integrating social responsibility of the corporate sector contributing to sustainable development of coastal and marine areas.

13. Based on guidance from the UNOPS and UNDP-GEF Terminal Evaluation (TE) Guidelines, the evaluation team has undertaken:

- Preparation of a team work plan and schedule. Coordination with the other team member in developing the team's work plan and schedule for the implementation of the TE. The Specialists were expected to attend meetings and participate in team discussions and provide technical inputs relevant to their field of expertise. The resulting product, the Team Work Plan, is attached as Annex 7.
- Data gathering. Data gathering through desktop review of available and relevant documents and interviews/field visits to a number of project sites and relevant offices.

- Analysis and evaluation. Evaluation of the effectiveness of overall programme management strategies, approaches and methodology adopted by PEMSEA in relation to the project development objectives and the overall global environmental goals. Special focus was placed on the activities relating to Immediate Objective 1 of the Project Document (Components A, B, C and D), with respect to the following:
 1. The effectiveness of the SDS-SEA and PEMSEA as the implementing mechanism in the region in establishing a coastal and ocean governance regime;
 2. The benefits of the PEMSEA transformation initiatives into a long-term self-sustained regional implementing mechanism for the SDS-SEA;
 3. The effectiveness of the joint planning and implementation by PEMSEA Country and Non-Country Partners and collaborators in SDS-SEA implementation;
 4. The extent to which the SDS-SEA has provided policy guidelines on various coastal and marine-related issues to the countries in the region and the level of acceptability and applicability of these policy guidelines to the specific conditions of each participating nation;
 5. The usefulness of the projects undertaken in pushing for the development of the coastal and marine policies at the national level;
 6. The usefulness of the reporting system on the State of the Coasts at the local ICM sites in assessing progress and influencing policy decisions and action planning at the local government level;
 7. The effectiveness of the ICM approach in promoting the sustainable development of coastal and marine resources;
 8. The effectiveness of the twinning arrangements for integrated river basin and coastal area management; and
 9. The extent of establishing partnerships among stakeholders at the local, national and regional levels.

The Evaluators

14. The Final Evaluation for this project was co-developed by Mr. David A. LaRoche and Dr. Clive Wilkinson.
15. Mr. David LaRoche, the Institutional, Legal and Government Specialist Evaluator, is based in the USA and Romania. Mr. LaRoche is an independent consultant with over 35 years of experience in national and international project and program monitoring and evaluation, institutional and organizational effectiveness, international environmental policy development and negotiations, project and program management, environmental NGO development and capacity building at national and international levels, project development, and executive-level legislative and political experience. Over the past 16 years, he has been a consultant to the GEF Secretariat, the GEF Implementing Agencies, UNOPS and the FAO. In each of those capacities, he has worked extensively on international waters issues, including contracts on international river basins, lakes and large marine ecosystems. He has also been involved as a consultant to numerous non-profits, a program-level evaluator for the Pew Charitable Trusts (USA) and the Ivey Foundation (Canada) and a programme level consultant to the Pew Charitable Trusts and the Pew Environment Group on wilderness protection, forestry and global marine issues.
16. The Coastal and Ocean Management Specialist Evaluator, Dr. Clive R. Wilkinson, is based in Townsville, Australia. He is an expert in tropical coastal management after having spent 16 years coordinating the Global Coral Reef Monitoring Network (GCRFN) that operates in more than 80 countries and publishes the regular "Status of Coral Reefs of the World" reports. The GCRMN interacted closely with numerous UN agencies, including UNEP, UNDP, the World Bank and GEF. Before that Mr. Wilkinson was the Chief Technical Advisor of a coastal resource research program in five ASEAN countries (Indonesia, Malaysia, Philippines, Thailand and Singapore) that focused on capacity building in monitoring and research into coral reefs, mangrove forests, seagrass beds, water quality, information management and fisheries in these countries over a 10-year project life. In addition, he was an active field ecologist on the Great Barrier Reef and other tropical countries at the Australian Institute of Marine Science. His BSc and PhD training in marine microbiology and ecology from the University of Queensland led to more than 20 books and 100 papers.

Scope and Methodology

17. This Terminal Evaluation has been conducted in a participatory manner consistent with its essential objective to assess the project implementation and impacts.

The evaluation has included the following activities:

- Desk reviews of project documents, including, among others, past evaluations of UNDP-GEF-funded PEMSEA projects; the SDS-SEA Project Document; the Project Inception Report; minutes of Project-related meetings; Project stakeholder consultation and involvement activities; content and use of the Project website; and mandatory project reports such as Project Implementation Reports (PIRs), Annual Project Reports (APRs), Quarterly Progress Reports (QPRs) and other internal documents including consultant and financial reports;
- Extended Missions by both Evaluators to the Region, with both combining for two evaluation visits to Manila. In addition, the Institutional, Legal and Government Evaluator, Mr. LaRoche, visited the Batangas demonstration site in the Philippines; Beijing to interview Government Officials and two field sites in PR China, specifically Xiamen and Dongying; and Hanoi to interview Government Officials and two demonstration sites in Vietnam, specifically Danang and Thua Thien-Hue;
- The Coastal and Ocean Management Specialist Evaluator, Mr. Wilkinson, visited the Guimaras demonstration site in the Philippines; Phnom Penh for meetings with Cambodian Government Officials and the demonstration site in Sihanoukville; followed by the demonstration site in Chonburi, Thailand, and meetings with Thai Government Officials in Bangkok;
- Numerous interviews and/or discussions (over 240) with project staff in the PEMSEA Resource Facility (PRF), representatives of the Implementing Agency (UNDP), the Executing Agency (UNOPS), the World Bank and numerous stakeholders in the participating countries;
- Submission to UNOPS of a draft Executive Summary on 20 October 2012; and
- Provision of a Final Report on 2 November 2012.

18. Given the strong local level focus of the Project, a case study of a locally-based initiative has been included in this TE as Annex 10.

Structure of the Evaluation Report

19. The structure of this TE follows UNDP-prescribed guidelines titled Project Level Evaluation: Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects, Evaluation Office, UNDP, 2012. The report is separated into the following major sections:

1. An Introduction;
2. An Executive Summary;
3. A Main Report; and
4. A Set of Annexes

2 Project Description and Development Context

Project Start and Duration

20. The SDS-SEA project that is the subject of this evaluation began implementation in 2008 and was intended to end in March of 2011. However, the Project is now in the midst of a no-cost extension, and implementation will continue until December of 2013.

Problems that the Project Sought to Address

21. The Project is in part a barrier removal project aimed at addressing/resolving:
- Policy and administrative overlaps among the various sectoral agencies, which are responsible for management of coastal and marine resources.
 - Lack of coordination among the many agencies, projects, levels of government and sectors with mandates and a stake in sustainability of the resources of concern.
 - Limited understanding of coastal and marine ecosystems and the linkages between human activities in watershed areas, and the resulting impacts in estuaries, coastal areas and coastal seas.
 - Inadequate management experience and capacities in ICM/ecosystem-based management among national and local governments, thereby limiting the ability to scale up integrated river basin and coastal area management efforts throughout the coastlines of the region.
 - Limited public awareness and understanding of the importance of coastal and marine resources.
 - Insufficient financial resources and/or lack of access to financing for the development and implementation of required environmental infrastructure, including the much-needed water, sewage and sanitation facilities and services.
 - Lack of a regional mechanism and concrete, process-oriented agenda, focused on transboundary environmental and natural resource issues spanning the six LMEs of the region.

Development and Immediate Objectives of the Project

22. The Development Objective of the Project is:

...implementation of the Sustainable Development Strategy for the Seas of East Asia (SDS-SEA) through mobilization of the necessary partnership arrangements, operating mechanisms, intellectual capital, support services and resources for the achievement of their shared vision of sustainable use of the coastal and marine resources of the region and the development targets of the WSSD Plan of Implementation.

23. The Project has three Immediate Objectives:

- (1) Implementation of action programs of the SDS-SEA aimed at legal, policy and institutional reforms, and investments, at the local, national and regional levels with a particular focus on scaling up and sustaining integrated coastal management (ICM) practices to reduce coastal and marine degradation;
- (2) Verification, dissemination and promotion of the replication of lessons and best practices arising from the regional partnership arrangements in collaboration with IW: LEARN and other partners; and
- (3) A Strategic Partnership between participating countries, UNDP, the World Bank and other stakeholders to stimulate and co-finance site-specific private and/or public-private land-based pollution reduction investments under the GEF/World Bank Pollution Reduction Investment Fund for the LMEs of East Asia.

Baseline Indicators Established

24. In describing the current Project, PEMSEA concluded that despite efforts taken in arresting environmental degradation, without further governance improvement and capacity development, the implementation of the SDS-SEA remains tenuous. PEMSEA further concluded that:

- Without visible signs of progress, political interest and support begin to wane, and fiscal restraints among some EAS countries would result in reduced public environmental expenditures;
- Resource commitments would not likely increase commensurately with the need to address pressures on East Asia's natural resources;
- Threats to national and regional security might well be brought about by economic development and competition over limited resources (e.g., fisheries, mariculture, tourism, shipping, natural resource exploration/exploitation, coastal development) and result in increased transboundary political, social, cultural, economic and environmental risks that have negative consequences both within and beyond the region; and
- There would be no critical mass of partnership arrangements across the bulk of the region to maintain the awareness and momentum for change among the many sectors and key players.

25. PEMSEA also posited that the limited portfolio of investments in improved environmental infrastructure (i.e., water, sewage, sanitation, industrial and hazardous waste) among EAS countries continued to lack strategic channeling to address the pervasive and generally low public environmental expenditures. The role of the private sector as a partner in investment, operation and management of environmental facilities and services remained ambiguous, not part of national policy and financing programs, and not designed to leverage such partnerships.

26. International financial institutions (IFI) continued to serve as a primary source of financing for environmental infrastructure in countries, but the pace of improvements was slow among the lesser-developed countries. Priority environmental infrastructure improvements continued to be identified by central governments in some countries, and funded through national government financing programs and/or IFI loans. Essential capacity building, scientific support, information gathering and knowledge transfer systems continued to be supported by donors and international agencies and organizations, albeit on an ad hoc basis.

27. For the most part, according to the PEMSEA project document, countries would continue to manage marine and coastal issues in a sectoral manner, and independently. Countries with the capacities and resources would progress towards sustainability of marine and coastal areas. Interagency and cross-sectoral conflicts would be resolved over time as these countries begin to realize the benefits of an integrated management approach.

28. However, other less-developed countries would remain mired in a struggle to achieve economic growth and prosperity, in the face of overexploitation, destruction and degradation of natural resources, poverty and social discontent. The gap between the developed and the developing would widen. While established coordinating mechanisms within the region would begin to take up some of the objectives and action programs of the SDS-SEA, these intergovernmental bodies are unable to provide the coverage or comprehensive support that is required to address the interconnectivity characteristics and issues of the East Asian Seas.

Main Stakeholders

29. Stakeholders targeted by the Project were intended to include the full array of potential stakeholders, including, at the national level:

- National ministries and agencies covering environment, agriculture, fisheries, health, education, transportation, energy, tourism, industry, foreign affairs, economic development, and finance. In addition to the public sector, national NGOs (e.g., scientific and technical societies, professional associations);
- Sustainable development organizations; and
- The private sector (i.e., Chambers of Commerce, financial institutions, industry organizations).

30. At the subnational level, key targeted stakeholders are intended to be local governments implementing ICM programs. This implies that between 100 and 150 local governments will be initiating or implementing ICM programs over the life of the Project. Stakeholder groups were expected to vary from community to community but, in general, were to include:

- Local industry;
- Small to medium enterprises (SMEs); and
- Community-based organizations (e.g., fisherfolks, women's organizations, students, religious groups), educators, universities/ academe, public healthcare providers, the media, and the private sector.

31. At the regional level, the EAS Partnership Council (i.e., part of the new regional partnership mechanism) was intended to be the main mechanism by which national and international stakeholders would interact and collaborate on the implementation of the SDS-SEA. The EAS Partnership Council was to be comprised of:

- Representatives from the national governments, local governments and communities;
- Nongovernmental organizations (NGOs);
- Research and educational institutions;
- The private sector;
- Regional organizations, programs and projects;
- International agencies and organizations; and
- Other countries using the Seas of East Asia.

32. The East Asian Seas (EAS) Congress was to be convened every three years to bring together stakeholders from different levels of government and sectors of society from within and outside the region for meaningful dialogue and knowledge exchange on progress, challenges, constraints and achievements concerning implementation of the SDS-SEA. In conjunction with the Congress, a Ministerial Forum was to be organized to evaluate the contributions of the partnership arrangement to SDS-SEA implementation, as well as to reconfirm country commitments to regional and national targets and program objectives.

Expected Results

33. Results were expected to include:

- A functioning, multicountry/multisectoral regional mechanism for coordinating, implementing, monitoring and evaluating, and refining the implementation of the adopted SDS-SEA, including programs of work and time-bound pollution reduction targets;
- National legislation, policy, institutional arrangements and programs in support of scaling up ICM/ecosystem-based management (EBM) and pollution reduction investments in priority watersheds and coastal areas, targeting 20 percent coverage of the region's coastline with ICM programs by 2015;
- Strong focus on using governance reform and investments as tools to combat land-based pollution from nutrients and oxygen-depleting substances that cause anoxic coastal "dead zones;"
- An engagement of corporate sector/business community in Strategic Partnership arrangements with national and local governments, the World Bank, other international financial institutions (IFIs) and donors to develop and demonstrate innovative cost-effective investment measures for reducing nutrient- and oxygen-demanding pollutants from the municipal, industrial and agricultural sectors in priority watersheds and coastal areas;
- South-South and North-South twinning arrangements in river basin and coastal area management, facilitating the transfer of knowledge, skills and technology and accelerating the implementation of EBM programs and investments in identified transboundary pollution hotspots of the region;
- Sustainable financing mechanisms established at the national and/or regional levels (i.e., outcomes of Strategic Partnership demonstrations), advancing the scaling up and replication of good practices in public and private sector investments for pollution reduction, conservation/restoration of habitats, and alternative livelihood programs in coastal communities; and
- A State of the Coasts Reporting System, providing feedback on the social, economic and environmental changes in priority watersheds and coastal areas at the national and regional levels, occurring as a consequence of management interventions under the SDS-SEA program, and serving as a platform for sharing the region's lessons and experiences in achieving WSSD and MDG targets with other IW regions/projects.

Project Design/Formulation

Results Framework

(Project logic /strategy/Analysis of LFA/indicators)

34. The Project Concept and Design, as captured in the Project Document, is being evaluated through the use of UNDP published criteria for evaluating UNDP-GEF projects. These criteria are summarized in the question as to whether the planned outcomes of the Project were SMART, where SMART stands for:

- S Specific:** Where Outcomes use change language, describing a specific future condition.
- M Measurable:** Where results, whether quantitative or qualitative, have measurable indicators, making it possible to assess whether they were achieved or not.
- A Achievable:** Where Results are within the capacity of the partners to achieve.
- R Relevant:** Where the Results make a contribution to selected priorities of the national development framework.
- T Time-bound:** Where Results are not open-ended, i.e., where results are accompanied by an expected date of accomplishment.

Were the Planned Outcomes of the Project Specific?

35. The planned outcomes of the Project were specific and described a future condition for the PEMSEA region specific to the Development and Immediate Objectives of the Project and its eight Components. The future condition was described as one where there would be:

- A shared vision of sustainable use of the coastal and marine resources of the region;
- Implementation of action programmes of the SDS-SEA aimed at legal, policy and institutional reforms and investments at local, national and regional levels with a specific focus on integrated coastal management;
- Verification, dissemination and promotion of the replication of lessons learned and best practices; and
- A Strategic Partnership between participating countries, UNDP, the World Bank and other stakeholders to stimulate and co-finance site-specific private and/or public-private sector land-based pollution investments.

Were the Planned Outcomes of the Project Measurable?

36. The key Project feature that should capture the measurability of results is the Project Logical Framework Analysis or logframe. In the case of the PEMSEA-submitted project document for SDS-SEA, measurability was not only captured in the logframe but also throughout the entire text of the submission.

The Project logframe clearly established measurable targets that have been tracked throughout implementation using the original logframe as the standard of reference.

Were the Planned Outcomes Achievable?

37. The Indicators of the eight Project Outcomes were in many instances quantified, and Project results verify a high level of achievability of those quantitative targets.

A detailed description of deliverables based on the Project logframe, together with evaluator comments on those deliverables, is included in this evaluation as Annex 8.

Were the Planned Outcomes Relevant?

38. The Project concept and design did identify considerable and detailed national priorities of the participating countries, and the concept and design addressed selected priorities of the respective national development frameworks. A major test of relevance is the extent to which the project is responsive to well defined and explicitly described country priorities, and in the judgment of the evaluator, each of the eight planned outcomes of the Project are indeed relevant to those country-expressed priorities.

Were the Planned Outcomes Time-bound?

39. Project Outcomes were in most instances time-bound. This has greatly assisted in measuring Project implementation progress in periodic updates of Project progress, including, among others, QPRs, PIRs and this Final Evaluation.

Indicators

40. Indicators as listed in the logical framework analysis are clearly and concisely expressed. Further, they are described consistent with GEF IW indicators of process (PI), stress reduction (SRI) and environmental status (ESI), making possible an evaluation of project results against those indicators.

Assumptions and Risks

41. The assumptions in the logframe are also clearly and concisely expressed. However, risks are only generically described and the placement of risks into categories of low and medium, the only two categories used, lack substantive context.

Lessons from other Relevant Projects (e.g., same focal area) Incorporated into Project Design

42. The Project Document does not contain a listing or an analysis of lessons learned from other GEF IW projects from the same focal area. This is not surprising to the evaluators, as the PEMSEA programme (suite of GEF IW projects) has not taken the more traditional TDA/SAP development route. In general, the PEMSEA emphasis on an integrated local, national to regional focus does not fully lend itself to extrapolating from the experience of other GEF IW projects.

Planned Stakeholder Participation

43. Planning for stakeholder participation was comprehensive and a clearly established priority in project design, a design that is consistent with offering to evaluators the necessary frame of reference to evaluate results as compared to stated intentions. The Stakeholder Participation Plan (SIP) stated that the Project would:
- Ensure that program interventions and processes integrate public participation and stakeholder inputs;
 - Support systematic mainstreaming and engagement of stakeholders in the process to maximize efficiency and consistency;
 - Provide a means of defining and targeting specific capacity-building activities that will support effective engagement processes, such as providing access to information and capacity building;
 - Institutionalize a mechanism to solicit inputs and insights and sharing of information; and
 - Ensure meaningful participation and enlightened involvement in local, national and regional activities.
44. Further, the Project clearly demarcated stakeholder involvement objectives at regional, national and local levels.
45. At the regional level, efforts were to include:
- A PEMSEA portal that would comprise a number of subnetworks to include linkages with the local governments, scientific and technical institutions and organizations, marine affairs institutions, private sector and financial institutions, serving principally to facilitate the sharing of intellectual capital, technology, information and services on the implementation of the SDS-SEA;
 - PEMSEA Programmes for Areas of Excellence with internationally and regionally recognized universities and research institutions in the region, to provide expert advice and scientific support to countries and their partners on specific issues of concern to SDS-SEA implementation;
 - Regional Task Force and National ICM Task Forces mobilized to provide technical support to national and local governments in program development, project implementation and capacity building;
 - Transformation of the PEMSEA Network of Local Governments for Sustainable Coastal Development (PNLG) into a self-sustaining local government-driven network as channels of information; and
 - A triennial EAS Congress, organized for the primary purpose of knowledge-sharing and transferring experiences and good practices among governments and stakeholders within the region, and with national and regional programs outside of the region.
46. At the national level, efforts were to include:
- An assessment of the contributions made by the coastal and marine areas/sectors to overall social and economic development at the country and regional levels, with input from scientific, technical and legal organizations and associations, national donors, international agencies and organizations, universities, financial institutions, private sector groups and specialized international NGOs;
 - Cross-sectoral coordinating mechanisms established within participating countries to facilitate flow of information to cooperating agencies to ensure harmonized and integrated activities and mitigate resource/multiple use conflicts and to provide and guide the monitoring framework for SDS-SEA implementation;
 - ICM learning networks developed in three countries to facilitate knowledge sharing among agencies, institutions, projects and programs at the national level in order to develop/strengthen ICM training programs and provide on-the-ground capacity development and support services to implement ICM programs; and
 - National coordinators identified to ensure transfer/access to information at the national and subnational levels.

47. At the local level, efforts were to include:

- Knowledge sharing programs will function and operate through the PEMSEA portal and the GEF-IW: LEARN Resource Center (IWRC). ICM practices will be consolidated and shared;
- Knowledge management mechanisms will also support local governments in the development and issuance of local ordinances to complement national policies that recognize local level dynamics; and
- On-site training of local ICM managers, implementers and community participants will be undertaken, and the focus will be to forge partnerships with donors and international agencies and organizations, including the UNDP SGP, to strengthen local capacities and involvement in implementation of sustainable development activities at the local level.

Replication Approach

48. The Project Document contained a clear and concisely written replication strategy that lent itself to evaluation. The strategy basically contained three elements:

- A Project Replication Team (PRT)

49. The PRT was to be comprised of multidisciplinary members of the Regional Task Force (RTF), as well as representatives of key regional entities and projects, including the GEF/UNEP South China Sea and the GEF/UNDP Yellow Sea LME projects. It was constructed to:

1. Evaluate sites/areas in the region as potential locations for replication and scaling up of good practices and technologies;
2. Assess the projects, technologies and practices being implemented under the framework of the SDS-SEA to determine their potential for replication;
3. Gauge the competency of local governments and potential partners for replication activities, including political, socioeconomic and governance characteristics, and access to financing, creditworthiness, revenue sources, experience, capacities and partnership qualities; and
4. Provide technical assistance and advice in developing partnership arrangements for the implementation of replicable technologies and practices.

- Within the PEMSEA Resource Facility, a Project Replication Unit

50. The Project Replication Unit was to consist of a Project Replication Unit (PRU) coordinator, an information management/communication specialist and a partnership-building specialist. Other expertise was to be contracted on a short-term basis as required, utilizing the Regional Task Force resource base. It was constructed to provide a range of administrative, technical, partnership development and other services to the PRT.

- Use of the Strategic Partnership for Replication of Good Practices in Pollution Reduction

51. The principal mechanism of the Strategic Partnership that was to be used for replication purposes was the Partnership's Investment Component, which was intended to:
1. Develop and demonstrate innovative policies, practices, technologies and services to overcome identified barriers and constraints to pollution reduction investments by the public and private sectors;
 2. Document the results of the demonstrated good practices;
 3. Identify replication opportunities within the area or country where the demonstration occurred; and
 4. Disseminate the results of the demonstration projects to national, regional and global stakeholders.

UNDP Comparative Advantage

52. The Project Document did not explicitly identify the UNDP comparative advantage. UNDP was mentioned as bringing a comparative advantage as a member of the Strategic Partnership, but the advantage was not described. In interviews and conversations undertaken during the evaluation, the UNDP comparative advantage was defined as contributing:
- Continuity as having been the IA since the early days of PEMSEA activity, dating back to at least 1996;
 - Its long history of successful implementation in a large number of GEF IW interventions globally and regionally, including GEF IW projects in areas overlapped by PEMSEA such as the Yellow Sea, South China Sea, and the Sulu and Celebes seas; and
 - The presence of Country Offices in each of the PEMSEA participating countries, which, especially in the host country, the Philippines, has enabled on-the-ground assistance and administrative and financial assistance over the period of implementation.

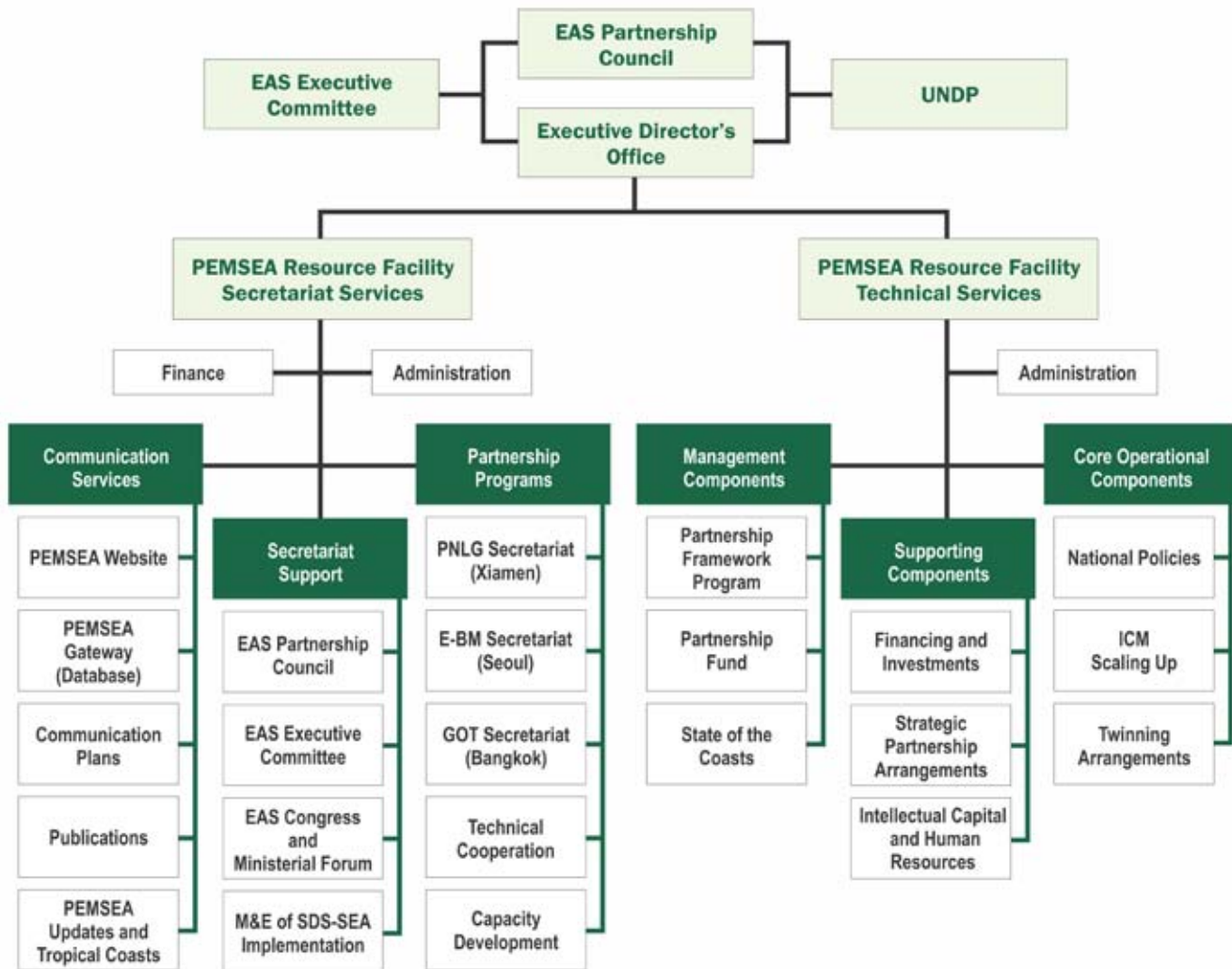
Linkages between Project and other Interventions within the Sector

53. Linkages to other GEF projects, other relevant regional projects and activities, and key stakeholders were to be undertaken through the Strategic Partnership. The key activities of the Strategic Partnership, in relation to creating linkages, were to include:
- A coordinating mechanism for Strategic Partners agreed to, and operating to develop, demonstrate and replicate innovative approaches for engaging the public and private sector in developing, financing, managing and operating affordable water, sewage and sanitation facilities and services;
 - Five (5) good practices and case studies prepared and disseminated on demonstration projects, including an assessment of the replication potential, based on agreed indicators;
 - Annual workshops and a midterm stocktaking meeting on the demonstration of innovative policies, practices, technologies and financing and investment mechanisms for pollution reduction, and the progress and achievements in replicating successful demonstrations at the subnational, national and subregional levels;
 - A Strategic Partnerships website set up and operating in accordance with GEF IW:LEARN guidelines, transferring information and promoting replication of good practices and lessons learned from the Strategic Partnership;
 - Presentation of Strategic Partnership outcomes to GEF-IW Portfolio Conference 2009 (one country representative and the CTO); and
 - An expanded Strategic Partnership arrangement, encompassing Strategic Action Programs (SAPs) of subregional sea areas of the East Asian region.

Management Arrangements

54. The description of management arrangements in the project document are detailed and inclusive, with the exception that UNOPS is not mentioned as the Executing Agency of the Project. The only mention of UNOPS that evaluators could find was in relation to audits. The management organogram for PEMSEA appears below. While UNOPS does not appear as the Executing Agency in the organogram, it is designated as a member of the EAS Partnership Council, along with the Implementing Agency, the UNDP.

Management Organogram of the PEMSEA Project



Project Implementation

Adaptive Management

(changes to the project design and project outputs during implementation)

55. In general, successful implementation has resulted in low-level need to adaptively manage the Project. However, there has been one significant adaptation during Project implementation. The Project was originally intended to end in 2011. The first delay, from March of 2011 to 2012, was occasioned by PEMSEA having concluded that additional time was necessary to complete Project Outputs. The second delay was occasioned by uncertainty in the level and timing of replenishment for GEF-5, and thus the Implementing and Executing Agencies, as a matter of prudence, advised to extend the project termination date to mid-2013.

Partnership Arrangements (with relevant stakeholders involved in the country/region)

56. Partnership arrangements have been a cornerstone of the project. Currently, PEMSEA has 11 Country Partners and 20 Non-Country Partners.

Project Finance

57. In terms of financial delivery, 87 percent of PEMSEA's budget for 2010 was used from July to December 2010 (including overhead cost), while about 45 percent of the budget for 2011 was expended from January to June 2011 (as determined in the 2011 PIR and including overhead cost). By June 2012, total project disbursements totaled US\$ 8,176,766, with the remainder of the GEF grant and continuing cash contributions by PR China, Japan and RO Korea of approximately US\$ 450,000 remaining available for the period 30 June 2012 to Project closure in June of 2013.

58. The Tables below describe proposed, actual and projected finance and co-finance to date. The first Table is the prescribed format of the UNDP, while the second is a more detailed Table of Project finance to co-finance to 30 September 2012 (the effective date of this evaluation).

Co-Finance – Proposed, Actual and Projected to End-of-Project

Co-Finance (Type/Source)	IA (million US\$)		Government (million US\$)		Other Sources* (million US\$)		Total Co-finance To Date (million US\$)		Est. to (million US\$)
	Proposed	To Date	Proposed	To Date	Proposed	To Date	Proposed	To Date	End of Project
Grant	10.876	8.176 ³	.400	1.300 ⁴					12.176
Credits									
Loans									
Equity									
In-kind			27.500	69.683 ⁵	5.780	10.893	33.280	80.576	85.000
Non-Grant Investments*									
Other Types									
TOTAL	10.876	8.176	27.900	70.983	5.780	10.893	33.280	80.576	97.176

Evaluator Notes:

1. To 30 September 2012, Project cash co-finance had increased 307 percent over the projected total as included in the Project Document.
2. To 30 September 2012, Project in-kind co-finance had increased 242 percent over the projected total as included in the Project Document.
3. To 30 June 2013 (anticipated closure date) overall projected project co-finance will have increased approximately 390 percent over the projected total as included in the Project Document.

59. A more precise picture of project co-finance can be gleaned from the Table below. Figures in this table are calculated through 30 September 2012. As evidenced in actual co-finance received to date in relation to expenditures from the GEF grant to date, there has been a better than 12:1 ratio of overall co-finance (participating countries and other partners) to GEF finance.

³ Cumulative disbursement to 30 September 2012.

⁴ Cash contribution extrapolated to end of Project, 30 June 2013.

⁵ Principal source of funding is through Memoranda of Agreement between the Project (now a legal entity) and the participating countries.

Detailed Project Co-finance to 30 September 2012

CO-FINANCING 2008-2012 (As of 30 September 2012)					
			Actual		
	Pro Doc	MOA*	Co-Financing (2008-2012)	EAS Congress	PEMSEA (GEF) Funding (US\$)
Country Partner					
Cambodia	720,000	847,481	853,481	6,000	555,900
China	9,006,200	10,021,685	10,021,685	5,500	691,000
Indonesia	2,250,000	557,550	557,550		587,000
Japan	125,000	625,000	700,600		
Philippines	2,088,200	13,761,879	14,022,645	321,725	967,165
RO Korea	11,085,520	326,087	2,696,717	2,200,000	
Thailand	2,276,000	30,917,634	30,937,334	4,700	214,000
Lao PDR		479,000	479,000		274,500
Singapore			250,000	200,000	
Timor-Leste		250,000	550,000		274,500
Vietnam		5,865,000	5,877,000		207,000
Training & Capacity Building (Comp B - E)					2,376,968
	27,550,920	63,651,316	66,946,012	2,737,925	6,148,033
Others/MERIT	5,780,000		5,780,000		
Non Country Partner					
ACB			5,900	5,900	
CI			5,930		
KEI			53,181	16,878	
KMI			226,102	52,600	
KORDI			69,568	49,500	
OPRF			166,251	99,136	
SENSA/SIDA			197,887	119,824	
SEI			15,000		
SGP			478,390	1,500	
UNEP/GPA			330,000	40,000	
			1,548,209	385,337	
Co-Sponsor/Collaborator					
ASEAN Foundation			39,635	39,635	
Bataan Foundation			6,522	6,522	
Chevron			5,000	5,000	
Equipe Costeau			18,730		
GIZ			31,050	1,050	
HP Printer			200	200	
IMO			562,520	10,370	
Infinity Travel			1,087	1,087	
KOEM			81,541	20,000	
PAL			70,000	70,000	
Petron Foundation			6,552	6,552	
San Roque			10,000	10,000	
Team Energy			10,870	10,870	
Total Philippines			7,250	7,250	
KEPCO			5,000	5,000	
KOICA			450,000		
Yeosu Expo			191,011	191,011	
			1,496,968	384,547	
TOTALS	3,330,920	63,651,316	75,771,189	3,507,809	6,148,033

Indicative Monitoring and Evaluation Plan and Corresponding Budget

Type of M&E Activity	Responsible Parties	Budget US\$ Excluding Project Staff Time	Timeframe	Evaluator Comments
Inception Report	<ul style="list-style-type: none"> ✓ PRF Technical Services ✓ UNOPS 	Nil	Immediately following the first Project Steering Committee/EAS Partnership Council	Inception Workshop held, meeting report issued.
Development of fuller and more detailed set of indicators	<ul style="list-style-type: none"> ✓ PRF Technical Services ✓ Regional Task Force on State of the Coasts reporting (A.1.5) ✓ National Task Forces on ICM reporting (C.1.3) ✓ Strategic Partnership project indicators (G.1.3) 	125,000	Within 12 months of project start-up	The PEMSEA Council decided that the Project should focus on development of indicators at local level, and this has been the focus of PEMSEA efforts. However, the identification of SRIs and ESIs has lagged and is the subject of a recommendation of this TE.
Measurement of project progress and performance	<ul style="list-style-type: none"> ✓ Local, national, subregional and regional reporting system for the State of the Coasts Report ✓ PRF Technical Services 	395,000	<p>State of the Coasts Report will be published triennially</p> <p>Progress indicators/ performance indicators will be monitored annually and reported in APR/PIR, including catalytic impact</p>	<p>State of the Coasts Report completed, published. But, as above, identification of SRIs and ESIs has lagged and is the subject of a recommendation of this TE.</p> <p>Some SOC reports have been finished, some are in progress and others are temporarily postponed.</p>
TPR and TPR Report	<ul style="list-style-type: none"> ✓ EAS Partnership Council - Intergovernmental Session ✓ PRF Technical Services ✓ UNOPS ✓ UNDP GEF 	Nil	Annually	All reports have been done. There have been from time to time some delays in submission but, again, all reports have been submitted.
Quarterly Operational Reports	<ul style="list-style-type: none"> ✓ PRF Technical Services ✓ UNDP PPRR ✓ UNDP GEF 	Nil	Quarterly	Reports have been submitted and were reviewed by the evaluators.
APR/PIR	<ul style="list-style-type: none"> ✓ PRF Technical Services ✓ UNDP PPRR ✓ UNOPS ✓ UNDP GEF 	Nil	Annually	Reports completed and made available to the Evaluators for review.
Project Steering Committee meetings	<ul style="list-style-type: none"> ✓ EAS Partnership Council – Technical Session ✓ PRF Technical Services ✓ World Bank (Strategic Partnership) ✓ UNDP PPRR 	Nil	Annually	The Council serves as the equivalent of the PSC. Annual meetings have been held.
Midterm External Evaluation/ Report	<ul style="list-style-type: none"> ✓ PRF Technical Services ✓ UNDP PPRR ✓ UNOPS ✓ UNDP GEF ✓ World Bank (Strategic Partnership) ✓ External consultants 	30,000	At the midpoint of the project	MTE was not undertaken.
Final Terminal Evaluation/ Report	<ul style="list-style-type: none"> ✓ PRF Technical Services ✓ UNDP PPRR ✓ UNOPS ✓ UNDP GEF ✓ World Bank (Strategic Partnership) ✓ External Consultants 	42,858	At the end of project implementation	TE was contracted and Final Draft has been submitted to the UNOPS for distribution as appropriate.
Budget Revisions	<ul style="list-style-type: none"> ✓ PRF Technical Services ✓ UNDP GEF 	Nil	Annually, but before June 10	Budget revisions have been undertaken consistent with UNDP and UNOPS procedures. There has been no significant shift of resources across Components.
Substantive Budget Revisions	<ul style="list-style-type: none"> ✓ PRF Technical Services ✓ UNDP GEF Executive Coordinator 	Nil	As needed	As above
Financial Audit	<ul style="list-style-type: none"> ✓ PRF Secretariat Services ✓ UNDP PPRR ✓ UNOPS 	30,000	As required by the IA/EA	UNOPS audits project expenditures on an ongoing basis. Audits have occurred based on grants from other bilateral and multilateral organizations of their grants.

Summary M&E Performance Ratings

Rating Project Performance		
Criteria	Comments	
Monitoring and Evaluation:	Highly Satisfactory (HS), Satisfactory (S), Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), Highly Unsatisfactory (HU)	
Overall quality of M&E	Moderately Satisfactory	The project has not captured many stress reduction (SRIs) and environmental status indicators (ESIs) as may exist at a number of Project sites, such as, for example, Dongying (China), Hue (Vietnam) and Chonburi (Thailand).
M&E design at project startup	Highly Satisfactory	M&E design at startup is considered fully compatible with GEF IW standards.
M&E Plan Implementation	Moderately Satisfactory	As per above, evaluators conclude that SRIs and ESIs have not been fully captured.

Monitoring and Evaluation: Design at Entry and Implementation (*)

60. The Project Document contained a substantial section on monitoring and evaluation (M&E) that described a full range of M&E activities, including:

- An Inception Workshop and Report;
- Tripartite Review (TPR);
- Quarterly Operational Reports (QPRs);
- Harmonized Annual Project Report and Project Implementation Reviews, including a Project Terminal Report;
- Independent External Evaluation;
- Budget Revisions;
- Substantive Project Revisions; and,
- Audits consistent with and at the discretion of UNDP and UNOPS.

61. Each of the above has been undertaken by the Project with the appropriate participation of the IA and EA. A Midterm Evaluation (MTE) was not undertaken, and the Terminal Evaluation (TE), i.e., the evaluators do not have at their disposal the results of an MTE that serves to give Terminal Evaluation evaluators an important frame of reference, containing as it does an extensive set of conclusions and recommendations that can be referenced during the TE. Auditing has been done on an ongoing basis by UNOPS and also by non-GEF bilateral and multilateral donors for their respective grants to the Project.

62. As part of submission of the Project Document to the GEF, an M&E Table was included summarizing the proposed M&E activities that would be undertaken during Project implementation. The evaluators have added a column to that Table summarizing progress that has been made for each M&E activity.

63. Given the above analysis, the evaluators conclude that the rating for Project M&E is Moderately Satisfactory.

Public Participation and Involvement (PPI)

64. The evaluators have documented that PEMSEA sponsored over 185 workshops, meetings or other events that involved 8,250 stakeholders. Of this number, two Project-sponsored East Asian Seas Congresses involved 3,681 attendees.

65. While these numbers are by themselves impressive, not tabulated are many workshops, meetings and other Project-related events that are not officially communicated to the PEMSEA Resource Facility. For example, in Dongying, PR China, the annual meeting of the Women's Collective is briefed on PEMSEA-sponsored ICM activities, and each year the meeting has some 2,000 attendees. In Danang, Vietnam, there are many local meetings of sectoral interests (fishers, tourism operators and others) that are driven by PEMSEA-related ICM work but that are not reported to and therefore not documented by the PRF.

66. There are many other examples across all of the participating countries where PEMSEA-related activities are taking place but the PRF is not tracking or has not been able to track attendance. Tracking attendance at all Project-related activities, given the local level emphasis of PEMSEA, would be difficult but, in the end, would reflect positively on both the level of effort and success of many local PEMSEA-related activities and the PEMSEA programme generally.

67. A related issue to PPI is the Project website. Since Project inception website development and activities have included:

- An average increase of 20 percent in visits per year since 2008. Average increase of 37 percent in visits for non-Congress years;
- An average increase of 37% in pageviews per year since 2008. Average increase of 56 percent in page views for non-Congress years;
- Activity peaks during Congress months, followed closely by months leading to the Congress; and
- Web activity from within the region remain strong, with more advanced economies within the region (Japan, RO Korea, Singapore, Thailand and PR China) as the top countries frequenting the site.

68. Other salient points regarding PEMSEA website development and use include:

- **Revamping of the main PEMSEA website.** The main PEMSEA website was revamped in 2011. The revamped website includes a wide array of new features and improvements, including a new streamlined design built on top of a flexible, “future-proof” content management system, one-stop partner profiles and localized search.
- **Addition of Country, ICM site and organization profiles.** One-stop profiles were created for each country in the region, PEMSEA’s ICM sites and Non-Country Partners. These profiles provide a convenient location for the site’s audience to learn about developments and updates about each country, site and organization.
- **Creation of Microsites for EAS Congress 2009 and 2012.** Microsites were created for the EAS Congresses held in 2009 and 2012. Featuring designs and architectures distinct from the main PEMSEA website, these microsites served as the online presence of the EAS Congress, serving to disseminate information before, during and after the events. The microsites also featured online registration systems for the various events held during the Congresses.
- **Creation of a Microsite for SGP-PEMSEA Communiqué.** A microsite for the SGP-PEMSEA Communiqué (<http://pemsea.org/sgp>) was created to disseminate information about the program. As the online presence of the communiqué, the microsite provided vital information and documents critical to the program. The microsite was also the main online channel for announcements about the communiqué.
- **Creation of a Microsite for Strategic Partnerships.** A microsite for strategic partnerships (<http://pemsea.org/strategic-partnerships>) was created to disseminate information about the strategic partnership fund. The microsite provides vital information about the projects under the investment fund, progresses made, and documents produced under the projects.
- **Addition of an Integrated online bookstore.** The PEMSEA website now includes an integrated shopping facility for purchasing publications. Purchase links will appear on publication pages that are still available on print, and visitors will be able to add these to a shopping cart. The bookstore automatically computes necessary shipping costs based on the order’s total weight and delivery address.
- **Online payment system for EAS Congress 2012.** The microsite for the EAS Congress 2012 featured an integrated online credit card payment facility. Participants in the international conference and exhibit were provided the convenience of paying the required fees after registering online.
- **Social media channels.** PEMSEA forayed into social media through three new channels, providing additional venues for spreading information about the organization and its partners. Featuring channels in Facebook, Scribd and Vimeo, PEMSEA joined the ranks of other organizations that have taken advantage of the new venues for information dissemination made possible by these successful media platforms.
- **Online Library Catalog.** The library catalog was updated to include vertical files and other records encoded in other systems. This merging added more than 15,000 records files to the available searchable records in the catalog system. The catalog has also been made accessible online for the benefit of outside researchers.

UNDP and Implementing Partner Implementation/Execution (*) Coordination, and Operational Issues

69. PEMSEA is held in high regard among participating countries and major stakeholders and has demonstrated the ability to meet Project objectives; however, the evaluators were informed of 15 execution and implementation issues regarded by PEMSEA as “challenges.” The PEMSEA Resource Facility states that their operations have been negatively affected, to varying degrees, by these issues that result from financial management arrangements with UNDP, UNOPS and PEMSEA. Their ability to manage continued activities of future SDS-SEA projects would be assisted if these could be rectified through more effective financial communication and cooperation between UNOPS, UNDP and PEMSEA.
70. The list of issues appears as Annex 9 of this TE.
71. It is not important at this stage to determine responsibility for creating or addressing these issues. In the judgment of evaluators, it is far more important to determine more efficient mechanisms to avoid these challenges in the future. Therefore, the evaluators conclude and recommend that PEMSEA, UNOPS and the UNDP begin immediate targeted discussions to seek the most efficient mechanism for making decisions on funding transfers and financial reporting mechanisms for future activities by PEMSEA within the SDS-SEA project framework.
72. Under these circumstances, the evaluators would rate overall implementing and executing partner coordination and overall performance as, at best, satisfactory.

Project Results

Relevance

73. Based on extensive interviews and/or discussions with numerous officials at the national and local levels in five of the participating countries, and based on a review of the national priorities in all of the participating countries, the evaluators conclude that the project is highly relevant to expressed local and national development priorities and the organizational policies of PEMSEA participating countries.
74. In Cambodia, China, the Philippines, Thailand and Vietnam, stakeholders were clear in expressing that ICM, a principal objective of the Project, is being rapidly integrated into local level activities and national level policy. For example, in Vietnam, the Ministry of Natural Resources has requested that US\$ 30 million be made available to establish a dedicated Directorate within the Ministry to implement ICM in all coastal areas of the country. Cambodia, PR China and Thailand are also making explicit, and a growing number of commitments to ICM. In the Philippines, ICM has been legislated as official government policy. There is also growing local and national level commitments to other priorities of the Project that are demonstrably a result of PEMSEA influence, including: in areas of port safety measures, cleanup of pollution hotspots, and formalization of an organization comprised of officials from, and dedicated to efforts of, local governments.
75. The “bottom-up” approach adopted by PEMSEA has, according to interviewees, been very successful and is the key to sustainability and spreading the impact of the SDS-SEA project throughout the region. The approach has involved:
- Implementing ICM at one or several sites in each country where there are demonstrable examples of damage to the environment (e.g., from major port activities) and where there are competing stakeholders;
 - Raising awareness among local stakeholders, especially the local government, on the need for coastal remediation by training in ICM principles and practical activities;

- Assisting local government with the development of regulations and local ordinances to assist in cleaning up damaged areas at the demonstration sites with the goal of more sustainable use of coastal resources;
- Providing local government and other stakeholders with seed funding to implement small-scale projects to demonstrate effective management of coastal resources, as exemplified in the box below;
- Using the example demonstration sites to spread the effectiveness of coastal management to adjacent areas through exchanges and reciprocal visits; and

76. Moving from the local to the national, as is being done in Vietnam where initial ICM demonstration sites are driving an initiative to make ICM national policy for the entire coastal area of the country.

The Danang Fishers “Club”

As part of PEMSEA-sponsored ICM demonstration site activities in Danang, and recognizing diminishing returns as coastal fishers, a cooperative of Danang-based fishers worked with the local People’s Committee to make the transition from coastal fishers to tourism operators. The People’s Committee arranged a microloan to the fishers to convert a fishing boat to a tourism vessel, and also provided for re-training of the fishers to become tourist guides. The enterprise has flourished and is being hailed as a model for other coastal areas in Vietnam.

77. A Table in the Effectiveness and Efficiency portion of this TE further illustrates ICM progress made by the project during this Phase (Phase 3).

78. Based on interviews and discussions with UNDP personnel and a review of relevant GEF IW Operational Programs and strategic priorities of the GEF IW portfolio, work undertaken by the Project to meet the Global and Immediate Objectives of the Project are squarely in line with GEF requirements.

79. More specifically, the SDS-SEA project has effectively addressed some of the key goals in GEF-4 IW in that the Project has developed a multicountry and multiagency partnership to address major pollution and overexploitation problems in seven LMEs of the Seas of East Asia region. This region not only contains a large proportion of the world’s population, with significant poverty, but also, it is the global center of marine and terrestrial biodiversity.

80. The project is attempting to bring large areas of, if not all, the coast under integrated coastal management and extend this management into adjacent catchment areas. This addresses problems of transboundary pollution at the source. The critical need at the start of implementation was a major lack of capacity for ICM and policy development in many of the participating countries, and thus PEMSEA specifically focused on capacity building. The project is also targeting objectives of WSSD and the Millennium Development Goals.

81. Last, there have been no major changed circumstances that should have resulted in the need to change the Global or Immediate Objectives of the Project.

82. The evaluators this conclude that in terms of reference, the Project has performed at a level that is Highly Satisfactory.

Effectiveness and Efficiency

83. The evaluation team has assessed the effectiveness and efficiency by analyzing the level at which Project Outputs, by Component, have been achieved. Of the seven Project Components, the following calculates the percentage of Outputs that have been achieved to date and the extent to which remaining Outputs will be achieved before end-of-project in June 2012:

Component A: A Functional Mechanism for SDS-SEA Implementation. The nine scheduled Outputs of Component A have been achieved.

Component B: National Policies and Reforms for Sustainable Coastal and Ocean Governance. The five scheduled Outputs of Component B have been achieved.

Component C: Scaling up ICM Programs. Eight of eleven of the Outputs of Component C have been achieved. This Component is perhaps the principal Component of the overall Project, and the extent of Phase 3 achievement is summarized in the Table below.

Total Per PEMSEA Phase				Regional Figures	
Phase	Coastline (km) and % Coverage	Land Area (km ²)	Population (2010)	Phase	Coastline (km) and % Coverage
1993-1999 (Phase 1)	326 (0.14%)	3,026.00	4,651,664	Total Length of Coastline with ICM Coverage (as of 2011)	27,318 (11.67%)
1999-2007 (Phase 2)	5,584 (0.30%)	68,307.67	59,626,735	Total Length of Regional Coastline (including islands)	234,000.00
2008-2011 (Phase 3)	27,318 (11.67%)	335,739.00	158,410,144	Total Land Area of the Region	13,957,148.30
				Total Population of the Region	2,080,790,000

84. The SDS-SEA project is active in more than 50 ICM demonstration sites in the eight (8) partner countries (Cambodia, China, Indonesia, Laos, Philippines, Thailand, Timor-Leste and Vietnam,) as well as sites in the four co-partner countries (Brunei Darussalam, Japan, Republic of Korea and Singapore).

85. The Evaluators visited eight of these demonstration sites in Cambodia (1), China (2), Philippines (2), Vietnam (2) and Thailand (1) and have selected one example, Chonburi Province in Thailand, to illustrate the initial commitment by local and provincial authorities in five municipalities, followed by expansions to include all 99 local government units including cities/municipalities/subdistrict administrative organizations and the provincial administrative organization in Chonburi. The evaluators found that the other seven demonstration sites could also be used as case studies as each has shown considerable progress in implementing ICM to clean up coastal resources.

Component D: Twinning Arrangements for River Basin and Coastal Management. The five Outputs of Component D have been achieved.

Component E: Intellectual Capacity and Human Resources. 17 of the 20 scheduled Outputs of Component E have been achieved.

Component F: Public and Private Sector Investment and Financing in Environmental Infrastructure Projects and Services. Two of the three scheduled Outputs for Component F have been achieved.

Component G: Strategic Partnership Arrangements. Three of the five scheduled Outputs for Component G have been achieved.

Component H: Corporate Social Responsibility for Sustainable Development and Coastal Marine Resources. Two of the six scheduled Outputs for Component H have been achieved.

86. In summary, of the 64 scheduled Outputs of the Project, 51 of the 64, or 80 percent have been achieved; of the remaining 13, 8 are scheduled to be achieved by end-of-project, which would result in an overall delivery of 59 of 64 Outputs or 92 percent.

87. A Table listing each Project Component and status of each Output is described in Annex 8.
88. There are many examples of projects catalyzed by PEMSEA in local government areas whereby relatively small amounts contributed have resulted in magnified outcomes for the affected communities. The example below in Sihanoukville illustrates how small projects have tapped into community activities and have resulted in better economic outcomes and in the eventual operation of an expensive sewage treatment plant.

Beach Remediation in Sihanoukville, Cambodia

The features that should attract tourists to the beaches were disappearing. So PEMSEA worked with local tourist operators and the ICM Project Coordination Committee (chaired by the Governor of Preah Sihanouk) to clean up the beaches. Preah Sihanouk is one of four coastal provinces in Cambodia and, after Siem Reap (Angkor Wat), its major tourist attraction.

*Before the Province joined the PEMSEA network in 2001, the main tourism beaches of Ochheuteal, Serendipity and Otrass were being overcrowded with a plethora of shabby huts, hawkers selling food and curios, and deck chairs. To address this problem, and stem tourist complaints, PEMSEA provided a fund to develop a tourism development and management plan, which includes zoning and improvement of facilities and structures. This led to the creation of set backs of 20-30 m and **an improvement of huts, walkways and other tourist facilities. At first, there was strong resistance from owners of food and souvenir stalls, but they are now enthusiastic about the changes as tourists stay on the beach longer, with a resultant doubling or more of daily income. The offshore areas are now also safer because of zoning to separate swimmers from jet skis and boats. With the help of PEMSEA, Sihanoukville has become a member of the Club of the Most Beautiful Bays in the World.***

A remaining issue to be addressed is that of sewage leaking out onto the beaches, affecting tourism. So PEMSEA has now provided a small seed fund to build an on-site wastewater facility in Occheauteal Beach and connect households to the wastewater treatment facility.

89. Given the above-documented analysis, the evaluators conclude that Project effectiveness and efficiency is Highly Satisfactory.

Country Ownership

90. A major thrust of the Project has been to develop participatory networks of countries and country officials throughout the East Asian Seas region. One public manifestation of these networks has been the East Asian Seas Congress, held every three years. The Congresses attract participating country Ministers, Deputy Ministers and Heads of Department who sign specific declarations solidifying and increasing government participation in, and support for, the general and specific objectives of PEMSEA, with special emphasis on establishing ICM as national policy, and following through with verifiable implementation. Since 2003 there have been four Congresses, involving over 5,000 attendees and resulting in the formulation and endorsements of several important declarations including:

- The Putrajaya Declaration of Regional Cooperation for the Sustainable Development of the Seas of East Asia was signed in 2003 by senior officials, some at Ministerial rank, from 12 countries;
- The Haikou Partnership Agreement on the Implementation of Sustainable Development Strategy for the Seas of East Asia, signed by representatives of 11 countries in 2006. The evaluator was informed that Thailand was unable to sign at the time due to changes in the government, and that the Agreement has been re-submitted to the relevant ministers for consideration;

- The Manila Declaration on Strengthening the Implementation of the Integrated Coastal Management for Sustainable Development and Climate Change Adaptation in the Seas of East Asia Region was also signed by representatives of 11 nations in 2009; and
 - The Changwon Declaration: Towards an Ocean-Based Blue Economy: Moving Ahead with the Sustainable Development Strategy for the Seas of East Asia was signed in July 2012 by senior representatives of 10 countries of the region.
91. An increasing number of Congress participants are representatives of local governments and often attend using their own financial resources. For example, about 75% of the participants at the 2012 Changwon Congress in RO Korea represented local governments.
92. The evaluators interviewed or had discussions with over 240 PEMSEA stakeholders in Cambodia, PR China, Philippines, Vietnam and Thailand. The response was uniform: stakeholders virtually, without exception, are supportive of PEMSEA objectives and participate in PEMSEA-initiated and supported activities.
93. Further, they uniformly agree that PEMSEA has been responsive to requests and questions, and that PEMSEA-supported training they have received, including the placement of participating country nationals in the PRF in Manila through internships, has been effective and resulted in improved participating country capacity as well as commitment to the Project, as these interns return to their countries to re-assume responsibilities in areas of work relevant to Project objectives.

Mainstreaming

94. The SDS-SEA project operated by PEMSEA has effectively mainstreamed integrated coastal management (ICM) throughout the region by adopting a simultaneous strategy of operating both top-down and bottom-up. Based on extensive interviews and discussion and a review of documentation, the evaluators conclude that the top-down approach has involved:
- Engagement of the governments of the East Asian Seas (EAS) region at the highest level possible (Ministers, Heads of Departments) on the need for ICM throughout the region, and to document this commitment through signed declarations;
 - Growing commitment on the part of the participating countries to include increasing amounts of the coastal zone of the EAS into the ICM framework. At present, 11.67 percent of the entire coastline has been placed into ICM status, and the eventual target by 2015 is to have 20 percent coverage of coastlines among the participating countries;
 - Developing capacity by working through many government agencies, UN bodies and NGOs to implement sustainable practices for coastal resource management;
 - Engagement of the PEMSEA Resource Facility to assist participating country experts, who implement ICM training, with training packages developed on previously tested and successful participating country examples;
 - Assistance to the participating countries of the region to introduce or modify legislation to ensure the sustainable use of coastal resources through the ICM principles and work to reduce inter-sectoral disputes;
 - Creation of the PNLG, formally based in Xiamen, whose responsibility is to share lessons learned with other local government units in the EAS region;
 - Involvement of PEMSEA in port safety issues, initially in Batangas, Philippines. The lessons learned from that initial demonstration site is now being mainstreamed in the Philippines and at ports in several of the other participating countries. An example from Thailand (see box, opposite page) demonstrates the extent of port activities being sponsored by PEMSEA; and
 - Part of mainstreaming has been PEMSEA's ability to attract and sustain a substantial number of partnerships within the region. In addition to 11 country partners, there are 20 Non-Country Partners. Based on interviews and discussions undertaken by the evaluators and review of extensive documentation, the evaluators conclude that PEMSEA partners are productively engaged in PEMSEA efforts on behalf of the participating countries.

A Focus on the Ports of EAS Countries: The Bangkok Example

As a result of a PEMSEA training intervention, senior health and safety officers at the port of Bangkok agreed that there was a major improvement in the thinking of the trained workers, who now consider all aspects of the port process and the tasks of their colleagues, rather than only concentrating on their own tasks. This is documented in fewer accidents, less spillage, less downtime for the port and a more agreeable work environment. Bangkok is but one example.

PEMSEA has introduced PSHEMS training in ports throughout the East Asian Seas region in association with local port authorities and the German group GIZ. The training applied by PEMSEA is through experienced Asian trainers, and thus resonates very well with the port workers. In Iloilo, Philippines, there has been, through port safety training catalyzed by PEMSEA, a major reduction in accidents and, importantly, fatalities. The Sihanoukville Autonomous Port in Cambodia, in another PEMSEA venture, has joined with authorities in Thailand and Vietnam for a joint oil spill response network. These and other Port Authorities have requested continuing PEMSEA involvement to continue training of new staff, in partnership with the GIZ, and there is growing recognition among Port Authorities that in the future they will need to provide ongoing funding and coordination for the new training.

Sustainability

95. PEMSEA has made considerable progress in achieving overall sustainability at both institutional and financial levels. In summary:

- At the institutional level, the Project has now achieved full legal status, which will allow it to continue after GEF and other bilateral and multilateral donors have reduced or eliminated their funding to PEMSEA;
- The Project has Memoranda of Agreement with China, RO Korea and Japan that goes part of the way toward assuring long-term sustainability to the PEMSEA Resource Facility. The PRF is in discussions with other participating countries to build on the level of funding currently being provided by the initial three contributing countries;
- It is clear to the evaluators, based on extensive interviews and discussions with a large number of stakeholders, that PEMSEA enjoys broad and committed levels of support for its Global and Immediate Objectives;
- The Project emphasis on ICM has resulted in very substantial replication of what was in Phase 1 of the Project and the initial set of demonstration sites. The evaluators have detailed this finding in the Effectiveness and Efficiency section of this TE;
- The creation of the PNLG, now with a secretariat office in Xiamen, PR China, bodes well for the continuation of efforts to replicate local level success stories across the entire EAS region; and
- Since 1996, PEMSEA has supported 46 internships. Since the beginning of implementation of this Project, it has supported 19 internships from 7 of the participating countries. Most often, these interns return to their home countries and resume the Project-related work they had been assuming before the internships, and, given the experience in the Manila PRF, often improve their chances of promotion (see box, next page).

Building Capacity Through Internships

Capacity to implement integrated coastal management is limited in the countries of the Seas of East Asia. PEMSEA recognized that a way to combat this is to base young potential staff from most of the countries at the headquarters in Manila for periods up to three months. A specific example is for Timor-Leste. The country paid from their own contribution to the SDS-SEA project for three young staff to come to Manila for three months: one who had a university degree from Indonesia has now been promoted to Secretary of State for Fisheries, and the other two as non-degree holders now coordinate the PEMSEA Secretariat with the Ministry of Agriculture and Fisheries and the demonstration site in Manatuto.

96. Given the above, achievement of overall project sustainability is seen to be Likely.

Impact

97. The overall impact of the combined Project progress documented above leads to a conclusion on the part of the evaluators that the current PEMSEA project, in combination with the two previous Phases of the PEMSEA project activity has resulted in a positive and long-lasting impact in the EAS region. Examples of lasting impact include, among others:

- Documented regional level agreements and a network of senior officials across Asia;
- Creation of the PEMSEA Network of Local Governments that now has its formal operations centered in Xiamen, PR China and has a growing list of local governments as members;
- Documented growing support for PEMSEA activities as evidenced by substantial increases in local, national and regional level stakeholder involvement across a range of PEMSEA-led initiatives such as the EAS Congresses, local-level ICM activities and national level policy initiatives;
- A growing list of more than 50 sites throughout the SEA region that have become demonstration sites for ICM, many of which through the use of their own financial resources;
- The SDS-SEA project operated through PEMSEA has achieved major co-financing support from national and local governments, thereby indicating particularly strong support throughout Asia;
- Many commercial ports throughout the region that are now cooperating with their communities and local government authorities to reduce oil and chemical pollution;
- The commitment of PR China, RO Korea and Japan to begin contributing to the ongoing sustenance of the PEMSEA Resource Facility; and
- Measurable indicators of Project success through the presence of the full range of GEF IW indicators.

4 Conclusions, Recommendations and Lessons

Conclusions

98. In general, consistent with emphases contained in UNDP evaluation guidelines, and based on a review of documentation and interviews and discussions with many Project stakeholders, the evaluators conclude that:

- Re. GEF-4 Objectives for IW – The SDS-SEA project conducted by PEMSEA has been successful in addressing many of the GEF-4 Objectives for the International Waters focal area. The principle activity has been to introduce integrated coastal management (ICM) to the participating countries in the Seas of East Asia region in an attempt to resolve conflicts in the use of coastal waters to reduce pollution; to productively involve stakeholders at international, regional, national and local levels; and implement more effective fisheries management.
- Re. Country Ownership – Based on extensive interviews of and discussions with over 440 officials and other stakeholders from the participating countries, it is clear that the countries feel a keen sense of ownership of the SDS-SEA project. The evaluators also conclude that this sense of ownership will continue to grow.
- Re. Stakeholder Consultation – The simultaneous focus on a “top-down” and “bottom-up” approach has been conducive to effective stakeholder involvement in PEMSEA-supported activities at international, regional, national, provincial and local levels. Well over 9,000 people in the region — a conservative estimate — have been involved in PEMSEA-related activities since Project implementation began in 2008.
- Re. Sustainability – Based on interviews and discussions undertaken and documents reviewed, many of the national and local initiatives have, in the judgment of the evaluators, reached a point where they will be sustainable regardless of PEMSEA-continued involvement. However, the true test of PEMSEA sustainability will come during the sustainability phase of the Project, the 2013-2017 period when countries will have to decide whether and how they will ensure the continued financial and other support that will be necessary to PEMSEA's continuation as a legal entity.
- Re. Monitoring and Evaluation – The monitoring and evaluation plan contained in the Project Document is deemed by the evaluators to be thorough and consistent with UNDP-GEF standards. Further, the focus on provincial and local level demonstration projects as part of an ICM approach lends itself to the early identification of GEF stress reduction and environmental status indicators.
- Re. Public Participation and Involvement – Based on analysis of various Project sponsored workshops, locally centered PEMSEA-related activities and the extensive mission of the evaluators to PEMSEA-sponsored site activities, the evaluators conclude that stakeholder participation in PEMSEA-related activities is extensive and growing. Further, and based on a review of website development and use, the evaluators conclude that the Project website has been well managed and an effective arm of Project communication.
- Re. Implementing Agency Performance – Based on interviews and the review of available information on the relationship of the Implementing Agency to the SDS-SEA project, the evaluators conclude that the existing Implementing Agency relationship to the needs of PEMSEA and to the participating countries has been a productive and healthy one. However, the PEMSEA Resource Facility has identified 15 “challenges” of which 8 relate to varying degrees to the UNDP.
- Re. Executing Agency Performance – Based on interviews and the review of available information on the relationship of the Executing Agency to the SDS-SEA project, the evaluators conclude that the complexity of the PEMSEA project apparatus, existing as it has since 1996, presents challenges both to PEMSEA and to the UNOPS. As above, the PEMSEA Resource facility has identified 15 “challenges” of which they believe 13 relate to varying degrees to UNOPS execution
- Re. Co-finance – The level of verified co-finance has greatly exceeded the amount of co-finance foreseen as part of the project document. The evaluators conclude that this is a sign of substantial country commitment, and augurs well for achieving long-term sustainability of project results.

- Re. Cost-Efficiency – The evaluators conclude, through an examination of project investment to co-finance at each level of project implementation (international, national, provincial and local), that the ratio of GEF funds to that of contributions from non-GEF sources demonstrates substantial efficiencies deriving from the GEF investment. Levels of country and other co-finance have substantially exceeded levels described in the Project Document. GEF finance to co-finance has often exceeded a ratio of 1:10. The result has been the leveraging of significant on-the-ground achievement of Outputs at relatively low GEF direct investment.

More specifically, the evaluators conclude that:

- Re. Consistency – Countries particularly appreciate Project consistency of effort and production of results since 1996. Since that year, there has been continual and consistent advice and assistance provided through three GEF interventions and through what is, virtually without exception, praise for the efforts of what has now become the PEMSEA Resource Facility.
- Re. Reliance on Regionally-based Resources – What PEMSEA has deemed the “Asian Way” has provided considerable training, either through short courses within participating countries or through internships in Manila. Advice and training are consistently provided by regional staff that not only have good understanding of regional problems and mechanisms to approach solutions but also are, and are seen to be, very knowledgeable in matters related to the participating countries generally, and the specific ministries, departments and other sectors involved in Project activities. One example is the intervention in ports through the Port Safety, Health and Environmental Management System (PSHEMS) approach, whereby PEMSEA, a small contributor in terms of the overall cost of the program, is seen as the catalyst for and a critical contributor of technical training to the overall and successful effort.
- Re. Focus on Provincial and Local Government – Many PEMSEA-run projects are specifically targeted at improving capacity of provincial and local government, an iterative (bottom-up) approach built on a recognition that this focus is necessary to solve problems that originate at sub-national level. In the experience of the evaluators, few other projects or agencies have the capacity or are prepared to operate “at the coalface” of local government.
- Re. Networks of Provincial and Local Government – In keeping with this focus on provincial and local governments, PEMSEA has developed the PEMSEA Network of Local Governments for Sustainable Coastal Development (PNLG) to permit leaders to meet on an annual basis to share experiences (both positive and negative lessons learned), often focused on a specific issue. The evaluators, through interviews and discussions with provincial and local government leaders and officials, have found that provincial and local officials are now recognized for their local knowledge and ability to implement change directly at the source of the problem. These local leaders report greater confidence in their approaches and actively seek to demonstrate success to other local governments ensuring replicability and aiding efforts aimed at sustainability.
- Re. Community-level Involvement – Related to the above conclusion, by working through local governments, PEMSEA has often been able to interact directly with communities. There are numerous examples of communities that have worked together to solve direct problems, such as replanting mangroves or removing solid wastes. There are many documented reports of communities becoming stronger as an indirect result of PEMSEA being involved in local government issues.
- Re. Technical Advice – National, provincial, and local level officials believe that PEMSEA advice and training in ICM and other matters was targeted at the correct level in each country. Many countries started with virtually no trained personnel and PEMSEA provided the first training to equip them to implement Project objectives. Training, by PEMSEA and increasingly through PEMSEA-trained provincial and local human resources, through a program of “training the trainers,” has then been ongoing to improve skills to tackle ICM objectives.
- Re. Encouraging Self-Reliance – In most PEMSEA-supported initiatives, PEMSEA financial contribution has been modest, with a definite timeline for termination. Thus national, provincial and local governments are not only encouraged but also required to fund the activities to achieve sustainability, and in many cases have done so.
- Re. Networking – For more than 10 years, countries, country environmental departments and individuals have been in a network of colleagues in their own and with other countries to share experiences, training and lessons learned on best practices. The East Asian Seas Congresses (EAS Congress) is but one successful example of PEMSEA-sponsored fora that have been created by the PEMSEA to share lessons learned and best practices.
- Re. Tackling Large and Difficult Problems – PEMSEA has initiated projects in the most polluted, overpopulated and degraded areas in Asia, with some success in many sites. Tackling the most polluted areas such as those of the Bohai Sea, Jakarta

Bay and Manila Bay, which are virtually lifeless due to pollution, are tasks that few organizations are willing to attempt. Also it is unusual for an environment-based organization like PEMSEA to tackle commercial port environments, although ports are recognized as major sources of pollution and damage to adjacent coastal areas and are thus an important part of any attempt to initiate a fully integrated ICM program.

- Re. State of the Coasts Reporting (SOC) – Demonstration site coordinators and local governments at several sites have completed or are preparing SOC reports and have found them useful in focusing on the status of coastal resources and the factors damaging those resources. The original guidelines recommended almost 70 parameters to be assessed, but this has been reduced to less than 40 to reduce workload.
- Re. Private Sector Involvement – While some progress has been made in this area, it is not as much as had been hoped as expressed in the project document and as also recognized by the PEMSEA Resource Facility.
- Re. Flexibility and Efficiency in Funding Application Requests – PEMSEA has shown particular skill and understanding by being able to catalyze action at many locations through the expenditure of small to modest amounts of money on direct on-the-ground activities, while realizing substantial levels of co-finance (in many cases 10:1 or more co-finance to GEF finance). These actions include beach management, mangrove replanting, solid waste collection, retraining at local level, small-scale sewage treatment or connection to sewerage lines, facilitating exchange visits between local government units, etc.
- Re. Encouraging Devolution of Authority – Many countries in the region are actively seeking to devolve authority to provincial and local governments to solve local problems, but progress has rarely been rapid. PEMSEA has interacted at the provincial and local level to build capacity and then encouraged national governments to pass authority and appropriate budgets to them to address local ICM issues and problems. Interviewees at local and provincial level were clear in complimenting PEMSEA for this support, and see PEMSEA as an important link in maintaining effective contact between local initiatives and central governments.
- Re. Replicability – PEMSEA has encouraged neighboring provinces and local governments to become involved in the SDS-SEA approaches of ICM, following success at initial demonstration sites. This is now evident in most countries whereby adjacent areas are joining in the SDS-SEA project stream either using their own funds or national budgets. PEMSEA, as suggested above, has been active in encouraging governments at the national level to in turn encourage provincial and local level officials to replicate successful PEMSEA-catalyzed initiatives.
- Re. Replicability – The project is progressively expanding the activities along the coast from the designated demonstration sites and into adjacent catchment areas, such that water quality in national, and eventually transboundary, water systems is, and will continue, to improve.
- Re. Sustainability – This particular PEMSEA project, the SDS-SEA component of the overall PEMSEA programme, has achieved limited sustainability, consistent with the Project Document stating that this phase of the overall PEMSEA project in the East Asian Seas constituted a “transitional” period to full sustainability after the “sustainable operation period” from 2013 to 2017. The commitment of three countries — China, Japan and RO Korea — to provide US\$400,000 to sustain the PRF goes part of the way to achieving full sustainability in the next phase of the project. The commitment by Timor-Leste, ranked at number 147 in the 2011 Human Poverty Index, of US\$ 100,000 to ensure participation in the SDS-SEA Project is a further and special example of country commitment.
- Re. Sustainability – The next phase of the overall PEMSEA programme, the phase that is targeted to lead to full sustainability of PEMSEA, will be the true test of country commitment to build a lasting and self-financed institutional mechanism to continue to address the overall objectives of the PEMSEA programme.
- Re. Oil Risk Spill Management – An example is the three-state agreement (Cambodia, Thailand and Vietnam) to implement oil risk management procedures.
- Re. Pollution Control – The States involved in the SDS-SEA project have collectively agreed to improve pollution control and some have enacted specific national policy reforms. Throughout the region, there has been a major increase in capacity to manage coastal, and now catchment, ecosystems with a developing understanding of ecosystem-based management.
- Re. the Sustainable Development Strategy for the Seas of East Asia (SDS-SEA) Implementation Plan – 2012 to 2016 – The evaluators conclude that this strategy offers an effective and comprehensive blueprint for activities that should be undertaken to further the Development and Immediate Objectives of the PEMSEA programme, and can also serve as a basis for defining the next phase of a possible GEF intervention and the recruitment of other bilateral and multilateral donors.

Overall Conclusion

- Previous terminal evaluations have given PEMSEA highly satisfactory ratings. The result of this terminal evaluation is consistent with those previous conclusions.

Recommendations

- Re. PEMSEA Programmatic Approach – It is recommended that PEMSEA, given its geographic coverage and experience in the region, the overall respect that it has generated among the participating countries and its legal status achieved during implementation of the current project, through the PRF, be given the ongoing responsibility for and the funding necessary to assure a programmatic approach for regionally based activities in the Seas of East Asia region.
- Re. PEMSEA's Balance of "Top-Down" and "Bottom-up" Approaches – PEMSEA has managed to combine elements of both a top-down and bottom-up approach. It is recommended that PEMSEA continue to emphasize, in particular, its "bottom-up" approach, i.e., its focus on local-level, on-the-ground actions, as a principal means of meeting its expressed Development and Immediate Objectives, and its Outcomes and Outputs.
- Re. Local Level and National Linkages – It is recommended that PEMSEA increase its attention to serving as an effective and necessary link between locally driven efforts and policy-level personnel in the respective central governments of the participating countries.
- Re. Danger of a Funding Break between Phase 3 and Phase 4 – In anticipation of a possible gap in funding between Phase 3 (the transitional/transformation phase) and Phase 4 (sustainable operation period) of PEMSEA, it is recommended that UNDP, as the Implementing Agency, and PEMSEA jointly undertake contingency planning to assure that PEMSEA finance to sustain core staff and critical programme functions is maintained. It is recognized that UNDP does not foresee such a gap. However, the evaluators believe that prudence dictates formulation of a "what if" contingency.
- Re. Use of Core Funding – As PEMSEA is currently operating on a no-cost extension and remaining funds are dwindling, it is recommended that salaries of remaining PEMSEA employees be covered through project activity funds, rather than through core funding currently being provided by China, Japan and the RO Korea.
- Re. PEMSEA Programme Sustainability – It is recommended that the UNDP, as the Implementing Agency, work cooperatively with PEMSEA in the next Project Phase to systematically work with the participating countries, potential donors, and other entities as necessary to successfully achieve full and regionally driven sustainability to the ongoing mission of PEMSEA.
- Re. Future Donor Conference – It is further recommended that UNDP, as the IA, work with PEMSEA to convene a donor conference to assist in the recruitment of donors that will help ensure the long-term sustainability of PEMSEA.
- Re. IA Implementation/EA Execution – The evaluators recommend, as a priority matter, that PEMSEA, UNDP and UNOPS address the 15 "challenges" identified by the PEMSEA Resource Facility as issues that to varying degrees inhibit project progress.
- Re. Improvements in M&E, Stakeholder Consultation and Training Tracking Procedures – It is recommended that the PEMSEA Resource Facility improve current M&E, stakeholder consultation and training methodologies to more accurately capture GEF IW indicators, numbers of stakeholders involved in PEMSEA-related activities and numbers of people trained as a result of PEMSEA activities, all of which seem to be currently under-reported.
- Re. State of the Coasts Reporting – It is recommended to PEMSEA and to the participating countries that this activity become a permanent feature of PEMSEA activity, not only during the next phase of the programme but as an ongoing activity even after sustainability has been achieved.
- Re. Future PEMSEA Programme Emphasis – It is recommended that the focus of the further planned GEF intervention be on reinforcing and building upon the considerable number of successful major initiatives that have characterized past interventions. The best example is PEMSEA's focus on development and implementation of ICM to all levels of government within the participating countries.

Overall Recommendation

- Given the high level of performance of the Project and the very substantial level of country support for the work of PEMSEA, the evaluators recommend that PEMSEA and its supporting partners continue the combination of top-down and bottom-up approaches that have yielded substantial local, national, regional and global benefits.

Rating Tables

Evaluation Ratings: Development and Immediate Objectives

Objectives		Evaluation					
		HS	S	MS	MU	U	HU
Development Objective	Implementation of the Sustainable Development Strategy for the Seas of East Asia through mobilization of necessary partnership arrangements, operating mechanisms, intellectual capital, support services and resources for achievement of their shared vision of sustainable use of coastal and marine resources of the region and the development targets of the WSSD Plan of Implementation						
Immediate Objective 1	Implementation of action programs of the SDS-SEA aimed at legal, policy and institutional reforms and investments at the local, national and regional levels with a particular focus on scaling up and sustaining integrated coastal management practices to reduce coastal and marine degradation						
Immediate Objective 2	Verification, dissemination and promotion of the replication of lessons and best practices arising from the regional partnership arrangements in collaboration with IW:LEARN and other partners						
Immediate Objective 3	A Strategic Partnership between participating countries, UNDP, the World Bank and other stakeholders to stimulate and co-finance site-specific private and/or public-private land-based pollution reduction investments under the GEF/WB Pollution Reduction Investment Fund for the LMEs of East Asia						

Evaluation Ratings: Project Components

Component		Evaluation					
		HS	S	MS	MU	U	HU
Component A	A functional regional mechanism for SDS-SEA implementation						
Component B	National policies and reforms for sustainable coastal and ocean governance						
Component C	Scaling up ICM programs						
Component D	Twinning arrangements for river basin and coastal area management						
Component E	Intellectual capacity and human resources						
Component F	Public and private sector investment and financing in environmental infrastructure projects and services						
Component G	Strategic partnership arrangements						
Component H	Corporate social responsibility for sustainable development of coastal and marine resources						

Evaluation Ratings: Project Outcomes and Outputs

Outcomes/Outputs		Evaluation					
		HS	S	MS	MU	U	HU
Outcome 1	An intergovernmental multisectoral EAS Partnership Council, coordinating, evaluating and refining the implementation of the SDS-SEA, and advancing the regional partnership arrangement to a higher level						
Output A.1	A country-owned regional mechanism for SDS-SEA implementation						
Output A.2	A Plan of Action for transforming PEMSEA into a long-term, self-sustained regional implementing mechanism for the SDS-SEA						
Outcome 2	National policies and programs on sustainable coastal and ocean development mainstreamed into social and economic development programs of participating countries						
Output B.1	An agreed framework, methodology and indicators for assessing social and economic contributions of coastal and marine areas/sectors within the East Asian region						
Output B.2	National policy, legislative and institutional reforms, and interagency and multisectoral coordinating mechanisms aimed at improved integrated management of marine and coastal areas						
Outcome 3	Integrated coastal management scaled up as an on-the-ground framework for achieving sustainable development of coastal lands and waters in at least 5% of the total coastline of the region by 2010						
Output C.1	Institutional arrangements for national ICM programs in place						
Output C.2	Capacity building strengthened for local government ICM programs						
Output C.3	An ICM code adopted by national and local governments for voluntary use as a standard for certification/recognition of ICM sites						
Output C.4	A PSHEM Code adopted and implemented by national governments and the private sector for voluntary use by port authorities and those companies operating in a port as a standard for certification/recognition of a Port Safety, Health and Environmental Management System (PSHEMS)						
Outcome 4	South-south and north-south twinning arrangements established for integrated management of watersheds, estuaries and adjacent coastal seas, promoting knowledge and experience sharing and collaboration for the implementation of management programs in environmental hotspots of the region						
Output D.1	Regional twinning arrangements developed and implemented for site-specific river basin and coastal area management programs						
Outcome 5	Use of the region's intellectual capital and human resources strengthened, and addressing policy, economic, scientific, technical and social challenges and constraints to integrated management and sustainable use of the marine and coastal environment and resources of the Seas of East Asia						

Outcomes/Outputs		Evaluation					
		HS	S	MS	MU	U	HU
Output E.1 DL	An enhanced technical support network for countries, comprised of a Regional Task Force and country-based National Task Forces						
Output E.2 CW	Areas of Excellence program and a regional network of universities/ scientific institutions supporting SDS-SEA implementation at the national and local level						
Output E.3	Professional upgrade program, graduate scholarships and specialized training courses						
Output E.4	An internet-based information portal in place, building awareness and transferring knowledge and lessons learned						
Output E.5	Community-based projects, including those addressing supplementary livelihood opportunities, developed and implemented at ICM sites throughout the region in partnership with GEF-UNDP Small Grants programme and other community-based donor programs						
Output E.6	A self-sustaining regional network of local governments in place, operating and committed to achieving tangible improvements in the sustainable use and development of marine and coastal areas through ICM practice						
Outcome 6	Public and private sector cooperation achieving environmental sustainability through the mobilization of investments in pollution reduction facilities and services						
Output F.1	Innovative national investment and financing policies and programs for public and private sector investment in pollution reduction facilities						
Outcome 7	A strategic Partnership for the sustainable development of the seas of East Asia, functioning as a mechanism for GEF, the World Bank, the UNDP and other international and regional partners to incorporate and coordinate their strategic action plans, program and projects under the framework of the SDS-SEA, thus promoting greater sustainability and political commitment to the effort						
Output G.1	A functional Strategic Partnership arrangement facilitating enhanced communication, knowledge sharing, scaling up and replication of innovative technologies and practices in pollution reduction across the Seas of East Asia						
Outcome 8	Multinational and national corporations integrating social responsibility into their organizational strategies, programs and practices, and facilitating the replication and scaling up of capacities in sustainable development of marine and coastal resources among local governments and communities of the region						
Output H.1	Partnership arrangements established and implemented between multinational and national corporations, industry, local governments and communities for sustainable development of marine and coastal resources						
Output H.2	Corporate responsibility practices evaluated and recognized as a special relevance to achieving social, environmental and economic benefits in coastal communities						

Evaluation Summary

Evaluation Issue	Rating
Achievement of objectives and planned results	Highly Satisfactory
Attainment of outputs and activities	Highly Satisfactory
Cost-effectiveness	Highly Satisfactory
Impact	Highly Satisfactory
Sustainability of the Project	Satisfactory
Stakeholder participation	Highly Satisfactory
Country ownership	Highly Satisfactory
Implementation on the ground and implementation approach	Highly Satisfactory
Financial Management and Planning	Satisfactory
Replicability	Highly Satisfactory
Monitoring and Evaluation	Satisfactory

Overall Rating

Rating	Description
Highly Satisfactory (HS)	Project is expected to achieve or exceed all its major global environmental objectives and yield substantial global environmental benefits, without major shortcomings. The project can be presented as "good practice."
Satisfactory (S)	Project is expected to achieve most of its major global environmental objectives, and yield satisfactory global environmental benefits, with only minor shortcomings.
Marginally Satisfactory (MS)	Project is expected to achieve most of its major relevant objectives but with either significant shortcomings or modest overall relevance. Project is expected not to achieve some of its major global environmental objectives or yield some of the expected global environment benefits.
Marginally Unsatisfactory (MU)	Project is expected to achieve some of its major global environmental objectives with major shortcomings or is expected to achieve only some of its major global environmental objectives.
Unsatisfactory (U)	Project is expected not to achieve most of its major global environment objectives or to yield any satisfactory global environmental benefits.
Highly Unsatisfactory (HU)	The project has failed to achieve, and is not expected to achieve, any of its major global environment objectives with no worthwhile benefits.

Corrective Actions for the Design, Implementation, Monitoring and Evaluation of the Project

99. For a project that commenced in 1996 and has been in continuous operation for up to 16 years in many of the participating countries, most of the obvious “corrective actions” have already been introduced. The evaluators encountered few aspects that required corrective action.
100. The latter phases of the SDS-SEA project have built on the successes of earlier phases rather than attempt more innovative but more risky procedures. Therefore, most of the current activities are built on the successes of previous efforts.
101. There are, however, two aspects that feature in the conclusions and recommendations:
- A need to improve the M&E accounting to better capture the many additional benefits to GEF objectives, including determining the large number of people who have been positively influenced through PEMSEA activities; and
 - Actions that will streamline the processing of GEF funds to accommodate the lack of experience in financial planning in some of the participating countries in the East Asian Seas region.

Actions to Follow up or Reinforce Initial Benefits from the Project

102. As mentioned above, the SDS-SEA project has adopted a simultaneous “bottom-up” and “top-down” approach with success along the full spectrum of activities. Therefore, the evaluators have recommended “more of the same.”
103. More specifically, there has already been a distinct scaling up of ICM implementation along the coastlines of most participating countries in the PEMSEA-led Project. This should be encouraged and more training implemented through the developing Centers of Excellence and ICM Training Centers. It is suggested that PEMSEA continue to encourage the local government authorities managing the demonstration sites to assist neighboring authorities in implementing their own ICM. Similarly, participating countries are recognizing the importance of implementing ICM along their coastlines and introducing ICM and EBM principles within national policy. PEMSEA should continue to encourage national governments to support local authorities with logistic and funding support.
104. The PNLG is seen as an excellent mechanism to build capacity and confidence in local government authorities to manage their problems through direct action and request more devolution of authority and funding for community-based activities. Other actions that could be taken to reinforce and build upon initial benefits could include:
- A greater emphasis on documentation of lessons learned, perhaps through development and dissemination of case studies, to establish demonstration and parallel sites in adjacent regions; and
 - Efforts could be undertaken to ensure that ICM principles and practices are extended into catchment areas to tackle non-point sources of pollution. This may require modification of ICM guidelines to replace “coastal” with “catchment.”
105. Similarly, suggestions to extend into Burma, Sabah and Sarawak, and into the Pacific should be resisted unless there are clear promises of additional funding for staffing, operations and logistics.

Proposals for Future Directions Underlining Main (Immediate) Objectives

106. There have already been refinements to the mechanisms to achieve immediate and longer-term objectives in previous proposals and in the draft proposals for the next phase. The evaluators are unable to suggest additional proposals that have not already been implemented or proposed for the next phase.

Best and Worst Practices in Addressing Issues Relating to Relevance, Performance and Success

107. As mentioned above, parts of the M&E processes have not been undertaken in sufficient depth to capture all the benefits deriving from the SDS-SEA project directed by PEMSEA. An additional suggestion could better capture the lessons learned in establishing demonstration and parallel sites by documenting these in a book of short case studies to assist adjacent regions to establish their own ICM projects.

Terms of Reference

(Individual Contractor Agreement)

Mr. Clive Wilkinson

Title: Coastal and Ocean Management Specialist
Project: PEMSEA/ 58926
Duty station: Qld, Australia
Section/Unit: EMO IWC
Contract/Level: International - Specialist ICA, Level 3
Duration: 27/08/2012 through 05/10/2012
Supervisor: Senior Portfolio Manager, Ms. Katrin Lichtenberg

1. General Background

The UNDP/GEF Project on Implementation of the Sustainable Development Strategy for the Seas of East Asia (SDS-SEA) is a GEF project being implemented by UNDP and executed by UNOPS. The countries bordering the EAS region — Cambodia, PR China, Indonesia, Japan, Lao PDR, Philippines, RO Korea, Singapore, Thailand, Timor-Leste and Vietnam — endorsed the Project. The Project commenced in 2008 and will end in June 2013.

A midterm evaluation will be conducted to assess the extent of progress, relevance, suitability, impact and effectiveness of the strategies, project design and management, implementation methodologies, communication and other related activities, and assess the likelihood of achieving the Project's objectives upon Project completion. The midterm evaluation will take into consideration the project's continued relevance, efficiency levels and effectiveness. In addition, the midterm evaluation will provide recommendations to improve the execution and the likelihood of achieving the Project's objectives.

A team of specialists will be formed to conduct the evaluation. It will consist of institutional, legal and government specialist and a coastal and ocean management specialist. The specialists will require an appropriate balance of management and technical skills, shared vision, knowledge of the region, experience with multidisciplinary projects and good communication and interpersonal skills.

Specifically, the Coastal and Ocean Management Specialist ("Specialist") will review the various capacity-building initiatives in line with the SDS-SEA implementation, the effectiveness of the PEMSEA Network of Local Governments in facilitating and advocating local government implementation of ICM programs, assess the effectiveness of strategic partnership arrangements in stimulating public and private sector investment and financing in environmental infrastructure projects and services, as well as in mainstreaming the SDS-SEA to programs of key international donor agencies, and impacts of integrating social responsibility of the corporate sector contributing to sustainable development of coastal and marine areas.

2. Purpose and Scope of Assignment

- A. **Preparation of team work plan and schedule.** The Specialist will coordinate with the other team member in developing the team's work plan and schedule for the implementation of the midterm evaluation. The Specialist is expected to attend meetings and participate in team discussions and provide technical inputs relevant to his field of expertise.
- B. **Data gathering.** The Specialist will gather data through desktop review of the available and relevant documents and conduct interviews/field visits to a number of project sites and relevant offices:
- PEMSEA project sites
 - PEMSEA National Focal Agencies
 - Relevant offices for the Gulf of Thailand Environmental Management Project
 - Ports
 - PNLG
- C. **Analysis and evaluation.** The Specialist will evaluate the effectiveness of the overall programme management strategies, approaches and methodology adopted by PEMSEA in relation to the Project development objectives and the overall global environmental goals. He will focus on the activities under Immediate Objectives 2 and 3 (Components E, F, G, H) identified in the Project Document, with respect to the following:
- Effectiveness of the ICM approach in promoting the sustainable development of coastal and marine resources;
 - Extent to which National and Regional Task Forces, ICM Learning Networks, AOE and various training and internship activities contribute to capacity building and provide technical assistance in ICM scaling up and in tackling key issues related to coastal and ocean management and governance;
 - Usefulness of the training procedures and manuals developed;
 - Impact and sufficiency of ICM and specialized training courses to enhance the technical and management skills of government officials, trainers and concerned stakeholders;
 - Usefulness and impacts of multimedia materials and other information tools to increase awareness and replication of ICM in the region;
 - Applicability and acceptability of ICM as a post-graduate course;
 - Extent to which community-based projects undertaken with GEF Small Grants Programme and other similar donor-supported projects helped in enhancing capacities of community groups and marginalized sectors;
 - Extent of private sector engagement in environmental infrastructure projects and services;
 - Effectiveness of the strategic partnership arrangements in coordinating strategic action plans, programs and frameworks of various international and regional partners under the SDS-SEA framework;
 - Level of engagement and integration of social responsibility of corporate sector in sustainable development of coastal and marine resources and in the promotion of ICM practices.
- D. **Preparation of Technical Report.** The Specialist will prepare a technical report for incorporation into the Midterm Evaluation Report.
- E. **Preparation of Midterm Evaluation Report.** After the review, the Specialist shall provide the technical inputs and address comments within the limits of his expertise which are necessary to complete and/or refine the Midterm Evaluation Report.

3. Monitoring and Progress Controls

1. Team work plan, prepared in consultation with the team members.
2. Technical Report (Objectives 2 and 3; Components E, F, G and H)
3. Draft and Final Midterm Evaluation Report, prepared in consultation with the team members.

Terms of Reference (Individual Contractor Agreement)

Mr. David A. LaRoche

1. General Background

The UNDP/GEF Project on Implementation of the Sustainable Development Strategy for the Seas of East Asia (SDS-SEA) is a GEF project being implemented by UNDP and executed by UNOPS. The countries bordering the EAS region — Cambodia, PR China, Indonesia, Japan, Lao PDR, Philippines, RO Korea, Singapore, Thailand, Timor-Leste and Vietnam — endorsed the Project. The Project commenced in 2008 and will end in June 2013.

A midterm evaluation will be conducted to assess the extent of progress, relevance, suitability, impact and effectiveness of the strategies, project design and management, implementation methodologies, communication and other related activities, and assess the likelihood of achieving the Project's objectives upon Project completion. The midterm evaluation will take into consideration the Project's continued relevance, efficiency levels and effectiveness. In addition, the midterm evaluation will provide recommendations to improve the execution and the likelihood of achieving the Project's objectives.

A team of specialists will be formed to conduct the evaluation. It will consist of institutional, legal and government specialist and a coastal and ocean management specialist. The specialists will require an appropriate balance of management and technical skills, shared vision, knowledge of the region, experience with multidisciplinary projects and good communication and interpersonal skills.

Specifically, the Institutional, Legal and Governance Specialist ("Specialist") will assess the impacts of PEMSEA as the regional implementing mechanism for the SDS-SEA, the effects of the PEMSEA transformation efforts into a long-term self sustaining mechanism, the impacts of national policies and reforms in sustainable coastal and ocean governance, the scaling up of ICM efforts and codification of good practices, and the usefulness of the twinning arrangements for integrated river basin and coastal area management.

2. Purpose and Scope of Assignment

(Concise and detailed description of activities, tasks and responsibilities to be undertaken, including expected travel, if applicable)

1. **Preparation of team work plan and schedule.** The Specialist will coordinate with the other team member in developing the team's work plan and schedule for the implementation of the midterm evaluation. The Specialist is expected to attend meetings and participate in team discussions and provide technical inputs relevant to his field of expertise.
2. **Data gathering.** The Specialist will gather data through desktop review of the available and relevant documents, and conduct interviews/ field visits to a number of project sites and relevant offices:
 - PEMSEA project sites;
 - PEMSEA National Focal Agencies;
 - Relevant offices for the Gulf of Thailand Environmental Management Project; Ports

3. **Analysis and evaluation.** The Specialist will evaluate the effectiveness of the overall programme management strategies, approaches and methodology adopted by PEMSEA in relation to the Project development objectives and the overall global environmental goals. The Specialist will focus on the activities relating to Immediate Objective 1 of the Project Document (Components A, B, C and D), with respect to the following:
 - Effectiveness of the SDS-SEA and PEMSEA as the implementing mechanism in the region in establishing a coastal and ocean governance regime;
 - Benefits of the PEMSEA transformation initiatives into a long-term self-sustained regional implementing mechanism for the SDS-SEA
 - Effectiveness of the joint planning and implementation by PEMSEA Country and Non-Country Partners and collaborators in SDS-SEA implementation;
 - Extent to which the SDS-SEA has provided policy guidelines on various coastal and marine- related issues to the countries in the region and the level of acceptability and applicability of these policy guidelines to the specific conditions of each participating nation;
 - Usefulness of the projects undertaken in pushing for the development of the coastal and marine policies at the national level;
 - Usefulness of the reporting system on the State of the Coasts at the local ICM sites in assessing progress and influencing policy decisions and action planning at the local government level;
 - Effectiveness of the ICM approach in promoting the sustainable development of coastal and marine resources;
 - Effectiveness of the codification and recognition system on ICM and Port Safety, Health and Environmental Management;
 - Effectiveness of the twinning arrangements for integrated river basin and coastal area management; and
 - Extent of establishing partnerships among stakeholders at the local, national and regional level.
4. **Preparation of Technical Report.** The Specialist will prepare a technical report covering Components A, B, C and D of the Project Document for incorporation into the Midterm Evaluation Report.
5. **Preparation of Midterm Evaluation Report.** After the review, the Specialist shall provide the technical inputs and address comments within the limits of his expertise which are necessary to complete and/or refine the Midterm Evaluation Report.

3. Monitoring and Progress Controls

(Clear description of measurable outputs, milestones, key performance indicators and/or reporting requirements which will enable performance monitoring)

1. Team work plan, prepared in consultation with the team members.
2. Technical Report (Components A, B, C and D)
3. Draft and Final Midterm Evaluation Report, prepared in consultation with the team member

Detailed Schedule of David A. LaRoche

Date	Time	Activity
15 September (Sat)	20:20	Arrival via CX913 (will be met by PEMSEA staff: Mr. Anthony Gutierrez) Mobile number: +63-9158668766 Hotel: Oakwood Premier Hotel 17 ADB Avenue, Ortigas Center Pasig City Tel: (632) 637-7888 Fax: (632) 706-777
18 September (Tue)	08:45	Hotel Pick-up (hotel lobby) Briefing of Schedule of Activities & Project
	09:30	Preparation of Team work plan and finalization of inception report
19 September (Wed)	08:15	Hotel pick-up to proceed to UNDP Manila
	09:00-11:00	Meeting with UNDP Environment Team composed of: Ms. Amelia Supetran (Portfolio Manager) Ms. Imee Manal (Programme Analyst – Energy & Environment) Mr. Mike Jaldon Address: UNDP Manila 30th Floor, Yuchengco Tower, RCBC Plaza 6819 Ayala Avenue, 1226 Makati City
	11:00-11:30	Courtesy call with UNDP Country Director (Mr. Renaud Meyer)
20 September (Thu)	09:15	Hotel pick-up
	10:00	Meeting with Philippine National Focal Point & PEMSEA Executive Committee Co-Chair (Undersecretary Analiza Rebuelta-Teh) Venue: TBA
	16:00	Meeting with WorldBank Mr. Josefo Tuyor (Senior Operations Officer) Venue: Palawan Room, 20th Floor The Taipan Place, F. Ortigas Jr. Road, Ortigas Center, Pasig City
21 September (Fri)	TBA	Hotel pick-up
	09:00	Briefing by Acting ED and Country Managers on NFP and ICM site visits (tentative)
	10:00	Meeting with Laguna Lake Development Authority Ms. Dolora Nepomuceno (Assistant General Manager) Venue: 4th Floor, Annex Building Sugar Regulatory Administration (SRA) Compound North Avenue, Diliman, Quezon City
	11:30	Depart for Philippine Ports Authority
	13:00-15:00	Meeting with Philippine Ports Authority Mr. Roberto Aquino - Acting Manager, Port Operations & Services Department (POSD) Miss Nelia Cable, Manager, Marine Services Division POSD Venue: Head Office, Bonifacio Drive, South Harbor Port Area, Manila
22 September (Sat)	09:00	Hotel pick-up
	09:30	Briefing by Acting ED and Country Managers on NFP and ICM site visits (tentative) Develop questionnaires for interview with NFPs, ICM site officers and staff, PNLG officers/members, etc. Develop skeletal report
23 September (Sun)		Rest day
24 September (Mon)	6:00	Hotel pick-up Travel to Batangas (with Daisy Padayao)

Date	Time	Activity
	9:00 - 12:00	Presentation of PG-ENRO on Batangas ICM Program Meeting/interview with PG-ENRO and partners: <ul style="list-style-type: none"> Mr. Luis Awitan, Head, Batangas Provincial Government - Environment and Natural Resources Office Ms. Loretta Sollestre, Head of Planning, PG-ENRO Ms. Rochelle Amboya, PG-ENRO
	12:00-13:30	Lunch
	1:30 - 2:00	Presentation on Batangas Environment Laboratory (Evolution and Sustainability) Ms. Mavic Esmas
	2:00 - 3:00	Visit Batangas Environment Laboratory
	3:00 - 4:00	Role of private sector in the ICM program (Mr. Noel Mendoza, BCRMF Coordinator/Mr. Bernardo Matibag, BCRMF President)
	4:00 - 5:00	Meeting with Mr. Felipe Baroja (Batangas City Administrator)
	5:00 - 8:00	Return to Manila
25 September (Tue)	09:00	Hotel pick-up (proceed to airport)
	1230/1440	Manila/Hong Kong (CX 900)
	1700/2025	Hong Kong/Beijing (CX 312) (will be met by Mr. Lu Xingwang of SOA)
		Hotel: TBA
26 September (Wed)	8:40	Hotel pick-up by Mr. Lu Xingwang
	9:30-11:40	Reporting and presentations, Chaired by Mr. Liang Fengkui, participated by Prof. Wen Quan, Prof. Mao Bin, Prof. Liu Yan, Dr. Zhang Zhaohui, Mr. Lu Xingwang, and representatives from Hebei, Liaoning and Tianjin
	9:30-9:40	Welcome address
	9:40-10:00	Presentation on Project implementation report, by Prof. Mao Bin
	10:00-10:20	Progress and impacts of IRBCAM, by Prof. Wen Quan
	10:20-10:30	Tea break
	10:30-10:50	Policy, legal and institutional development in relation to ICM/SDS-SEA, by Prof. Liu Ya
	10:50-11:10	Progress of SOC and achievements at parallel sites, by Dr. Zhang Zhaohui
	11:20-12:30	Questions, discussion and summary
	12:00-12:30	Lunch
	PM	Free Time
27 September (Thu)	6:00	Hotel pick-up for airport (to be accompanied by Prof. Mao Bin and Mr. Lu Xingwang)
	0725/0820	Beijing/Dongying (HU 7615) Hotel: Blue Ocean Hotel
	9:30 - 11:30	Reports by Dongying, participated by: Mr. Liu Qingbin (Vice Secretary General of Dongying Municipal Government), Mr. Yang Tonggeng (Director General of Dongying Ocean and Fishery Bureau, Wang Jinhe (Deputy Director General), Mr. Wang Shoutai (staff), Prof. Mao Bin, Lu Xingwang,
	11:30 - 14:30	Check in at Blue Ocean Hotel, lunch and rest
	14:30-15:00	Visit to Ocean monitoring center and marine environment monitoring and forecast center
	15:00-16:30	Visit to modern aquaculture demonstration zone
	16:30-17:00	Meeting with Mr. Yang Tongzhu, Vice Mayor of Dongying
	17:00	Dinner at Blue Ocean Hotel
28 September (Fri)	04:30	Hotel pick-up (accompanied by Prof Mao Bin)
	0800/1015	Jinan/Xiamen (CA 4959) - operated by Shandong Airlines
		Detailed schedule to follow
29 September (Sat)		

Date	Time	Activity
30 September (Sun)	0700/0805	Xiamen/Canton (CZ 5985) – operated by Xiamen Airlines
	0950/1045	Canton/Hanoi (CZ 3049)
	1250/1405	Hanoi/Danang (VN 7511) Note: will be met at the airport by Danang PMO staff
		Hotel Check-in Hotel: Indochine Danang Hotel 30 Ngo Thi Si My An, Ngu Hanh Son District Danang City, Vietnam Phone: +84 511 398 5666 Fax: +84 511 398 5665 www.indochinedanang.com Rate: VND 800,000/night (De Luxe Room with 20% discount)
01 October (Mon)		Rest day
02 October (Tue)	7:30 – 9:30	Travel to Thua Thien Hue (by car)
	10:00 – 12:00	Meeting with the Provincial Agency of Seas, Islands and Lagoons, Department of Natural Resources and Environment Presentation on Thua Thien Hue ICM Program <ul style="list-style-type: none"> • Mr. Le Van Thu Deputy Director Provincial Agency for Seas, Islands and Lagoons • Mr. Nguyen Dinh Dau Director, DONRE • Mr. Nguyen Van Ngoc Deputy Director, DONRE
	12:00 – 13:30	Lunch break
	13:30 – 16:00	Site visit <ul style="list-style-type: none"> • Tam Giang-Cau Hai lagoon protected areas • Tourism development in selected coastal area
	16:00 – 18:00	Travel to Danang
03 October (Wed)	8:30	Hotel pick-up
	9:00 – 9:30	Courtesy call/meeting: People's Committee (to be confirmed) Mr. Van Huu Chien Chair, People's Committee Danang City
	9:30 – 11:30	Lunch break
	11:30-13:00	Meeting/interview with PMO and partners Presentation on Danang ICM Program (Danang PMO) <ul style="list-style-type: none"> • Department of Natural Resources and Environment Mr. Nguyen Dieu Director, DONRE • ICM Project Management Office Staff Ms. Pham Thi Chin Mr. Do Manh Thang Mr. Truong Cong Hai Ms. Phan Thi Thu Thuy
	13:00-17:00	Meeting/interview with partners: <ul style="list-style-type: none"> • Representatives of Technical Working Groups for Coastal Use Zoning, State of the Coasts Reporting, Coastal Strategy Implementation and Governance System <ul style="list-style-type: none"> - Dr. Vuong Nam Dan Director, Center for Applied Technology of Labour Protection - Dr. Huynh Ngoc Thach Director, Danang Research Center for Environment - Dr. Tran Cat Member, Central Committee of Vietnam • Environmental Protection Agency/DONRE (Integrated Environmental Monitoring) <ul style="list-style-type: none"> - Mr. Dang Quang Vinh Deputy Head

Date	Time	Activity
		<ul style="list-style-type: none"> Danang University of Technology (ICM Learning Center) - Dr. Tran Van Quang/Dr. Hoang Hai Faculty Danang University of Technology
04 October (Thu)	7:45	Hotel pickup
	8:00-11:30	Site visit and meeting/interview with partners and stakeholders <ul style="list-style-type: none"> Son Tra – Ngu Hanh Son Districts (Implementation of regulations on CUZ) Danang Farmer’s Association, People’s Committee of Quang Tho ward (Community club for sustainable coastal economic development model) Urban Environment Company (Landfill and municipal wastewater treatment)
	11:30-13:00	Lunch break
	1300 - 1500	Gulf of Thailand Framework Programme Mr. Nguyen Huy Trong Permanent Deputy Director Vietnam National Southern Oil Spill Response Center
	15:00-16:00	Closing meeting
	1755/1905	Danang/Hanoi (VN 1516) Hotel: Authentic Hanoi Botique Hotel 13 Ly Thai To Hoan Kiem District Ha Noi, Vietnam Tel: +84 43.9615 999 Fax: +84 043. 9352 583 www.authentichanoi.com Rate: USD 75/night (De Luxe Room)
05 October (Fri)	8:30	Hotel pickup
	9:00 - 11:00	Meeting/interview with National Focal Point and partners Vietnam Administration of Seas and Islands, Ministry of Natural Resources and Environment Dr. Nguyen Van Cu Administrator, VASI Dr. Vu Si Tuan Deputy Administrator, VASI Dr. Dang Huy Ram Director, International Cooperation Department, VASI
	11:30 - 13:00	Lunch break
	15:00-16:30	Vietnam Institute for Fisheries Economics and Planning Ministry of Agriculture and Rural Development <ul style="list-style-type: none"> Ms. Cao Le Quyen Deputy Director, VIFEP Ms. Nguyen Nhi Trang Nhung Deputy Director Fisheries Administration, MARD
	15:00 - 16:30	Institute of Environmental Technology, Vietnam Academy of Science and Technology Dr. Nguyen Minh Son Deputy Director
06 October (Sat)	1035/13351	Hanoi/Hong Kong (KA296)
	635/1840	Hong Kong/Manila (CX 903)
7 October (Sun)		
8 October (Mon)	AM	Debriefing on site visits
	PM	Teleconference with UNOPS, other NFPs and ICM sites
9 October (Tue)	Whole day	Teleconference with UNOPS, other NFPs and ICM sites
10 October (Wed)	Whole day	Preparation of individual Specialist Reports Prepare outline of the TE Report and Wrapup
11 October (Thu)	11:00	Depart Manila via CX906

Detailed Schedule of Dr. Clive Wilkinson

Date	Time	Activity
17 September (Mon)	17:05	Arrival via QF19 (will be met by PEMSEA staff: Mr. Anthony Gutierrez) Mobile number: +63-9158668766 Hotel: Oakwood Premier Hotel 17 ADB Avenue, Ortigas Center Pasig City Tel: (632) 637-7888 Fax: (632) 706-777
18 September (Tue)	08:45	Hotel Pick-up (hotel lobby)
	09:30	Briefing of Schedule of Activities & Project Preparation of Team work plan and finalization of inception report
19 September (Wed)	08:15	Hotel pick-up to proceed to UNDP Manila
	09:00-11:00	Meeting with UNDP Environment Team composed of: Ms. Amelia Supetran (Portfolio Manager) Ms. Imee Manal (Programme Analyst – Energy & Environment) Mr. Mike Jaldon Address: UNDP Manila 30th Floor, Yuchengco Tower, RCBC Plaza 6819 Ayala Avenue, 1226 Makati City
	11:00-11:30	Courtesy call with UNDP Country Director (Mr. Renaud Meyer)
20 September (Thu)	09:15	Hotel pick-up
	10:00	Meeting with Philippine National Focal Point & PEMSEA Executive Committee Co-Chair (Undersecretary Analiza Rebuella-Teh) Venue: TBA
	16:00	Meeting with WorldBank Mr. Josefo Tuyor (Senior Operations Officer) Venue: Palawan Room, 20th Floor The Taipan Place, F. Ortigas Jr. Road, Ortigas Center, Pasig City
21 September (Fri)	TBA	Hotel pick-up
	09:00	Briefing by Acting ED and Country Managers on NFP and ICM site visits (tentative)
	10:00	Meeting with Laguna Lake Development Authority Ms. Dolora Nepomuceno (Assistant General Manager) Venue: 4th Floor, Annex Building Sugar Regulatory Administration (SRA) Compound North Avenue, Diliman, Quezon City
	11:30	Depart for Philippine Ports Authority
	13:00-15:00	Meeting with Philippine Ports Authority Mr. Roberto Aquino - Acting Manager, Port Operations & Services Department (POSD) Miss Nelia Cable, Manager, Marine Services Division POSD. Venue: Head Office, Bonifacio Drive, South Harbor Port Area, Manila
22 September (Sat)	09:00	Hotel pick-up
	09:30	Briefing by Acting ED and Country Managers on NFP and ICM site visits (tentative) Develop questionnaires for interview with NFPs, ICM site officers and staff, PNLG officers/members, etc. Develop skeletal report
	14:00	Dr. Lemuel Aragonés, Scientific Advisor and Coordinator of the Special Projects of the Province of Guimaras on Post-Oil Spill Monitoring
23 September (Sun)		Rest day

Date	Time	Activity
24 September (Mon)	06:30	Hotel pick-up
	08:20/09:35	Manila-Iloilo (PR141) Note: will be met at the airport by staff of Guimaras PMO and transfer to ferry station
	10:00 – 11:00	Iloilo-Guimaras (boat ride)
	11:30	Hotel check-in Hotel: Zemkamps Chalet Provincial Highway, New Site, San Miguel Jordan, Guimaras Phone: +63 33 237-1388 Rate: PHP1,600 per night
	12:00 – 13:00	Lunch at GENRO
	13:00 – 14:00	Courtesy call at Governor's Office Gov. Felipe Hilan Nava Governor, Guimaras President, PEMSEA Network of Local Governments
	14:00 – 16:30	Meeting/interview with PMO and partners Presentation on Guimaras ICM Journey: 2008-2012 (Guimaras PMO) <ul style="list-style-type: none"> Guimaras Environment and Natural Resources Office Mr. Gualberto Galia Provincial ENR Officer, Guimaras Environment and Natural Resources Office Director, ICM Project Management Office ICM Project Management Office staff Ms. Arlette Depamaylo Ms. Juneline de la Cruz Ms. Nory Zamora Ms. Rose Jane Sablon Mr. Leonard Pasiderio Philippine Business for Social Progress (NGO partner) Mr. Dennis Huervana Program Officer
	18:00 – 19:30	Dinner with Governor Felipe Nava
25 September (Tue)	07:45	Hotel pick-up
	8:00-15:00	Site visit and meeting/interview with partners and stakeholders <ul style="list-style-type: none"> Nueva Valencia Municipal Agriculture Office Mr. Oliver Chavez Municipal Agriculture Officer Katilingban sang Magagmay nga Mangingisda sa Dolores (KAMAMADO) (CBO partner) Mr. Warlito Garonita Chairperson
	15:30 – 16:30	Closing Meeting (PMO)
	19:50/2050	Guimaras – Iloilo (boat ride) Iloilo – Manila (PR146) Hotel: Oakwood Premier
26 September (Wed)	09:30	Hotel pick-up (for airport)
	1305/1520	Manila – Bangkok (TG621)
	1815/1925	Bangkok – Phnom Penh (TG584) Hotel: Intercontinental Hotel 296 Boulevard Mao Tse Toung Phnom Penh, Cambodia Tel: +855-23-424888 Fax: +855-23-424885
27 September (Thu)	8:30	Pick-up at hotel lobby
	8:30 – 11:30	Land trip to Sihanoukville

Date	Time	Activity
	11:30 – 13:00	Lunch at New Beach Hotel
	13:00 – 14:30	Check-in at the Independence Beach Hotel and rest Hotel: Independence Beach Hotel Street 2 Thnou, Sangkat No: 03, Khan Mittapheap, Sihanoukville Kingdom of Cambodia Tel: (+855) 34 934 300 info@independencehotel.net
	14:45	Pick-up from the hotel to the PMO office for the briefing Preah Sihanouk Integrated Coastal Management (ICM) Site Project Management Office Preah Sihanouk Provincial Hall, Vithei Krong, Mondol 3 Sangkat3 Sihanoukville Municipality, Preah Sihanouk Province, Cambodia; Phone/Fax: (855) 34 933 996 Mobile: 016 348017/011 789 222 Email: visalpmo@yahoo.com/sallynay@gmail.com
	14:50 – 17:45	Discussion with PMO; key agencies to be invited (DOE, Fisheries, Tourism, Port Authority) • Briefing on the Preah Sihanouk ICM Program: Progress, Outputs, Outcomes and Challenges in PMO office • 5-year plan
	17:45 – 18:30	Trip around the city
	18:30 – 20:00	Welcome dinner with PMO Director, Director of Department of Environment, PMO staff
28 September (Fri)	8:30	Pick up at hotel lobby
	8:30 – 11:30	Discussion and site visits on specific projects being implemented Beach management – Tourism Task Team Zoning Task Team – Tourism and Fisheries Task Team Waste management – Technical Working Group Fishery management (optional trip to Stung Hav or Kampong Smach for the Projects on Habitat and Water Management but this may take a while and trip will be considerably longer especially for Kampong Smach)
	11:30-13:00	Lunch
	13:00-14:30	Back to the hotel for a rest
	14:45	Pick-up from the hotel to meet with Sihanoukville Port Authority
	14:45-16:45	Meeting with Sihanoukville Port Authority
	16:45-17:30	Back at the PMO office for the debriefing; clarifications and information requirements, if any
29 September (Sat)	08:30-12:00	Travel to Phnom Penh Check in at the Intercon and lunch
	12:00-18:30	Rest at the hotel
	18:30-20:00	Dinner with Mr. Long Rithirak and staff Mr. Long Rithirak Director General, Ministry of Environment PEMSEA National coordinator, Cambodia longrithirak@yahoo.com
30 September (Sun)		
01 October (Mon)	09:00 – 11:30	National level activities: Meeting with NFP and Secretary of State • Ministry of Environment (National ICM Scaling-Up) • Discussion on capacity development activities which was initiated with the provinces • 5-Year ICM Scaling-Up Plan
	11:30 – 13:00	Lunch
	13:00 – 14:30	Meeting with the Merchant Marine Department on Oil Spill Contingency Plan
	14:30 – 16:30	Phnom Penh Port
	16:30 – 5:30	UNDP GEF SGP (Ms. Ngjin Navirak)

Date	Time	Activity
02 October (Tue)	10:05/11:10	Phnom Penh – Bangkok (TG 581)
	12:00 – 1:00	Land travel to Chonburi Check-in at hotel Hotel: Tao-Thong Hotel Operation Center Burapha University 169 Long-Hard Bangsan Road. Tambon Saensuk, Amphur Muang Chonburi 20131 Thailand Tel. 038-056666-9 Fax. 038-0566683 Email : taothonghotel@gmail.com
	1:00 – 2:00	Lunch
	2:00 – 6:00	Courtesy call to Vice-Governor (waiting on fixed time)
	6:00 – 8:00	Dinner
03 October (Wed)	8:00 – 12:00	Meeting with ICM Secretariat and key partners <ul style="list-style-type: none"> • Presentation covering key activities and achievements, challenges and future plans • Discussion
	12:00 – 1:00	Lunch
	1:30 – 3:00	Meeting with ICM Secretariat and key partners (continue)
	3:00 – 5:00	Site visit: Mangrove conservation area at Klong Tamru SAO
04 October (Thu)	8:00 – 4:00	Site visits: <ul style="list-style-type: none"> • Habitat restoration at Bangsaen Municipality • Carbon Footprint program at Nong Tanlung Municipality; non-coastal member
	4:00 – 5:00	Wrap-up discussion with ICM Secretariat
	5:00 – 7:00	Travel to Bangkok Check-in at hotel Hotel: Miracle Grand Hotel 99 Kamphaeng Phet 6 Road, Talad-Bangkhen, Laksi, Bangkok 10210 Thailand Tel : +66 (0) 2575-5599 Fax :+66 (0) 2575-5555 Email: info@miraclegrandhotel.com Rate: 2,900 bht/room incl. breakfast
05 October (Fri)	8:30 – 9:30	Travel from hotel to DMCR office
	9:30 –	Meeting with DMCR, Marine Department and Port Authority of Thailand (Note: A separate meeting with the Bangkok Port was conducted in line with the interview on Port Safety, Health and Environmental Management System) DMCR Office, Bangkok Presentations related to: <ul style="list-style-type: none"> • 5-Year SDS-SEA Plan • Gulf of Thailand Partnership on Joint Oil Spill Preparedness and Response • Port Safety, Health and Environmental Management System
	PM	Back to hotel
06 October (Sat)	3:30 – 4:30	Travel from hotel to airport
	0740/1155	Bangkok-Manila (TG620)
07 October (Sun)		
08 October (Mon)	AM	Debriefing on site visits
	PM	Teleconference with UNOPS, other NFPs and ICM sites
09 October (Tue)	Whole day	Teleconference with UNOPS, other NFPs and ICM sites
10 October (Wed)	Whole day	Preparation of individual Specialist Reports Prepare outline of the TE Report and Wrap-up
11 October (Wed)	16:30	Hotel pick-up (transfer to airport)
	20:25	Depart Manila via QF20

List of Persons Interviewed or Whom Discussions Were Held**CAMBODIA****Ministry of Environment**

1. **H.E. Khong Samnoun**
Secretary of State
2. **H.E. Vann Monneyneath**
Deputy Director-General
National Committee for Management and
Development of Cambodian Coastal Zone
3. **H.E. Tin Ponlok**
Deputy Director General
Climate Change Department
4. **H.E. Mr. Long Rithirak**
Deputy Director,
Ministry of Environment and
National Coordinator, ICM Programme Cambodia

Sihanoukville

5. **H.E. Prak Sihara**
PMO Director and Deputy Governor
6. **Mr. Hun Phy**
Director
Department of Land Management, Urban Planning
and Construction
7. **Mr. Hem Sareoun**
Director, Department of Environment
8. **Mr. Sin Sotharath**
Deputy Director
Fishery Administration Cantonment
9. **Mr. Samuth Sotherith**
Deputy Director
Department of Environment
10. **Mr. Khuth Man**
Deputy Director
Department of Water Resources and Meteorology
11. **Mr. Tep Sinora**
Vice Chief
Office of Pollution Control
Department of Environment, Laboratory
12. **Mr. Prak Visal**
ICM Coordinator
Preah Sihanouk Province
13. **Ms. Sally Nay**
Staff, ICM Project Management Office
14. **Ms. Im Chantha**
Deputy Director, Department of Tourism
15. **Mr. Oer Vibol**
Chief Office of Community-based Eco-tourism
16. **Mr. Ly Chet Niyum**
Chief
Office of Economic of Inter-Sectoral Division
17. **Mr. Prak Keth**
Vice Chief
Office of Land Management and Cadastre
18. **Mr. Ros Enghong**
Head, Sangkat 4 Police
19. **Mr. Bun Cheang**
Vice Chief, Office of Tourist Police
20. **Mr. Phol Phorsdta**
Police officer
21. **Mr. Sen Rorn**
Staff, ICM Project Management Office
22. **Mr. Sem Sokun**
Owner of Stall 999
Ochheateal Beach

Sihanoukville Autonomous Port

23. **Mr. Chhun Hong**
Director, G.cargo Operation Department
24. **Mr. May Samaun**
Team Leader
Port Safety, Health and Environmental Management
System (PSHEM) Core Team
25. **Mr. Men Chann**
Assistant to H.E Chairman & CEO
26. **Mr. You Leng**
Chief, Warehouse Office
27. **Mr. Leng Mao**
Director, Machinery Department
28. **Mr. Chey Chetha**
Staff of Administration
29. **Mr. Hen Pakdey**
Staff of Administration

- 30. **Mr. Sovanrith Ou**
Admin-Personnel Official
- 31. **Mr. Neak Sophyan**
Chief of Reasearch Study
Machinery Department

Royal University of Phnom Penh

- 32. **Mr. Sour Sethy**
Regional Task Force
- 33. **Dr. Neth Baromey**
Department of Tourism
- 34. **Mr. Seak Sophat**
Department of Environmental Science

UNDP GEF Small Grants Programme, Cambodia

- 35. **Mr. Ngjn Navirak**
National Coordinator

Ministry of Public Works and Transport

- 36. **Mr. Mak Sideth**
Director
Merchant Marine Department
General Department of Transport

CHINA

State Oceanic Administration

- 37. **Mr. Liang Fengkui**
Deputy Director-General, Department of International Cooperation
- 38. **Mr. Mao Bin**
Professor and Senior Ocean Management Consultant,
Department of International Cooperation
- 39. **Mr. Wen Quan**
Researcher, National Marine Environmental
Monitoring Center
- 40. **Dr. Zhang Zhaohui**
Research Associate, First Institute of Oceanography
- 41. **Ms. Fu Yu**
Research Associate, China Institute for Marine Affairs
- 42. **Mr. Lu Xingwang**
Program Officer
- 43. **Mr. Xu Xiaohong**
Assistant Researcher, Hebei Geography Research
Institute
- 44. **Mr. Tao Gang**
Bureau of Ocean, Tianjin City

- 45. **Dr. Yu Hang**
Tianjin Research Institute for Water Transport
Engineering
- 46. **Ms. Tian Hailan**
Hebei Geography Research Institute

Dongying

- 47. **Liu Qingbin**
Deputy secretary-general of Dongying Government
- 48. **Mr. Wang Jinhe**
Deputy Director, Oceans and Fisheries Bureau of
Dongying
- 49. **Mr. Guo Dongsheng**
Deputy Director, Oceans and Fisheries Bureau of
Dongying
- 50. **Mr. Wang Shoutai**
Deputy Director, Oceans and Fisheries Bureau of
Dongying
- 51. **Mr. Mao Bin**
Professor and Senior Ocean Management Consultant,
Department of International Cooperation
- 52. **Mr. Wen Quan**
Researcher, National Marine Environmental
Monitoring Center
- 53. **Dr. Zhang Zhaohui**
Research Associate, First Institute of Oceanography
- 54. **Dr. Wang Shouqiang**
Assistant Researcher, First Institute of Oceanography
- 55. **Mr. Lu Xingwang**
Program Officer
- 56. **Mr. Li Weixiang**
Oceans and Fisheries Bureau of Dongying
- 57. **Dr. Liu Yanfen**
Oceans and Fisheries Bureau of Dongying
- 58. **Mr. Xu Guizhong**
Oceans and Fisheries Bureau of Dongying

Xiamen

- 59. **Mr. Pan Shi Jian**
Vice Chairman and Senior Engineer, The Chinese
People's Political Consultative Conference,
Xiamen Municipal Committee
- 60. **Dr. Xiong-Zhi Hue**
Executive Director, Coastal and Ocean Management
Institute and
Xiamen International Training Center for Coastal
Sustainable Development

61. **Dr. Zhou Lu Min**
Vice Director-General, Oceans and Fisheries Bureau of Xiamen
62. **Mr. Huang Chaoqun**
Director
Division of Sea area and Sea Island, Oceans and Fisheries Bureau of Xiamen
63. **Ms. Ye Qing**
Division of Sea area and Sea Island, Oceans and Fisheries Bureau of Xiamen
64. **Mr. Zhang Lifeng**
Division of Resource and Environment, Oceans and Fisheries Bureau of Xiamen
65. **Ms. Zeng Jinji**
Translator
Foreign Affairs Office, Xiamen
66. **Ms. Liu Xuan**
Division of International Cooperation, Oceans and Fisheries Bureau of Xiamen

PHILIPPINES

Department of Environment and Natural Resources

67. **Atty. Analiza Rebuelta-Teh**
Undersecretary and Chief of Staff and
PEMSEA National Focal Point in the Philippines
68. **Ms. Jeslina Gorospe**
Foreign-Assisted and Special Programs Office

Philippine Ports Authority

69. **Ms. Nelia Cable**
Manager
Marine Service Division, Port Operations and Services Department
70. **Ms. Ruby Folloso**
Chief Safety Officer
Safety and Environmental Management Division
Port Operations and Services Department
71. **Ms. Maria Christine Manalo Bautro**
Safety Specialist, Safety and Environmental Management Division
Port Operations and Services Department

Laguna Lake Development Authority

72. **Mr. Neil Varcas**
Development Management Office (DMO) II
Project Development & Monitoring Evaluation Division

73. **Ms. Rochelle Ivy Reyes**
Engineer II
Project Development & Monitoring Evaluation Division
74. **Engr. Jocelyn Sta. Ana**
OIC
Environmental Laboratory and Research Division
75. **Ms. Ma. Carolane Gonzales**
Project Evaluation Officer (PEO) II
Project Development & Monitoring Evaluation Division

Guimaras

76. **Gov. Felipe Hilan Nava**
Governor, Guimaras and
President, PEMSEA Network of Local Governments
77. **Dr. Lemuel Aragon**
Scientific Advisor and Coordinator
Special Projects of the Guimaras Province on Post-Oil Spill Monitoring
78. **Mr. Oliver Chavez**
Municipal Agriculture Officer
Nueva Valencia Municipal Agriculture Office
79. **Mr. Warlito Garonita**
Chairperson
Katilingban sang Magagmay nga Mangingisda sa Dolores (KAMAMADO)

Guimaras PMO

80. **Mr. Gualberto Galia**
Provincial ENR Officer
Guimaras Environment and Natural Resources Office and
Director, ICM Project Management Office
81. **Ms. Arlette Depamaylo**
82. **Ms. Juneline de la Cruz**
83. **Ms. Nory Zamora**
84. **Ms. Rose Jane Sablon**
85. **Mr. Leonard Pasiderio**
86. **Mr. Dennis Huervana**
Program Officer

Batangas

87. **Mr. Luis Awitan**
Department Head
Provincial Government- Environment and Natural Resources Office
88. **Ms. Loreta Sollestre**
Senior Environmental Management Specialist and Head- ENR Planning and Environmental/ Coastal Section

89. **Ms. Marivic Esmas**
Head, Batangas Environment Laboratory
90. **Ms. Rochelle P. Amboya**
Environmental Management Specialist
Provincial Government-Environment and Natural Resources Office
91. **Ms. Divinia Mercado**
Environmental Management Specialist
Provincial Government-Environment and Natural Resources Office
92. **Mr. Noel Mendoza**
Coordinator
Batangas Coastal Resources Management Foundation

United Nations Development Programme, Manila

93. **Ms. Amelia Supetran**
Team Leader
Environment and Energy Unit
94. **Ms. Imee Manal**
Programme Manager
Energy and Environment Unit
95. **Mr. Michael Joseph Jaldon**
Programme Assistant
Environment and Energy Unit

The World Bank Group in the Philippines

96. **Mr. Joe Tuyor**
Senior Operations Officer
Philippines Sustainable Development Unit

THAILAND

Department of Marine and Coastal Resources

97. **Mr. Sakanan Plathong**
Lecturer
Department of Biology, Faculty of Science
Prince of Songkla University
98. **Mrs. Sukanjanawadee Maneeratana**
Plan and Policy Analyst, Senior Professional Level
Office of Marine and Coastal Erosion Prevention Management
99. **Mrs. Daorong Tubtim**
Forestry Technical Officer, Senior Professional Level
Office of Mangrove Resources Conservation

100. **Mrs. Suhatai Praisankul**
Marine Biologist, Practitioner Level
Institute for Research and Development of Marine and Coastal Resources

101. **Ms. Natnapat Thongbai**
Marine Biologist, Practitioner Level

Office of Marine and Coastal Resources Conservation

102. **Mr. Pramote Hanwilai**
Forestry Technical Officer, Professional Level,
Planning Sub-Division,
Planning Division
103. **Ms. Saowalak Winyoonantakul**
Foreign Relations Officer, Professional Level
Foreign Affairs Sub-Division,
Planning Division
104. **Mr. Podjana Boonyanate**
Marine Biologist, Professional Level
Eastern Marine and Coastal Resources Research Center
105. **Ms. Anchalee Jankong**
Marine Biologist, Professional Level
Eastern Marine and Coastal Resources Research Center
106. **Acting Second Lt. Widsanupong Wichianrattanakul**
Marine Officer, Operational Level
Marine and Coastal Resources Conservation Center No.1
107. **Ms. Ornuma Janyapiyapong**
Foreign Relations Officer, Practitioner Level,
Foreign Affairs Sub-Division,
Planning Division
108. **Mr. Amares Wannawan**
Foreign Relations Officer
Foreign Affairs Sub-Division,
Planning Division
109. **Mr. Supan Tosuk**
Foreign Relations Officer
Foreign Affairs Sub-Division,
Planning Division
110. **Ms. Wanakamol Pluemjai**
Administration Officer
Foreign Affairs Sub-Division,
Planning Division

Marine Department

111. **Ms. Dolhathai Totanakun**
Environmental Specialist, Professional Level
Marine Department
112. **Mr. Suppakit Jiarasuwan**
Environmental Specialist, Practitioner Level
Marine Department

Chonburi Provincial Administrative Organization

113. **Mr. Vitaya Khunplome**
Chief Executive, Provincial Administrative Organization
of Chonburi and Director,
ICM Program Chonburi
114. **Mr. Chumpol Chitwiset**
Chief Administrator
Provincial Administrative Organization of Chonburi
115. **Mr. Pinit Rachawat**
Deputy Chief Administrator
Provincial Administrative Organization of Chonburi
116. **Mr. Chatchai Thimkrajang**
President
Chonburi Fisheries Association/
Former ICM Program Director
117. **Dr. Praparsiri Barnette**
Professor, Burapha University and
Technical Adviser for Chonburi ICM Program
118. **Mr. Weera Thongprapai**
Director
Natural Resources and Environment Office of Chonburi
Province
119. **Mr. Rangsak Kowvaravan**
Natural Resources and Environment Office of Chonburi
Province
120. **Mr. Thanapong Rattanavutinun**
Natural Resources and Environment Office of Chonburi
Province
121. **Mrs. Suwadee Sornsrihong**
Provincial Administrative Organization of Chonburi
122. **Mrs. Nisakorn Wiwekwin**
Sanitation Researcher/ ICM Program Coordinator
123. **Ms. Artika Thongmak**
ICM Chonburi Assistant
124. **Mr. Tanee Ratananont**
Mayor
Sriracha Municipality
125. **Mr. Chatmongkhon Homlirdhalin**
Director
Public Health and Environment
Chonburi Municipality

126. **Mrs. Natchaporn Srinoparatanakul**
Chief
Subdivision of Pulic Health and Environment
Chonburi Municipality
127. **Ms. Montha Sringoen**
Chonburi Municipality
128. **Ms. Yuwadee Baengklank**
Chonburi Municipality
129. **Ms. Oravee Boonkulya**
Bansuan Municipality
130. **Mrs. Supaporn Arnmanee**
Bansuan Municipality
131. **Ms. Namphueng Nanna**
Bansuan Municipality
132. **Mr. Torsak Tragoontongchai**
Secretary to the Mayor
Sattahip Municipality
133. **Mrs. Aoy Pleejarean**
Director
Public Health and Environment
Sattahip Municipality
134. **Mr. Purinwat Penphum**
Pattaya City

Klongtamru Sub-District Administrative Organization

135. **Mr. Nopphadon Bunchuai**
Chief Executive
136. **Mrs. Supap Tara**
Deputy Chief Executive
137. **Mr. Arnon Thanachaleamsaen**
Deputy Chief Executive
138. **Mr. Kittisak Wachirawithaya**
Chief Administrator
139. **Mr. Chatchai Saensuk**
Deputy Chief Administrator
140. **Ms. Kitsana Sophonchewin**
Deputy Chief Administrator
141. **Mr. Aitthasap Aryucharean**
Chair of the Executive Council
142. **Mrs. Pikun Deeraksa**
Community Development Officer
143. **Mr. Samit Tara**
Chair of Mangrove Conservation Groups
144. **Mr. Sanae Ninwong**
Committee of Mangrove Conservation Groups
145. **Ms. Chanthana Waiyawong**
Committee of Mangrove Conservation Groups
146. **Mrs. Pinkeaw Thongyu**
Committee of Mangrove Conservation Groups

147. Mr. Samrua Meesuk
Committee of Mangrove Conservation Groups
148. Mrs. Nisakorn Wiwekwin
Sanitation Researcher/ ICM Program Coordinator

Saensuk Municipality

149. Mr. Narongchai Khunpluem
Mayor
150. Ms. Rattana Chuklin
Director
Public Health and Environment
151. Dr. Praparsiri Barnette
Professor
Burapha University

Nong Tumlueng Municipality

152. Mr. Niran Ritnapha
Mayor
153. Mr. Sansoen Chonamnui
Vice Mayor
154. Mr. Samian Hongthong
Secretary to the Mayor
155. Mr. Preecha Lawanwong
Chair, Executive Council
156. Mrs. Nutnapin Sukprasert
Municipal Clerk
157. Mrs. Em-Orn Maingam
Deputy Municipal Clerk
158. Ms. Nat Chat-In
Deputy Municipal Clerk
159. Mrs. Suppanat Tanavorarat
Director
Public Health and Environmental Division
160. Mrs. Pimporn Wutpanyarattanakun
Chair, Women's Groups
161. Mrs. Chantira Lokanit
Volunteer
162. Mrs. Somthawin Santipitak
Volunteer
163. Ms. Nangnoi Srisaard
Volunteer
164. Ms. Somjai Mueangsamai
Volunteer
165. Ms. Chanram Wongmuk
Volunteer

166. Ms. Rabiap Saesue
Volunteer

Port Authority of Thailand

167. Mr. Komol Sribangpleanoi
Director
Ship and Cargo Operations Department
Bangkok Port
168. Mr. Tawatchai Wittayorangowit
Deputy Director
Ship and Cargo Operations Department
Bangkok Port

Laem Chabang Port

169. LT.JG. Yutana Mokekhaow, RTN.
Director
Marine Service Division

VIETNAM

Vietnam Administration of Seas and Islands (VASI)

170. Dr. Nguyen Van Cu
Administrator
171. Dr. Vu Si Tuan
Deputy Administrator
172. Dr. Vu Thanh Ca
Director
Research Institute for the Management of Seas and Islands
173. Mr. Hua Chien Thang
Deputy Director
Center for Marine and Coastal Planning and Studies
174. Mr. Hoang Duy Dong
Deputy Director
Bureau of Seas and Island Use Management
175. Dr. Dang Huy Ram
Acting Director
Department of International Cooperation, Science and Technology (DICST)
176. Mr. Nguyen Van Thuong
Official, DICST-VASI
177. Ms. Vu Thi Hai Van
Official, DICST-VASI
178. Ms. Vu Thi Mai Lan
Official, DICST-VASI

179. **Mr. Tran Van Hung**
Official, DICST-VASI
180. **Mr. Bui Quy Duong**
Official, DICST-VASI

Ministry of Natural Resources and Environment

181. **Ms. Nguyen Thu Trang**
Official
Department of International Cooperation
Ministry of Natural Resources and Environment

Vietnam Institute of Fisheries and Economics and Planning

182. **Ms. Cao Le Quyen**
Deputy Director
Vietnam Institute of Fisheries Economics and Planning
Ministry of Agriculture and Rural Development

Institute of Environmental Technology

183. **Dr. Nguyen Minh Son**
Deputy Director
Institute of Environmental Technology
Vietnam Academy of Science and Technology

Hanoi University of Science

184. **Dr. Nguyen Chu Hoi**
Professor, Faculty of Environment
Hanoi University of Science

National Southern Oil Spill Response Center

185. **Mr. Nguyen Huy Trong**
Permanent Deputy Director
The National Southern Oil Spill Response Center

Thua Thien Hue Province

186. **Mr. Nguyen Van Ngoc**
Deputy Director
Department of Natural Resources and Environment
(DONRE)
187. **Mr. Dang Xuan Dung**
Director
Provincial Agency of Seas, Islands and Lagoon
(PASIL)
DONRE
188. **Mr. Le Van Thu**
Deputy Director, PASIL
DONRE

189. **Mr. Tran Viet Luc**
Director
Tourism Planning and Development Unit
Department of Culture, Sports and Tourism
190. **Ms. Bui Thi Hai Yen**
Director, Cultivation Unit
Department of Agriculture and Rural Development
(DARD)
191. **Mr. Phan Van Hoa**
Deputy Director
Provincial Hydrometeorology Centre
192. **Mr. Le Dien Minh**
Deputy Director
Flood and Storm Control Unit
DARD
193. **Mr. Ho Hoang Tung**
Official, Transport Management Unit
Department of Transport
194. **Ms. Vo Thi Tuyet Hong**
Former Director, Aquaculture Unit
DARD
195. **Mr. Tran Anh Tuan**
Official, Administration Office
Department of Planning and Investments
196. **Mr. Pham Tang Doan**
Chair
Phu Dien Commune People's Committee
197. **Mr. Hoang Trong Doai**
Vice Chair
Phu Dien Commune People's Committee
198. **Ms. Le Thi Thanh Huong**
Staff, PASIL DONRE

Danang City

199. **Mr. Nguyen Dieu**
Director
Department of Natural Resources and Environment
(DONRE)
200. **Mr. Pham Minh Ngoc**
Director, Agency for Seas and Islands
DONRE
201. **Ms. Pham Thi Chin**
Deputy Director
Agency for Seas and Islands
DONRE

202. **Prof. Dr. Tran Cat**
Head
ICM Program Technical Advisory Group
203. **Mr. Nguyen Van Chung**
Deputy Head
Institute of Urban Planning
204. **Mr. Dang Cong Thang**
Deputy Head
Danang Farmer's Association
205. **Ms. Le Thi Cam Thao**
Specialist, Division of Natural Resources and Environment
Son Tra District
206. **Mr. Hoang Bach Viet**
Head
Division of Natural Resources and Environment
Ngu Hanh Son District
207. **Mr. Nguyen Dinh Vuong**
Deputy Chair
People's Committee of Tho Quang Commune
208. **Mr. Bui Tan Tai**
Chair
Farmer's Association of Tho Quang Commune
209. **Mr. Huynh Ba Nen**
Deputy Chair
Farmer's Association of Tho Quang Commune
210. **Ms. Le Thi Kim Phuong**
Deputy Chair
Farmer's Association of Tho Quang commune
211. **Mr. Nguyen Dinh**
Head
Sustainable Economic Development Club
212. **Mr. Nguyen Van Lan**
Deputy Head
Sustainable Economic Development Club
213. **Mr. Tran Van Tan**
Deputy Head
Sustainable Economic Development Club
214. **Mr. Do Long**
Deputy Head
Farmer's Association of Danang City
215. **Ms. Phan Thi Thu Thuy**
Danang Project Management Office Staff
216. **Mr. Do Manh Thang**
Danang Project Management Office Staff
217. **Mr. Truong Cong Hai**
Danang Project Management Office Staff

PEMSEA Resource Facility

218. **Stephen Adrian Ross**
Acting Executive Director/Chief Technical Officer
219. **Nancy A. Bermas**
Senior Country Programme Manager
220. **Anna Rita Cano**
Communications Associate
221. **Renato Cardinal**
Programme Manager
222. **Kathrine Rose Gallardo**
Secretariat Coordinator
223. **Cristine Ingrid Narcise**
Country Programme Manager
224. **Belyn Rafael**
Country Programme Manager
225. **Daisy Padayo**
Technical Assistant for Project Development
226. **Dr. Chua Thia-Eng**
Former Executive Director
227. **Rafael Lotilla**
Former Executive Director
228. **Caroline Velasquez**
Executive Assistant
229. **Rachel Josue**
Senior Administrative Assistant
230. **Mary Ann dela Pena**
Finance Specialist

UNDP- Asia-Pacific Regional Centre

231. **Dr. Jose Erez Padilla**
Regional Technical Advisor
Marine, Coastal and Island Ecosystems
UNDP- Asia-Pacific Regional Centre

UNOPS

232. **Ms. Katrin Lichtenberg**
Senior Portfolio Manager
UNOPS

Annex 4

Summary of Field Visits

The evaluators were able to visit 8 field sites during the 24 days spent in Asia, specifically demonstration sites in Cambodia (1), PR China (2), Philippines (2), Vietnam (2) and Thailand (1). One of these is written up in detail as a case study representative of the other 7: Chonburi Province in Thailand. This case study illustrated commitments by local and provincial authorities in coastal municipalities, followed by expansions to include another 73 non-coastal municipalities in Chonburi. The evaluators found that the other seven demonstration sites could also be used as case studies as each has shown considerable progress in implementing ICM to clean up coastal resources.

During each site visit the evaluators met with many national and local officials listed in Annex 3 above.

David LaRoche, the Institutional, Legal and Government Evaluator, visited the Batangas demonstration site in Philippines, where he participated in:

- Presentation of PG-ENRO on Batangas ICM Program;
- Meetings and interviews with PG-ENRO and partners (Mr. Luis Awitan, Head, Batangas Provincial Government - Environment and Natural Resources Office; Ms. Loreta Sollestre, Head of Planning, PG-ENRO; Ms. Rochelle Amboya, PG-ENRO)
- A presentation on Batangas Environment Laboratory (Evolution and sustainability with Ms. Mavic Esmas);
- Discussed the role of private sector in the ICM program (Mr. Noel Mendoza, BCRMF Coordinator/Mr. Bernardo Matibag, BCRMF President)
- Had a meeting with Mr. Felipe Baroja (Batangas City Administrator)

David LaRoche then went to PR China. In Beijing, he had interviews with Government Officials and visited two field sites in PR China, specifically Xiamen and Dongying. Specifically:

- In Beijing, he was met by Mr. Lu Xingwang of State Ocean Authority (SOA);
- There was reporting and presentations, chaired by Mr. Liang Fengkui, participated by Prof. Wen Quan, Prof. Mao Bin, Prof. Liu Yan, Dr. Zhang Zhaohui, Mr. Lu Xingwang, and representatives from Hebei, Liaoning and Tianjin;
- There was a presentation on the Project implementation report by Prof. Mao Bin followed by progress and impacts of IRBCAM by Prof. Wen Quan policy, legal and institutional development in relation to ICM/SDS-SEA by Prof. Liu Ya, and Progress of SOC and achievements at parallel sites by Dr. Zhang Zhaohui;
- He visited the Xiamen demonstration site;
- At the Dongying demonstration site, there were reports by Mr. Liu Qingbin (Vice Secretary General of Dongying Municipal Government), Mr. Yang Tonggeng (Director General of Dongying Ocean and Fishery Bureau), Mr. Wang Jinhe (Deputy Director General), Mr. Wang Shoutai (staff), Prof. Mao Bin and Mr. Lu Xingwang;
- There was a visit to the ocean monitoring center and marine environment monitoring and forecast center;
- A visit to modern aquaculture demonstration zone;
- A meeting with Mr. Yang Tongzhu, Vice Mayor of Dongying.

David LaRoche went to Hanoi, Vietnam to interview Government Officials and two demonstration sites in Vietnam, specifically Danang and Thua Thien Hue, specifically:

- A meeting with the Provincial Agency of Seas, Islands and Lagoons, Department of Natural Resources and Environment (DONRE);
- A presentation on Thua Thien Hue ICM Program by Mr. Le Van Thu, Deputy Director;
- A site visit to Tam Giang-Cau Hai lagoon protected areas for discussions on tourism development in selected coastal areas;
- He made a courtesy call on the People's Committee specifically to meet Mr. Van Huu Chien, Chair, People's Committee, Danang City;
- There were meetings with the PMO and partners and a presentation on Danang ICM Program (Danang PMO);
- Discussions were held with Mr. Nguyen Dieu, Director, DONRE; ICM Project Management Office Staff, Ms. Pham Thi Chin, Mr. Do Manh Thang, Mr. Truong Cong Hai and Ms. Phan Thi Thu Thuy;
- Meetings/interviews were held with partners and representatives of Technical Working Groups for Coastal Use Zoning, State of the Coasts Reporting, Coastal Strategy Implementation and Governance System; Dr. Vuong Nam Dan, Director, Center for Applied Technology of Labour Protection; Dr. Huynh Ngoc Thach Director, Danang Research Center for Environment; and Dr. Tran Cat, Member, Central Committee of Vietnam;
- Discussions were held in the Environmental Protection Agency/DONRE (Integrated Environmental Monitoring) with Mr. Dang Quang Vinh, Deputy Head;
- He made a visit to Danang University of Technology (ICM Learning Center) with Dr. Tran Van Quang; Dr. Hoang Hai of the faculty at the Danang University of Technology
- Site visit and meetings/interviews with partners and stakeholders Son Tra–Ngu Hanh Son Districts (Implementation of regulations on CUZ); Danang Farmer's Association, People's Committee of Quang Tho ward (Community club for sustainable coastal economic development model); Urban Environment Company (Landfill and municipal wastewater treatment); Gulf of Thailand Framework Programme; Mr. Nguyen Huy Trong, Permanent Deputy Director, Vietnam National Southern Oil Spill Response Center;
- Meetings/interviews with National Focal Point and partners at the Vietnam Administration of Seas and Islands, Ministry of Natural Resources and Environment; Dr. Nguyen Van Cu, Administrator, VASI; Dr. Vu Si Tuan, Deputy Administrator, VASI; Dr. Dang Huy Ram, Director, International Cooperation Department, VASI;
- Another visit was made to the Vietnam Institute of Fisheries Economics and Planning (VIFEB), Ministry of Agriculture and Rural Development (MARD) with Ms. Cao Le Quyen, Deputy Director, VIFEP; Ms. Nguyen Nhi Trang Nhung, Deputy Director, Fisheries Administration, MARD;
- Visit to the Institute of Environmental Technology, Vietnam Academy of Science and Technology; Dr. Nguyen Minh Son, Deputy Director

Clive Wilkinson, the Coastal and Ocean Management Specialist Evaluator, visited Guimaras, an ICM demonstration site in the Philippines. Then went to Cambodia to Phnom Penh for meetings with Cambodian Government Officials and the demonstration site in Sihanoukville, followed by the demonstration site in Chonburi, Thailand, and meetings with Thai Government Officials in Bangkok.

For the Guimaras demonstration site in the Philippines, Clive Wilkinson:

- Met Dr. Lemuel Aragon, Scientific Advisor and Coordinator of the Special Projects of the Province of Guimaras on Post-Oil Spill Monitoring;
- Had a one-hour courtesy call at the Governor's Office, Gov. Felipe Hilan Nava, Governor, Guimaras and President, PEMSEA Network of Local Governments. The Governor hosted dinner that night;
- Had a meeting and interviews with PMO and partners and a presentation on Guimaras ICM Journey: 2008-2012 (Guimaras PMO) at the Guimaras Environment and Natural Resources Office by Mr. Gualberto Galia, Provincial ENR Officer, Guimaras Environment and Natural Resources Office, and Director, ICM Project Management Office; with ICM Project Management Office staff: Ms. Arlette Depamaylo, Ms. Juneline de la Cruz, Ms. Nory Zamora, Ms. Rose Jane Sablon and Mr. Leonard Pasiderio;
- Had a meeting with Mr. Dennis Huervana, Program Officer, Philippine Business for Social Progress (NGO partner);
- Had a site visit and meeting and interviews with partners and stakeholders at the Nueva Valencia Municipal Agriculture Office, hosted by Mr. Oliver Chavez, Municipal Agriculture Officer;
- Had a site visit and meeting and interviews with a community NGO, Katilingban sang Magagmay nga Mangingisda sa Dolores (KAMAMADO) (CBO partner), hosted by Mr. Warlito Garonita, Chairperson.

Clive Wilkinson traveled to Cambodia specifically for:

- Discussions at the Preah Sihanouk Integrated Coastal Management (ICM) Site Project Management Office, Preah Sihanouk Provincial Hall;
- Discussion with PMO and key agencies (DOE, Fisheries, Tourism, Port Authority) for a briefing on the Preah Sihanouk ICM Program: Progress, Outputs, Outcomes and Challenges in PMO office and their five-year plan;
- A welcome dinner with PMO Director, Director of Department of Environment and PMO staff;
- Further discussion and site visits on specific projects, specifically the beach management project with the tourism task team, the Zoning Task Team with the tourism and fisheries task team, and waste management with the Technical Working Group;
- Discussion on fishery management during a side trip to Stung Hav for the Projects on Habitat and Water Management;
- A meeting with Sihanoukville Port Authority and many of the staff;
- A dinner was held in Phnom Penh with Mr. Long Rithirak, Director General, Ministry of Environment and PEMSEA National coordinator, Cambodia and staff;
- Discussions in Phnom Penh on national-level activities with a meeting with the NFP and the Secretary of State in the Ministry of Environment (National ICM Scaling-Up);
- Discussions on capacity development activities which was initiated with the provinces and with the UNDP local office staff;
- Five-year ICM Scaling-Up Plan, as well as a meeting with the Merchant Marine Department on the Oil Spill and Contingency Plan.

In Thailand, Clive Wilkinson made:

- A courtesy call to Vice Governor Pakarathorn Thienchai, who is responsible for environmental management in the Province, for discussions on the Chonburi environment strategy;
- A meeting with the ICM Secretariat and key partners chaired by Vitaya Khunplome the Chief Executive Officer of the Chonburi Provincial Administrative Organization and Director of the Chonburi ICM Program Management Office (PMO) and Mayor Chatchai Thimkrajang, former Director of the Chonburi ICM PMO and head of the Chonburi Fisheries Association. The presentations covered key activities and achievements, challenges and future plans, followed by a long discussion. A discussion with an officer of Laem Chabang Port was also held concerning the Port Safety, Health and Environmental Management System (PSHEMS) established at Laem Chabang Port;
- A site visit was made to the community-driven project in a mangrove conservation area at Klong Tamru SAO;
- Another site visit on habitat restoration at Bangsaen Municipality was made hosted by the Mayor and key staff;
- A third site visit examining carbon footprint program at Nong Tanlung Municipality, a non-coastal municipality with very active community involvement.;
- A meeting in Bangkok with DMCR, Marine Department at the DMCR Office, Bangkok;
- There were presentations related to the -year SDS-SEA Plan; Gulf of Thailand Partnership on Joint Oil Spill Preparedness and Response; and discussions on Thailand signing up to PEMSEA declarations.

Annotated List of Publications

1. PEMSEA Top 10 Achievements Brochure
2. PEMSEA Portfolio
3. Policy Brief: Achieving Sustainable Development Targets in a Changing Climate: How Can ICM Help?
4. ICM Code Brochure
5. Model Courses on ICM Brochure
6. Port Safety, Health and Environment Management System Brochure
7. State of the Coasts Reporting System Brochure
8. Case Study Vol. 1, No. 1: Keeping the Essentials Flowing: Promoting Food Security and Sustainable Livelihood through Integrated Coastal Management (Batangas, Philippines)
9. Case Study Vol. 1, No. 2: Xiamen's Transition to Orderly Seas
10. Case Study Vol. 1, No. 3: Public-Private Partnership in Sustainable Development: The Case of Puerto Galera
11. Case Study Vol. 1, No. 4: Environmental Rehabilitation in a Rapidly Developing Urban Area (Xiamen, PR China)
12. Case Study Vol. 1, No. 5: Beyond Survival: Engaging Communities on Coastal and Marine Management in Stung Hav, Preah Sihanouk, Cambodia
13. Case Study: Catching the Burgeoning Wave of Corporate Responsibility for Manila Bay
14. Case Study: Xiamen Integrated Marine Disaster Risk Management in Xiamen
15. State of the Coasts of Batangas Province
16. Manuscript Series: PEMSEA's Experience in the Use of Data/Information in ICM
17. Manila Declaration on Strengthening the Implementation of ICM for Sustainable Development and Climate Change Adaptation in the Seas of East Asia Region
18. Policy Brief: Targeted Research and Monitoring Programs for Enhanced Management of the Seas of East Asia and Southeast Asia
19. PEMSEA Accomplishment Report 2020-2011: Partnerships in Action
20. Briefing Note: PEMSEA's Transformation... Why is it important?
21. Regional Review: Implementation of the Sustainable Development Strategy for the Seas of East Asia (SDS-SEA) 2003-2011
22. Reprint: Sustainable Development Strategy for the Seas of East Asia (SDS-SEA)
23. Integrating Climate Change and Disaster Risk Scenarios into Coastal Land and Sea Use Planning in Manila Bay
24. State of the Coasts Guidebook
25. State of the Coasts of Guimaras
26. PSHEMS Code
27. PSHEMS Guide
28. PSHEMS Brochure
29. Tropical Coasts: Good Practices in Governance, Food Security and Habitat Management (Vol. 17, No. 1)
30. Tropical Coasts: Good Practices in Water Management and Climate Change (Vol. 16 No. 2)
31. Tropical Coasts: The Marine Economy in Times of Change (Vol. 16 No 1)
32. Tropical Coasts: Coastal Resources: Productivity and Impacts on Food Security (Vol. 15 No. 2)

33. Public-Private Partnership (PPP) Terminal Report
34. Proceedings of the Twinning Workshop on Total Maximum Daily Load
35. Proceedings for the Fifth Twinning Workshop
36. Proceedings for the Sixth Twinning Workshop
37. Proceedings of the 2010 PNLG Forum
38. Proceedings of the National Workshop for Local Governments Implementing ICM in China
39. Proceedings of the Third EAS Partnership Council Meeting
40. Proceedings of the Second EAS Partnership Council Meeting
41. Proceedings of the Tenth Executive Committee Meeting
42. Proceedings of the Ninth Executive Committee Meeting
43. Proceedings of the Eighth Executive Committee Meeting
44. Proceedings of the Seventh Executive Committee Meeting
45. Proceedings of the Sixth Executive Committee Meeting
46. Proceedings of the Fifth Executive Committee Meeting
47. Proceedings of the Fourth Executive Committee Meeting
48. Proceedings of the Third Executive Committee Meeting
49. EAS Congress Programme
50. EAS Congress Exhibit Directory
51. EAS Congress Brochure
52. EAS Congress Poster
53. EAS Congress/WP/2010/04 Proceedings of Theme 1 Workshop 4 on Addressing Transboundary Issues through Regional/ Subregional Seas Cooperation: Initiatives in East Asia
54. EAS Congress/WP/2010/05 Proceedings of Theme 1 Workshop 5 on the Science in Ecosystem-Based Management
55. EAS Congress/WP/2010/06 Proceedings of Theme 1 Workshop 6 on Land and Sea-Use Zoning: Challenges and Opportunities
56. EAS Congress/WP/2010/07 Proceedings of Theme 1 Workshop 7 on Mainstreaming Marine and Coastal Issues into National Planning and Budgetary Processes
57. EAS Congress/WP/2010/08 Proceedings of Theme 2 Workshop 1 on Government and Industry Partnerships for Effective and Consistent Preparedness Response to Marine Pollution in East Asia⁸
58. EAS Congress/WP/2010/10 Proceedings of Theme 2 Workshop 3 on the Impacts of Climate Change at the Coastal and Ocean Areas of the East Asian Seas Region
59. EAS Congress/WP/2010/11 Proceedings of Theme 2 Workshop 4 on Development and Advances on Marine Biosafety in the Context of the CBD
60. EAS Congress/WP/2010/12 Proceedings of Theme 3 Workshop 1 on Networking of Marine Protected Areas: Benefits, Good Practices, Standards and Next Steps
61. EAS Congress/WP/2010/13 Proceedings of Theme 4 Workshop 2 on Indigenous Approaches to Habitat Protection and Restoration: Experiences in Sato-Umi and Other Community Initiatives
62. EAS Congress/WP/2010/14 Proceedings of Theme 4 Workshop 1 on Alternative Energy: A Solution for Energy Security for Islands and Remote Areas
63. EAS Congress/WP/2010/15 Proceedings of Theme 4 Workshop 2 on Addressing Water Crisis in Rapidly Growing Cities
64. EAS Congress/WP/2010/16 Proceedings of Theme 5 Workshop 1 on Addressing Food Security through Sustainable Aquaculture
65. EAS Congress/WP/2010/17 Proceedings of Theme 5 Workshop 2 on the Future Role of Fisheries in an Urbanized World
66. EAS Congress/WP/2010/18 Proceedings of Theme 5 Workshop 3 on Livelihood Management and Sustainable Coastal Tourism

67. EAS Congress/WP/2010/19 Proceedings of Theme 6 Workshop 1 on Transboundary Pollution Reduction in River Basins and Coastal Areas
68. EAS Congress/WP/2010/20 Proceedings of Theme 6 Workshop 2 on Innovative Policies and Practices in Water Supply, Sanitation and Pollution Reduction
69. EAS Congress/WP/2010/21 Proceedings of the Special Session on Disaster Management
70. EAS Congress/WP/2010/22 Proceedings of the Workshop on Local Action, Global Contribution: Best Practices in Community-Based Approaches to Sustainable Coastal and Marine Ecosystems Management
71. EAS Congress/WP/2010/23 Proceedings of the Seminar-Workshop on Green Ports in the ASEAN Region
72. EAS Congress/WP/2010/25 Proceedings of the Workshop on Meeting Human Resources Requirements in Coastal and Ocean Governance
73. EAS Congress/WP/2010/26 Report of the Outputs and Outcomes of the Second East Asian Seas (EAS) Youth Forum
74. EAS Congress/WP/2010/27 Proceedings of Public-Private Partnerships (PPP) for the Rehabilitation of Manila Bay: A Corporate Social Responsibility (CSR) Forum
75. Youth Forum Toolkit
76. EAS Congress 2012 Brochure
77. EAS Congress Poster
78. EAS Congress Sponsorship Prospectus
79. EAS Congress Programme
80. Youth Forum Handbook
81. EAS Congress Exhibit Directory
82. All Quarterly Progress Reports
83. All Project Implementation Reviews
84. All Annual Project Reviews
85. PEMSEA Project Terminal Evaluation - 2006

Annex 6

Questions Used

Questions used during the evaluation were both generic and specific. The evaluators note that information related to the generic questions, which tended to be what we would term “insider specific,” were not the kinds of questions that national, provincial and local officials and other stakeholders were knowledgeable. Evaluators found that, generally, respondents and discussants in the field were extremely knowledgeable of the Project Components and Outputs in which they were directly involved, but not by Component or Output name as described in Project documents.

The list of generic questions included those suggested in UNDP TE guidelines and included:

- *Were the Project’s objectives and components clear, practicable and feasible within its time frame?*
- *Were the capacities of the executing institution(s) and its counterparts properly considered when the Project was designed?*
- *Were lessons from other relevant projects properly incorporated in the project design?*
- *Were the partnership arrangements properly identified and roles and responsibilities negotiated prior to project approval?*
- *Were counterpart resources (funding, staff and facilities), enabling legislation and adequate project management arrangements in place at project entry?*
- *Were the project assumptions and risks well articulated in the PIF and Project document?*

Other generic questions developed by the evaluators included:

Could you please briefly describe your background (training and experience, including your current position), and your history of and current connection to the PEMSEA project?

The Development Objective of the PEMSEA project is:

Implementation of the Sustainable Development Strategy for the Seas of East Asia (SDS-SEA) through mobilization of the necessary partnership arrangements, operating mechanisms, intellectual capital, support services and resources for the achievement of their shared vision of sustainable use of coastal and marine resources of the region and the development targets of the WSSD Plan of Implementation

Based on your experience with and observations of the Project, what do you feel have been the major specific contributions of the Project to:

- *The extent to which partnership arrangements have been formulated;*
- *The effectiveness of PEMSEA operating mechanisms;*
- *Provision of support services and other resources for achievement of a shared vision of sustainable use of coastal and marine resources and development targets of the WSSD Plan of Action; and*
- *In general, the overall effectiveness of the Project in efforts to achieve sustainability of results?*

There are three immediate objectives of PEMSEA. These include:

1. Implementation of action programs of the SDS-SEA aimed at legal, policy and institutional reforms, and investments, at the local, national and regional levels with a particular focus on scaling up and sustaining integrated coastal management practices to reduce coastal and marine degradation;
2. Verification, dissemination and promotion of the replication of lessons and best practices arising from the regional partnership arrangements in collaboration with IW:LEARN and other partners; and
3. A Strategic Partnership between participating countries, UNDP, the World Bank and other stakeholders to stimulate and co-finance site-specific private and/or public-private land-based pollution reduction investments under the GEF/WB Pollution Reduction Investment Fund for the LMEs of East Asia.

Given your experience with the workings of the Project, to what extent do you feel the Project has been successful in the achievement of these three immediate objectives?

Based on your experience with and observations of the Project:

- *What specific policy reforms in your country, or at regional and local levels, has the Project been fully or partly responsible for leveraging?*
- *To what extent have key stakeholders been involved?*
- *What other specific actions, related to the Development and Immediate Objectives of the project Objective at country or regional and local levels, do you feel the Project has been partly or fully responsible for leveraging?*

Could you please identify what you believe to be the two or three most significant accomplishments of the Project to date?

What do you see as principal weaknesses and/or constraints to progress, if any, regarding Project implementation to date?

What would you see as the most significant challenges to the future success of the Project, particularly, although not exclusively, with regard to the long-term sustainability of project results?

Terminal Evaluation: Work Plan

UNDP/GEF Project on Implementation of the Sustainable Development Strategy for the Seas of East Asia (SDS-SEA)

conducted by

PEMSEA - Partnerships in Environmental Management for the Seas of East Asia

A. Evaluation Conducted By:

Mr. David LaRoche, Institutional, Legal and Government Specialist (team leader) and
Dr. Clive Wilkinson, Coastal and Ocean Management Specialist

B. Evaluation Schedule:

The two evaluation consultants, David LaRoche and Clive Wilkinson, will conduct the Terminal Evaluation of the SDS-SEA project according to the attached schedule prepared by PEMSEA, the Executing Agency based in Quezon City, Philippines (Annex I). The evaluation will be conducted within the period 10 September to 29 October 2012.

It should be noted that the Evaluation Consultants were originally contracted in December 2011 to undertake a Midterm Evaluation of this project, which was to be completed in early 2012. However considerable delays have been encountered such that it was decided in February 2012 to merge the Midterm and Terminal Evaluation into one process with the dates for completion being progressively rescheduled from May to the current period of September and October. Thus, the Evaluation Consultants have undertaken considerable logistic work outside the contract period.

C. SDS-SEA Project for Evaluation

The Project period under review covers 2010 to 2013 of a Project that owes its inception to decisions made within the East Asian Seas (EAS) region, GEF and UNDP in 1999, and following earlier successful projects, the current project has an anticipated span of 10 years within 3 phases:

- 2007-2010 as the initial transition period;
- 2010-2013 as the transformation period and focus for this evaluation; and
- 2013-2017 sustainable operation period, subject to negotiations and agreements between the major stakeholders

The Final Evaluation will be undertaken consistent with:

1. Terms of Reference (TOR) forwarded to the consultants from UNOPS, and attached as Annex 1 to this Project Inception Report.
2. UNDP guidance for Final Evaluations, also forwarded to the consultants by the UNOPS and also attached as Annex II to this Project Inception Report.

The Terminal Evaluation Consultants understand that the SDS-SEA projects have been coordinated by PEMSEA to operate throughout the East Asian Seas region, and specifically in the principal participating countries: Cambodia, China, Indonesia, Lao PDR, Philippines, Thailand, Timor-Leste, and Vietnam; along with parallel integrated catchment management projects in partner countries in Brunei-Darussalam, Japan, RO Korea and Singapore. The consultants understand that activities and outputs have been operational across the East Asian Seas region as well as within each participating country.

D. SDS-SEA Project Evaluation Methods

The Terminal Evaluation Consultants will spend approximately this percentage of time in the following locations:

- Manila, Philippines – 30 percent;
- Provinces in the Philippines – 8.9 percent;
- Site visits to Cambodia, China, Thailand and Vietnam – 24.4 percent;
- Travel to and from the main evaluation location – 5.6 percent; and
- Home based evaluation and report writing – 31.1 percent

The Consultants will conduct face-to-face interviews with key project staff at PEMSEA and National Focal Points, and project implementers for Cambodia, PR China, the Philippines, Thailand and Vietnam. Other contacts in Manila may also be interviewed from UNDP, GEF, ADB, World Bank and port authorities, depending on time availability during the course of the PEMSEA-arranged Mission. A draft of the PEMSEA-arranged Mission schedule appears as Annex 3 to this Project Inception Report.

If possible, selected NGO staff and others involved in, or aware of, the PEMSEA project will also be interviewed, either face to face or through use of a questionnaire. Contact will be made with key staff from UNDP, GEF, UNOPS, World Bank and especially National Focal Points for Indonesia, Lao PDR, and Timor-Leste, current members of the PEMSEA Executive Committee, and with NFPs from Brunei-Darussalam, Japan, RO Korea and Singapore.

Interviews, questionnaire results, document reviews and observations during site visits will comprise the bulk of data and information to be used in the Final Evaluation.

E. SDS-SEA Project Evaluation Timetable

The evaluation will follow closely to the following timetable:

- Completion of initial desk review – 14 September 2012
- Completion of first round of Manila-based interviews – 21 September 2012
- Completion on Philippine site visits – 25 September 2012
- Completion on Cambodia, PR China, Thailand and Vietnam site visits – 05 October 2012
- Completion of mission to the region – 11 October 2012
- Draft of initial terminal evaluation report submitted to UNOPS – 19 October 2012
- UNDP, GEF, UNOPS and PEMSEA review of draft terminal evaluation report – 24 October 2012
- Completion of Final Evaluation – 29 October 2012.

David LaRoche and Clive Wilkinson,
18 September 2012

Annex 8

Annotated Logframe/Results Column Included

Narrative Summary		Indicators	Means of Verification	Status/Outputs (as of July 2012)	Status of Target Completion
Component A: A Functional Regional Mechanism for SDS-SEA Implementation					
Outcome 1: An intergovernmental multisectoral EAS Partnership Council coordinating, evaluating and refining the implementation of the SDS-SEA and advancing the regional partnership arrangement to a higher level					
Output A.1: A country-owned regional mechanism for SDS-SEA implementation					
A.1.1	6-year framework of partnership programs established	✓ (P) 6-year framework of partnership programs adopted by the EAS Partnership Council	✓ ✓ ✓ ✓ Proceedings of EAS Partnership Council meetings from 2007 through 2012. Proceedings from Executive Committee meetings 2008 through 2012 Sustainable Development Strategy for the Seas of East Asia (SDS-SEA) Implementation Plan 2012-2016	✓ 5-year regional SDS-SEA Implementation Plan (adopted through Changwon Declaration, July 2012)	✓ ✓ Completed PEMSEA-led initiative
A.1.2	Voluntary regional Partnership Fund developed and operational	✓ (P) Partnership Fund adopted by the EAS Partnership Council	✓ ✓ ✓ UNDP Project Document on PRF Secretariat Services Annual Status Reports 2008 through 2011 Annual Work Plans for Secretariat Services 2008 through 2012	✓ Regional Partnership Fund established and managed by UNDP Manila Annual reports on the Partnership Fund, and the use of funds prepared and submitted to contributing countries 2008 through 2011	✓ ✓ Completed PEMSEA-assisted initiative
A.1.3	Sustainable PRF Secretariat supported by countries and other partners	✓ (P) Cost-Sharing Agreements signed with countries and partners providing funding and in-kind support for the operation of the regional mechanism	✓ Cost-Sharing Agreements between UNDP Manila and PR China, Japan and RO Korea	✓ ✓ ✓ Cost-Sharing Agreements (CSA) signed with PR China (2006), Japan (2006) and RO Korea (2007) Annual contribution received Annual accomplishment and financial report submitted to 3 countries by UNDP Manila	✓ ✓ Completed PEMSEA-assisted initiative
A.1.4	Triennial EAS Congress conducted on a continuing basis	✓ (P) EAS Partnership Council decides to sustain the EAS Congress as a triennial event	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ Proceedings of EAS Partnership Council meetings in 2008, 2010 and 2011 Proceedings of Executive Committee meetings 2008 through 2012 EAS Congress 2009 website Tropical Coasts publications Vol 16 No.2 and Vol 17 No. 1 (EAS Congress 2009) EAS Congress 2012 website MOAs. between host governments and PEMSEA (Philippines 2009; RO Korea 2012)	✓ ✓ ✓ ✓ EAS Congress 2009 and 2012 conducted EAS Congress 2009 proceedings published EAS Congress 2012 workshop recommendations and International Conference overall recommendations and conclusions available in EAS Congress website Ministerial Declarations from EAS Congresses 2009 (Manila Declaration) and 2012 (Changwon Declaration) signed	✓ ✓ Completed PEMSEA-led initiative

Narrative Summary		Indicators	Means of Verification	Status/Outputs (as of July 2012)	Status of Target Completion
A.1.5	State of the Coasts Reporting System in place	<p>✓ (P) EAS Partnership Council adopts the State of the the Coasts Reporting system;</p> <p>✓ (P) Cambodia, PR China, Philippines, Thailand, Vietnam, Japan, Singapore, RO Korea, regional organizations and projects, and concerned international agencies and donors complete national and regional SOC reports</p> <p>✓ (P) Regional State of the Coasts report submitted to EAS Congress/ Ministerial Forum 2009</p>	<p>✓ Proceedings of EAS Partnership Council of 2007 and 2011</p> <p>✓ Dongying Declaration of the PEMSEA Network of Local Governments (2011)</p> <p>✓ Guidebook on State of the Coasts Reporting for Local Governments in the East Asian Seas Region (2011)</p> <p>✓ Regional Review: Implementation of the Sustainable Development Strategy for the Seas of East Asia (SDS-SEA) 2003-2011</p>	<p>✓ EAS Partnership Council Meeting No.1 (2007) decides to focus SOC reporting on local governments implementing ICM programs</p> <p>✓ EAS Partnership Council Meeting No.4 adopts the SOC Guidebook for Local Governments, July 2011</p> <p>✓ PEMSEA Network of Local Governments commits to 100 percent SOC reporting system among membership by 2015 (Dongying Declaration 2011)</p> <p>✓ Regional review of SDS-SEA implementation and national SDS-SEA implementation completed, published and disseminated during EAS Congress, July 2012</p>	<p>✓ Completed</p> <p>✓ PEMSEA-led initiative</p>

Narrative Summary		Indicators	Means of Verification	Status/Outputs (as of July 2012)	Status of Target Completion
Output A.2: A Plan of Action for transforming PEMSEA into a long term, self-sustained regional implementing mechanism for the SDS-SEA					
A.2.1	Benefits and constraints of different operating and administrative arrangements reviewed and discussed among countries, with recommendations to be considered by countries and their partners for transformation to a long term, self-sustained regional implementing mechanism for the SDS-SEA	✓ (P) Series of seminars/ consultations involving Foreign Affairs, National Focal Agencies and other stakeholder groups from participating countries	✓ ✓	✓ ✓ ✓ ✓	✓ ✓ Completed PEMSEA-led initiative
A.2.2	Plan of Action for a long term, self-sustained regional mechanism developed	✓ (P) Plan of Action tabled/ consensus achieved during regional consultation	✓ ✓	✓ ✓	
A.2.3	Plan of Action endorsed by the EAS Partnership Council 2008	✓ (P) Plan of Action adopted and incorporated into the work program of EAS Partnership Council	✓ ✓	✓ ✓	✓ ✓ Completed PEMSEA-led initiative
A.2.4	Plan of Action initiated, including preparation of working documents for the PEMSEA transformation.	✓ (P) Drafting of working documents initiated	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ Completed PEMSEA-led initiative

Narrative Summary		Indicators	Means of Verification	Status/Outputs (as of July 2012)	Status of Target Completion				
Component B: National Policies and Reforms for Sustainable Coastal and Ocean Governance									
Outcome 2: National policies and programs on sustainable coastal and ocean development mainstreamed into social and economic development programs of participating countries									
Output B.1: An agreed framework, methodology and indicators for social and economic contributions of coastal and marine areas/sectors developed and demonstrated in two countries of the region									
B.1.1	An agreed framework, methodology and appropriate indicators for assessing social and economic contributions of coastal and marine areas/sectors within the East Asian Seas region	✓	(P) Common framework, methodology and indicators adopted and applied by the Philippines and RO Korea	✓	Proceedings of the Regional Workshop on Contributions of Marine Economic Sectors (EAS Congress 2009 WP/2010/02) <i>Tropical Coasts</i> publication, Vol.16, No.1, July 2009	✓	Regional Workshop on Contributions of Marine Economic Sectors to Regional and National GDP in an Uncertain Climate conducted at EAS Congress 2009 (November 2009) and Report available in PEMSEA/Congress website <i>Tropical Coasts</i> issue	✓	Completed PEMSEA-led initiative
B.1.2	Two (2) national assessments of the social and economic contributions of coastal and marine areas/sectors in participating countries	✓	(P) Philippines and RO Korea reports prepared/published	✓	<i>Tropical Coasts</i> publication, Vol.16, No.1, July 2009 PR China report on contributions of coastal and marine areas/sector, 2010	✓	"The Marine Economy in Times of Change" published including national assessments of Malaysia, Thailand, RO Korea, Vietnam and Japan China update report on contributions of coastal and marine areas/sector developed (2010)	✓	Completed PEMSEA-led initiative
B.1.3	One (1) regional forum for senior managers and policymakers covering social and economic contributions of coastal and marine areas/sectors and promoting policy reforms for strengthening coastal and ocean governance	✓	(P) Senior managers and policymakers participate in regional forum during the EAS Congress 2009	✓	Report of the Regional Workshop on Contributions of Marine Economic Sectors (EAS Congress 2009 Workshop Proceedings/2010/02) Conclusions and Recommendations of Subtheme 1: Nurturing Coastal and Ocean Based Blue Economies in ppt – EAS Congress 2012 website (July 2012)	✓	Subtheme 1 workshops on Blue Economy, EAS Congress 2012 conclusions and recommendations available in EAS Congress website (July 2012)	✓	Completed PEMSEA-led initiative

Narrative Summary		Indicators	Means of Verification	Status/Outputs (as of July 2012)	Status of Target Completion
Output B.2: National policy, legislative and institutional reforms, and interagency and multisectoral coordinating mechanisms aimed at improved integrated management of marine and coastal areas					
B.2.1	<p>Two (2) participating countries develop, adopt and implement, and three (3) countries initiate:</p> <p>a. National SDS-SEA policy and national multisectoral and interagency coordinating mechanisms for the implementation of the SDS-SEA; and</p> <p>b. 6-year framework plans for the implementation of the SDS-SEA, including ICM scaling-up programs, strategies, time-bound management targets, priority actions and implementing arrangements for the implementation of SDS-SEA, in consultation with stakeholders</p>	<p>✓ (P) RO Korea and Vietnam adopt and implement policy reforms for integrated management of coastal and marine areas</p> <p>✓ (P) PR China, the Philippines and Thailand initiate policy reforms for integrated management of coastal and marine areas</p> <p>✓ (P) Interagency and multi-sectoral coordinating mechanisms established and operating in RO Korea and Vietnam to coordinate the implementation of the SDS-SEA</p> <p>✓ (P) 6-year framework plans adopted in RO Korea and Vietnam, with relevant agencies allocating resources and assigning managers and staff to implement work programs</p>	<p>✓ Regional Review: Implementation of the Sustainable Development Strategy for the Seas of East Asia (SDS-SEA) 2003-2011, including policies/legislations and institutional arrangements on coastal and ocean development and management in EAS countries</p> <p>✓ Draft 5-year SDS-SEA Implementation Plans for Cambodia, PR China, Indonesia, Lao PDR, the Philippines, Thailand, Timor-Leste and Vietnam</p>	<p>✓ PR China, Japan, RO Korea, Singapore, and Vietnam develop policy/legislation (Regional Review 2012)</p> <p>✓ Cambodia, Indonesia, Thailand and Timor-Leste with policy being developed (Regional Review 2012)</p> <p>✓ 5-year SDS-SEA Implementation Plans adopted in PR China (2012);</p> <p>✓ RO Korea adopted and initiated Ocean Korea 21, Basic Plan for Ocean and Fisheries Development (2011-2020)</p> <p>✓ Cambodia, Indonesia, Lao PDR, Philippines, Thailand, Timor-Leste and Vietnam develop 5-year SDS-SEA Implementation Plans</p> <p>✓ Cambodia, DPR Korea, Indonesia, Japan, Lao PDR, RO Korea, Singapore, Thailand, Timor-Leste and Vietnam with interim interagency arrangements</p> <p>✓ RO Korea with 2nd ICM Plan 2011-2020 and 1st Marine Ecosystem Conservation and Management Plan</p> <p>✓ Singapore Sustainable Blueprint (2009)/ Singapore Green Plan 2012, IUCM Plan (2009), Strategies for Sustainable Growth (2010-2030)</p>	<p>✓ Completed</p> <p>✓ PEMSEA assisted national governments to develop and adopt national SDS-SEA policy and programs in 8-GEF eligible countries</p> <p>✓ Japan and Singapore developed policy and programs in parallel to PEMSEA and in support of SDS-SEA objectives</p> <p>✓ PEMSEA-assisted initiative on 5-year SDS-SEA Implementation Plans in PR China, Cambodia, Indonesia, Philippines, Lao PDR, Thailand, Timor-Leste and Vietnam</p> <p>✓ PEMSEA-assisted initiative to set up interim institutional mechanisms in PR China, Timor-Leste and Vietnam</p>
B.2.2	<p>One (1) regional workshop regarding integrated management of marine and coastal areas.</p>	<p>✓ (P) Policymakers and senior managers participate in the regional workshop</p>	<p>✓ Proceedings of the regional workshop on Coastal/Ocean Policy and Legislation: Implementation and New Initiatives (EAS Congress/ WP/2010/01)</p> <p>✓ Conclusions and Recommendations of the Regional Workshop on Consolidation and Replication of ICM –EAS Congress 2012 website (EAS Congress, July 2012)</p>	<p>✓ Regional workshop on Coastal /Ocean Policy and Legislation: Implementation and New Initiatives conducted (EAS Congress, November 2009)</p> <p>✓ Regional workshop on Consolidation and Replication of ICM Lessons and Good Practices conducted (EAS Congress, July 2012)</p>	<p>✓ Completed</p> <p>✓ PEMSEA-led initiative</p>

Narrative Summary	Indicators	Means of Verification	Status/Outputs (as of July 2012)	Status of Target Completion	
Component C: Scaling Up ICM Programs					
Outcome 3: Integrated coastal management (ICM) scaled up as an on-the-ground framework for achieving sustainable development of coastal lands and waters in at least 5% of the total coastline of the region by 2010					
Output C.1: Institutional arrangements for national ICM programs in place					
C.1.1	"Leadership Forums on ICM" conducted in five (5) countries.	✓ (P) Senior managers and policymakers participate in national forums in Cambodia, PR China, Indonesia, the Philippines and Vietnam ✓ (P) Plan of action for policy development/ reform	✓ Proceedings of Leadership Forums in Indonesia (December 2010) and Vietnam (June 2011) ✓ Reports of national consultations on SDS-SEA and 5-Year Implementation Plans in Cambodia, PR China, Indonesia, Lao PDR, the Philippines, Thailand, Timor-Leste and Vietnam	✓ Indonesia and Vietnam leadership forums conducted and reports prepared (December 2010; and June 2011) ✓ National consultation reports in Cambodia, PR China, Indonesia, Lao PDR, the Philippines, Thailand, Timor-Leste and Vietnam (SDS and 5-year plan consultations)	✓ 90% complete ✓ PEMSEA-assisted initiative ✓ National consultations to adopt 5-year implementation plans in the 4th quarter of 2012
C.1.2	Two (2) participating countries to develop, adopt and implement, and three (3) participating countries to initiate: (a) Strategies/ policies/ legislation for ICM programs; (b) 6-year action plans for ICM implementation, with time-bound management targets and implementing arrangements as part of the overall SDS-SEA implementation plan	✓ (P) ICM policies/ legislation and 6-year action plans for ICM implementation adopted and implemented in PR China and the Philippines, and initiated in Cambodia, Indonesia and Vietnam; ✓ (P) Interagency, multi-sectoral coordinating committees for ICM program established in China and the Philippines, providing planning, direction-setting, decision-making and evaluation for program	✓ Regional Review: Implementation of the Sustainable Development Strategy for the Seas of East Asia (SDS-SEA) 2003-2011 ✓ Policies/legislation on coastal and ocean development and management in EAS countries ✓ National medium-term development plans: <ul style="list-style-type: none"> - Cambodia National Green Growth Roadmap - China's Twelfth 5-Year Plan (2011-2015) - Indonesia National Medium-Term Development Plan 2010-2014 - Japan 5th Comprehensive National Development Plan Grand Design for the 21st Century - Lao's Seventh 5-Year National Socio-Economic Development Plan (2011-2015) - Philippine Development Plan 2011-2016 - RO Korea National Green Growth Strategy - Singapore Green Plan - Thailand Summary of Eleventh National Economic and Social Development Plan (2012-2016) – Summary - Timor-Leste Strategic Development Plan (2011-2030) - Vietnam 5-Year Socio-Economic Development Plan 2006-2010 	✓ ICM identified in policies and plans of countries ✓ Coastal Management Act (revision 2009) in RO Korea to include climate and disaster issues ✓ RO Korea adopts and initiates 2nd Integrated Coastal Management Plan (2011-2020) ✓ Basic Plan on Ocean Policy (2008) adopted by Japan ✓ National Marine Development Program (2008) adopted in PR China ✓ PR China's 5-year SDS-SEA Implementation Plan adopted (2012) ✓ Cambodia, Indonesia, Philippines, Timor-Leste and Vietnam 5-year national ICM Plan and program developed; adoption pending ✓ National medium-term development plans with coastal and ocean governance objectives adopted in PR China, Cambodia, Indonesia, Lao PDR, the Philippines, Thailand, Timor-Leste and Vietnam	✓ Completed ✓ PEMSEA-assisted initiatives for SDS-SEA implementation plans in 8 GEF-eligible countries ✓ Japan, Singapore and RO Korea developed policy and programs in parallel to PEMSEA and in support of SDS-SEA objectives

Narrative Summary		Indicators	Means of Verification	Status/Outputs (as of July 2012)	Status of Target Completion
C.1.3	Systematic process for monitoring, evaluating and reporting the effectiveness of national and local ICM programs implemented.	<ul style="list-style-type: none"> ✓ (P) Systematic monitoring, evaluation and reporting system for ICM adopted and implemented in Cambodia, PR China, Indonesia, the Philippines and Vietnam ✓ (P) Regional State of the Coasts report submitted to EAS Congress/ Ministerial Forum 2009 ✓ (SR) 5% of the region's coastline confirmed to be initiating or implementing ICM programs ✓ (ESSI) Increased stakeholder participation in coastal governance at the local and country levels ✓ (ESSI) Implementation of strategic action plans within ICM framework in targeted coastal areas resulted in: reductions in nutrient loadings ranging from 10-50%; 5%-10% of habitats identified as protected areas and/or undergoing restoration; improvements in fishery management and stabilization of some coastal fish stocks and alternate increase in biomass. 	<ul style="list-style-type: none"> ✓ State of the Coasts reports (11 ICM sites) ✓ Dongying Declaration on Building a Blue Economy through Integrated Coastal Management (PNLG Forum, July 2011) ✓ Regional Review: Implementation of the Sustainable Development Strategy for the Seas of East Asia (SDS-SEA) 2003-2011 	<ul style="list-style-type: none"> ✓ PEMSEA Accomplishment reports ✓ Regional SDS-SEA review 2003-2011 ✓ State of the Coasts (SOC) reports in ICM sites ✓ SOC Reporting System adopted by PNLG Forum 2010 through Dongying Declaration, with target application of SOC in 100% of PNLG members by 2015 ✓ SOC reports prepared: Batangas- published (2008) ✓ Guimaras- published (2012) ✓ Xiamen- draft ✓ Sihanoukville -draft ✓ Danang-draft ✓ Chonburi-draft ✓ Liquica-draft ✓ Manatuto-draft ✓ Sedone-draft ✓ Dongying-draft ✓ Changwon (Masan)-draft ✓ (SR) Exceeded target - Target: 5% of ICM coverage of the region's coastline Actual: 10-11% covered by ICM 	<ul style="list-style-type: none"> ✓ 90% complete ✓ PEMSEA-led initiative ✓ Publications of draft SOC reports in 4th quarter 2012 ✓ Stress reduction has been documented in some SOC reports. However, most reports detail baseline information in ICM sites just starting their programs. ✓ ESSI indicators documented in SOC reports ✓ Will achieve some robust documented data on stress reduction and environmental status indicators for some ICM programs (e.g. Batangas, Bohai Sea, Xiamen)

Narrative Summary		Indicators		Means of Verification		Status/Outputs (as of July 2012)		Status of Target Completion	
Output C.2: Capacity building strengthened for local government ICM programs									
C.2.1	Existing ICM sites operating as working models and supporting their respective national ICM programs	✓	(P) Coastal strategies adopted and implemented by local governments (Cambodia, PR China, Indonesia, Philippines, Thailand and Vietnam)	✓	Case studies	✓	Case studies published (Batangas, Xiamen (2), Bali, Chonburi, Danang, Sihanoukville)	✓	Completed PEMSEA-assisted initiative
		✓	(P) Good practices and case studies documented for replication/use in national scaling-up programs	✓	<ul style="list-style-type: none"> - Bali, Vol.3, No.3. July 2012 - Batangas Vol.1, No.1, October 2009 - Chonburi, Vol.3, No.2, July 2012 - Sihanoukville, Vol.1, No.5, June 2010 - Xiamen, Vol.1, No.2, November 2009 - Xiamen, Vol.1, No.4, November 2009 - Danang (draft) - Occheuteal Beach (draft) 	✓	Coastal strategies/ICM implementation plans updated (Batangas, Chonburi, Sihanoukville, Xiamen)		
				✓	Coastal strategies/updated ICM implementation plans				
					<ul style="list-style-type: none"> - Batangas Strategic Environmental Management Plan 2005-2020 - Xiamen 2nd cycle ICM Strategic Environmental Management Plan - Chonburi updated implementation plan 2008-2011 and 2012-2014 - Sihanoukville updated implementation plan 				
C.2.2	ICM learning networks and training programs set up in 3 countries	✓	(P) Learning networks incorporated into national ICM scaling up programs in Indonesia, the Philippines and Vietnam	✓	MOAs/agreements with ICM Learning Centers	✓	8 ICM Learning/training centers established (PR China, Cambodia, Indonesia, the Philippines, Vietnam, DPR Korea)	✓	90% complete. The adoption of national ICM programs, wherein ICM learning networks are incorporated, are targeted by end of 2012 to complete the target.
		✓	(P) National Task Forces for ICM set up in PR China, Indonesia, the Philippines and Vietnam, and providing technical assistance to local government units	✓	<ul style="list-style-type: none"> - De La Salle (October 2008) - RUPP (February 2009) - Danang (March 2009) - Bogor (July 2009) - UP Visayas (August 2010) - Xiamen (February 2011) - Xavier (April 2011) - DPRK (November 2003) 	✓	National Task Forces in Cambodia, PR China, Indonesia, the Philippines, Thailand and Vietnam from Learning Centers, ICM sites and National agencies	✓	PEMSEA-led initiative
				✓	Concept paper of ICM Learning Network in Indonesia			✓	Learning centers/networks identified in national ICM training programs in Indonesia and the Philippines; adoption of national ICM programs pending 4th quarter 2012
				✓	Certificate of Accreditation to RTFs and NTFs				

Narrative Summary		Indicators		Means of Verification		Status/Outputs (as of July 2012)		Status of Target Completion	
C.2.3	ICM training manuals, practical guides and case studies, developed in support of training-of-trainers and training of NTF members at the regional and national levels, and training of ICM managers and implementers at the subnational level	✓	ICM training manual developed and published	✓	Training manuals/programs published/developed:	✓	ICM training manuals/materials developed (include translated versions: Chinese, Korean, Vietnamese and Bahasa)	✓	Completed PEMSEA-led initiative
		✓	(P) 10 trainers accredited for ICM training		- ICM Course 1 Manual (2010)		Special skills training manuals (CUZ, Fisheries, Conservation, Tourism) drafts developed		
		✓	(P) 200 newly trained ICM practitioners engaged in ICM programs		- ICM Manual (Korean, 2011; Chinese)	✓	Training materials on SOC, IIMS, PSHEM and PDM developed		
					- ICM materials in MS PowerPoint (Vietnamese; Bahasa)	✓	62 ICM and specialized training courses conducted		
					- SOC training materials (Bahasa)	✓	1,900 individuals trained		
					- SOC Guidebook (English, December 2011; Chinese)	✓	4 ICM core courses developed and disseminated		
					- PDM training materials in MS PowerPoint	✓	60 RTF and NTF mobilized		
					- CLSUZ Course 1 Instructor's Guide (2010)	✓	Exceeded targets		
					- CUZ 2 Instructor's Manual	✓	- Target: 10 trainers; Actual: 60 RTF and NTF mobilized for various trainings/workshops/technical support		
					- Fisheries Zone Development and Management Training Course Manual	✓	- Target: 200 newly trained; Actual: 1,900 individuals trained		
					- Tourism Zone Development and Management Level 2 Course 1 Instructor's Manual	✓			
					- PEMSEA's Guide to Developing a Coastal Strategy (2008)				
					- IIMS Guide (Vietnamese)				
				✓	Certificate of Accreditation to RTFs and NTFs				
				✓	Training List of Participants 2008-2012				
				✓	ICM Practitioners Awarded with Certificate of Accreditation 2008-2012				
C.2.4	ICM Good Practices Award developed, recognizing local governments that have displayed commitment and achievement in the implementation of ICM programs	✓	(P) EAS Partnership Council establishes ICM Awards Committee and Good Practices Award eligibility criteria and operating modality established	✓	ICM Good Practices General Criteria	✓	Trial run at EAS Congress 2009 of ICM Awards and Good Practices Award eligibility criteria and operating modality (criteria, process and awardees, certificates)	✓	Completed PEMSEA-led initiative
		✓	(P) Awards presented to local governments		ICM Good Practices Recognition Criteria Checklist			✓	Follow-on activity integrated with Output C.3, ICM Code and Recognition System
					ICM Certificates and List of Awardees (2009)				

Narrative Summary		Indicators		Means of Verification		Status/ Outputs (as of July 2012)		Status of Target Completion		
Output C.3: An ICM Code adopted by national and local governments for voluntary use as a standard for certification/ recognition of ICM sites										
C.3.1	ICM Code, audit guide and training program tested/ verified	✓	(P) Peer Review Group, comprised of national and international specialists in ICM, organized to guide and review Code development	✓	ICM Code Experts Review Comments - 8 reviews (2009)	✓	ICM Code of Good practice developed in 2009	✓	80% complete	
		✓	P) PEMSEA ICM Code developed and adopted by the EAS Partnership Council as a standard for voluntary use by national and local governments in ICM program development and implementation	✓	ICM Code (2009, 2010 and 2012 versions)	✓	Expert review conducted in 2010	✓	Testing of ICM Code to be undertaken in Dongying, China (Nov. 2012); Code to be finalized based on the result in Dongying; Adoption of the ICM Code and Recognition System by the EAS Partnership Council in 2013.	
					✓	Dongying Declaration of the PEMSEA Network of Local Governments (2011)	✓	ICM Code and Recognition System finalized in 2012	✓	PEMSEA-led initiative
							✓	PNLG Dongying Declaration (2011)- commitment for ICM Code implementation in 50% of member sites by 2015	✓	ICM Code and Recognition System to be tested, demonstrated and presented to EAS Partnership Council in June 2013
C.3.2	ICM Certification/ Recognition System adopted and tested in collaboration with national governments, the PNLG, donors and other concerned stakeholders as a service of the PEMSEA Resource Facility	✓	(P) ICM certification/ recognition system tested at 2 ICM sites	✓	Proposed Training Workshop programme- ICM Code Orientation and Initial Status Review (Dongying, PR China)	✓	Plan for ICM Code and Recognition System	✓		
		✓	(P) ICM Certification/ Recognition service prepared by PRF			✓	Proposed programme work plan and budget for roll out in Dongying, PR China, October 2012- April 2013	✓		
						✓	Sharing of experiences at PNLG meeting, July 2013			

Narrative Summary		Indicators	Means of Verification	Status/Outputs (as of July 2012)	Status of Target Completion
Output C.4: A PSHEM Code adopted and implemented by national governments and the private sector for voluntary use by port authorities and those companies operating in a port as a standard for certification/recognition of a Port Safety, Health and Environmental Management System (PSHEMS)					
C.4.1	PSHEM Code recognized by international agencies, authorities and associations with concerns/focus on port development and operations	✓ (P) PSHEM Code adopted for voluntary use as a standard for measuring and evaluating the effectiveness of PSHEMS in ports by concerned government agencies, international agencies and organizations	✓ PSHEM Code (May 2012) ✓ PSHEMS Development and Implementation Guideline (May 2012) ✓ PSHEM Code submission to IMO (2012) ✓ MOAs/agreements signed: <ul style="list-style-type: none"> - LOC with GTZ (March 2010) - MOA Port Authority of Thailand (October 2008) - MOA Phnom Penh Autonomous Port (November 2011) - MOA Port Authority of the Philippines (Port of Cagayan de Oro) (October 2011) - MOA Port Authority of the Philippines (Port of Iloilo) (August 2010) - MOA Sihanoukville Autonomous Port (December 2009) - Funding Agreement Regarding the Implementation of the Yeosu Project on PSHEMS (January 2012) - Subcontract Korea Maritime University on PEMSEA Yeosu PSHEM Project (May 2012) - Conclusions and Recommendations of Workshop on Green Ports: Gateway to a Blue Economy in MS PowerPoint (EAS Congress 2012 website, July 2012) 	✓ PSHEM Code adopted by Executive Committee on behalf of the Council (October 2011) ✓ Submission to IMO Council regarding PSHEM Code and Recognition System (2012) ✓ MOAs between PEMSEA, GTZ (March 2010), and national port authorities in the Philippines, Thailand, and Cambodia MOA between PEMSEA and Yeosu/KOICA regarding governance system development and implementation (January 2012) ✓ Green Ports workshop conclusions and recommendations (EAS Congress 2012)	✓ Completed ✓ PEMSEA-led initiative

Narrative Summary		Indicators		Means of Verification		Status/Outputs (as of July 2012)		Status of Target Completion	
C.4.2	PSHEMS initiated in three (3) ports, building capacity within the region/ ports on PSHEMS application	✓	(P) Training on PSHEMS implementation cost-shared with port authorities and companies operating in ports	✓	MOAs same as C.4.1 Mission reports on trainings/ workshops/ audits on PSHEMS in ports: - Port of Cagayan de Oro (December 2011, March 2012, July 2012) - Sihanoukville Port (May 2009, February 2010, March 2010, September 2011, February 2012) - Phnom Penh Port (February 2010; February 2012; May 2012) - Iloilo Port (January 2010; May 2011; September 2011; November 2011; May 2012) - Laem Chabang Port (September 2008, October 2008, March 2009, May 2009, July 2009) - Bangkok Port (December 2007, October 2008, March 2009, July 2009) - Port Authority of Thailand (January 2009, January 2010) - Saigon Port (February 2010) - Tanjung Perak Port (March 2010) - Project inception workshop ASEAN-GTZ (January 2010)	✓	PSHEMS agreement with Iloilo (August 2010), Sihanoukville (December 2009), Phnom Penh (November 2011), Cagayan De Oro (October 2011) Training reports from PSHEMS workshops at the sites Exceeded target - Target: PSHEMS initiated in 3 ports - Actual: PSHEMS initiated in 4 ports	✓	Completed PEMSEA-led initiative
C.4.3	PSHEMS Certification/ Recognition system set in place, in collaboration with national governments, private sector, donors, and other concerned stakeholders.	✓	(SR) PSHEMS Certification/Recognition issued to port authorities and companies operating in ports ✓ (SR) Reductions in the number of accidents/ environmental incidents ✓ (SR) PRF providing PSHEM Certification/ Recognition service	✓	PEMSEA EC Meeting Report No.9 (October 2011) Certificates of Recognition issued: - Bangkok Port-Provision of Port Operations (Certificate No. PEMSEA 110824MY0002) - Bangkok Port- Provision of Dangerous Goods Handling (Certificate No. PEMSEA 091124MY0002) - Laem Chabang Port- Provision of Port Management, Control and Operation (Certificate No. PEMSEA 091124MY0003) - Port of Tanjung Pelepas- Provision of Terminal Operations Services, Marine Services and Free Zone Services (Certificate No. PEMSEA 091124MY0001) - Funding Agreement Regarding the Implementation of the Yeosu Project on PSHEMS (January 2012)	✓	PSHEM Code and PSHEMS Development and Implementation Guideline approved as PEMSEA-certified document by 9th EC Meeting (Oct. 2011) PSHEM Code and PSHEMS Development and Implementation Guideline published (May 2012) Recognition certificates issued in Bangkok and Laem Chabang (Thailand) and Tanjung Pelepas (Malaysia) Annual surveillance reports in Bangkok, Laem Chabang and Tanjung Pelepas Case studies from Bangkok and Laem Chabang Support from Yeosu Fund and GTZ to scale up the application of PSHEMS among ASEAN ports (ongoing)	✓	Completed PEMSEA-led initiative

Narrative Summary		Indicators	Means of Verification	Status/Outputs (as of July 2012)	Status of Target Completion	
Component D: Twinning Arrangements for River Basin and Coastal Area Management						
Outcome 4: South-south and north-south twinning arrangements established for integrated management of watersheds, estuaries and adjacent coastal seas, promoting knowledge and experience sharing and collaboration for the implementation of management programs in environmental hotspots of the region						
Output D.1: Regional twinning arrangements developed and implemented for site-specific river basin and coastal area management programs						
D.1.1	Capacity building and training, staff exchanges, internships/on-the-job training, study tours/site visits, technology transfer, and technical cooperation and assistance	✓	(P) Twinning and partnership arrangements negotiated and signed between the interested sites, institutions and/or programs for the application of ecosystem management approaches and for the strengthening of marine protected areas	✓ Agreements signed: - MOU University of Maryland (October 2009) - MOA State Oceanic Administration, PR China (June 2009) - MOU DENR, Laguna Lake Development Authority and Pasig River Rehabilitation Commission (July 2010) ✓ Proceedings of Twinning Workshop on TMDL (PEMSEA/WP/2009/23) ✓ Proceedings of the Fifth Regional Twinning Workshop on IRBCAM (PEMSEA/WP/2010/24) ✓ Proceedings of the Sixth Twinning Workshop on IRBCAM (PEMSEA/WP/2011/26)	✓ MOAs with Maryland University, LLDA/Pasig River, Bohai Sea sites ✓ Twinning Workshops organized and implemented in Manila (2009), Jakarta (2010) and Dalian (2011)	✓ Completed PEMSEA-led initiative, with financial support from MLTM/RO Korea
D.1.2	Regional secretariat set up to coordinate and facilitate activities across the sites, including the organization of an annual workshop	✓	(P) Regional secretariat for the Twinning Arrangements in place in Seoul, RO Korea, and operational, supported by participating governments	✓ MOA on Establishment of the Secretariat for PEMSEA IRBCAM Network (June 2008) ✓ LOA with KMI (December 2008) ✓ Extension of Agreement with MLTM and KMI (December 2010)	✓ MOA with MLTM/KMI establishing the Twinning Secretariat (June 2008) ✓ Agreement with KMI for Twinning workshops (December 2008 and December 2010)	✓ Completed PEMSEA-assisted initiative

Narrative Summary		Indicators		Means of Verification		Status/Outputs (as of July 2012)		Status of Target Completion	
D.1.3	<p>Site-specific river basins and coastal seas management programs established in:</p> <p>a. Bohai Sea b. Manila Bay c. Gulf of Thailand d. Jakarta Bay; and e. Masan-Chinhae Bay</p>	<p>✓ (SR) A management program in accordance with the Bohai Sea Sustainable Development Strategy (BS-SDS), focusing on a selected watershed area and addressing water pollution reduction and related financing and investment options</p> <p>✓ (SR) The Manila Bay Coastal Strategy, covering integrated watershed and coastal area management, the implementation of the Clean Water Act, and focusing on an investment plan for sewage and sanitation facilities and services in the Pasig River-Laguna de Bay watershed, in collaboration with the World Bank/ GEF Manila Third Sewerage Project</p> <p>✓ (SR) The Gulf of Thailand Joint Statement/ Framework Programme initiated with a sub-regional institutional arrangement development/agreement among the three (3) signatory countries and partnerships forged with the industry/private sector for capacity enhancement in oil spill prevention, preparedness and response</p> <p>✓ (SR) A river basin-coastal area ecosystem-based management strategy for sustainable development of a watershed area in Jakarta Bay</p> <p>✓ (P) Case studies on the experience and lessons gained from the development of a total pollution load management (TPLM) plan for Masan-Chinhae Bay</p>	<p>✓ Integrated Ciliwung River Basin and Marine Coast of Jakarta Bay Strategic Plan 2010 - MOU (in Bahasa)</p> <p>✓ Guangli River Watershed and Dongying Integrated Coastal Zone Management Project Report (December 2010)</p> <p>✓ Guangli baseline report (in Chinese)</p> <p>✓ Guangli River Report (in Chinese)</p> <p>✓ Luan River Basin Pollution Load Report</p> <p>✓ Xiaoqing He Report (in Chinese)</p> <p>✓ Mission report on Bohai Sea Project's midterm assessment and planning workshop (September 2010)</p> <p>✓ Supreme Court Decision on Manila Bay (2008)</p> <p>✓ Revised Manila Bay Coastal Strategy Operational Plan (2011)</p> <p>✓ Total Pollution Loading Study in the Laguna de Bay-Pasig River-Manila Bay Watershed</p> <p>✓ Integrating Climate Change and Disaster Risk Scenarios into Coastal Land and Sea Use Planning in Manila Bay (June 2012)</p> <p>✓ Manila Bay Oil Spill Contingency Plan (November 2006)</p> <p>✓ Report of Inception Workshop and First Project Steering Committee Meeting of the UNEP/GEF Project "Global Foundations for Reducing Nutrient Enrichment and Oxygen Depletion from Land-based Pollution in Support of Global Nutrient Cycle" (March 2012)</p> <p>✓ Project document on Global foundations for reducing nutrient enrichment and oxygen depletion from land based pollution, in support of Global Nutrient Cycle (2012)</p> <p>✓ MOA- Project on Strengthening Oil Spill Preparedness and Response in a Subregional Sea Area: Environmental Sensitivity Mapping in GOT (March 2012)</p>	<p>✓ Indonesia: Jakarta Bay Coastal Strategy and Declaration completed in 2010; implementation initiated</p> <p>✓ PR China: Total Pollutant Load studies in 4 river basins in Bohai Sea (2012); investment plan completed in Guangli River watershed; WB Strategic Partnership incorporates Guangli River into investment project</p> <p>✓ Philippines: - Supreme Court decision for Manila Bay (2008) directs national agencies to implement Operational Plan for the Manila Bay Coastal Strategy; revised Operational Plan prepared in 2011 - TPL for Laguna Lake-Pasig River-Manila Bay (2012); WB Strategic Partnership incorporates Manila Bay into investment project - Macroscale zoning for climate change and disaster risk reduction in Manila Bay (2012) - UNEP/GEF Nutrient Management Project developed and initiated in Manila Bay</p> <p>✓ Gulf of Thailand: - Oil spill contingency plans (Chonburi, Thailand; Manila Bay, Philippines; Cambodia; and Vietnam) - Draft Guideline on use of chemical dispersants in GOT - Investments in oil spill response in GOT (Vietnam country report) - Yeosu Project on Sensitivity Mapping GOT</p>	<p>✓ Completed PEMSEA-assisted initiatives</p>				

Narrative Summary		Indicators		Means of Verification		Status/Outputs (as of July 2012)		Status of Target Completion	
				<ul style="list-style-type: none"> ✓ National Policy and Guidelines on the Use of Chemical Dispersants in Cambodia ✓ Sub-regional Guideline on the Use and Application of Chemical Dispersants for Oil Spills in GOT ✓ Oil Spill Contingency Plan Chonburi Province (2010) ✓ Contingency Plan for Oil Spill Response in Cambodia (February 2005) ✓ Oil Spill Contingency Plan South Vietnam (September 2008) ✓ Reports of Subregional Meetings on the Implementation of the the Framework Programme for Joint Oil Spill Preparedness, Response and Cooperation in GOT (2008, 2009, 2011) ✓ MS PowerPoint on Vietnam's Actions on Implementing Joint Statement in GOT (October 2011) 					
D.1.4	Twinning arrangements expanded to other priority watershed areas/subregional pollution hotspots, such as the Mekong River, Red River and Pearl River	✓	(P) Agreements on twinning and partnership arrangements negotiated and signed with the interested sites	<ul style="list-style-type: none"> ✓ Jiulong River-Xiamen Bay Ecosystem Management Strategic Action Plan (June 2012) ✓ ICM Leaders' Seminar and Study Tour Provisional Programme 	<ul style="list-style-type: none"> ✓ Xiamen Bay-Jiulong River Management Plan prepared and published in 2012 ✓ XWOW training workshop for local government leaders being organized (November 2012) 	<ul style="list-style-type: none"> ✓ Completed ✓ PEMSEA provided funding for the preparation/publication of the strategic plan; Xiamen government funded the project ✓ Local Chief Executives Forum, co-organized by PEMSEA and the PNLG, scheduled in 4th quarter of 2012, to share lessons and experience of integrated river basin and coastal area management in Xiamen 			

Narrative Summary		Indicators		Means of Verification		Status/Outputs (as of July 2012)		Status of Target Completion	
D.1.5	One regional workshop conducted to evaluate the results of the twinning activities, and the potential for replication in other areas.	✓	(P) Regional workshop attended by twinning partners during the EAS Congress 2009	✓	Proceedings Workshop on Transboundary Pollution Reduction in River Basins and Coastal Areas (EAS Congress/WP/2010/19)	✓	EAS Congress workshop 2009	✓	Completed
		✓	(P) Replication plan developed and endorsed by the Regional Workshop to the EAS Partnership Council	✓	Report of Inception Workshop and First Project Steering Committee Meeting of the UNEP/GEF Project "Global Foundations for Reducing Nutrient Enrichment and Oxygen Depletion from Land-based Pollution in Support of Global Nutrient Cycle" (March 2012)	✓	UNEP/GEF Manila Bay Nutrient Management Project 2012: Inception Workshop Report	✓	PEMSEA-led initiative to engage the UNEP/GEF nutrient management project in the Manila Bay
				✓	Proceedings of the Fourth EAS Partnership Council Meeting July 2011 (PEMSEA Meeting Report 10)	✓	WB/GEF Program Framework Document on Scaling Up Partnership Investments for Sustainable Development of the Large Marine Ecosystems of East Asia and their Coast including investment project in Manila Bay (Manila Bay Integrated Water Quality Management Project)	✓	PEMSEA-assisted initiative to develop the GEF/WB PFD
				✓	Program Framework Document on GEF/WB Scaling Up Partnership Investments for Sustainable Development of the LMEs of East Asia and their Coasts (2011)	✓	World Bank PFD endorsed by the 4th Meeting of the EAS Partnership Council (2011)		

Component E: Intellectual Capacity and Human Resources

Outcome 5: Use of the region's intellectual capital and human resources strengthened, and addressing policy, economic, scientific, technical and social challenges and constraints to integrated management and sustainable use of the marine and coastal environment and resources of the Seas of East Asia

Output E.1: An enhanced technical support network for countries, comprised of a Regional Task Force (RTF) and country-based National Task Forces (NTF)

E.1.1	A systematic mechanism for the mobilization of the RTF and NTFs set in place and operational, including appropriate incentive and recognition systems, codes of conduct, and training and evaluation programs	✓	(P) Agreements signed with RTF members and members of 3 NTFs (Indonesia, the Philippines and Vietnam)	✓	PRF Re-Engineering Plan (October 2011)	✓	PRF Re-engineering Plan Annex H: Guide to RTF/NTF Network Operations	✓	Completed
		✓	(P) RTF/NTF training programs implemented	✓	MOAs/agreements with ICM Learning Centers (same as C.2.2)	✓	NTF Network Operations MOUs w/ICM Learning Centers	✓	PEMSEA-led initiative
		✓	(P) System in place for monitoring and evaluating RTF and NTF members and for recognizing their contributions	✓	Training Report on the Integrated Coastal Management (Level 1) Training of Trainers Course (October 2008)	✓	Training of Trainers workshops (Xiamen; Danang)	✓	
				✓	Report on the Regional Training Course on Integrated Coastal Management (Course 1) (May 2011)	✓	Trainings of Trainers Course on ICM for the China ICM NTF conducted (November 2011)		
				✓	Report on the Trainings of Trainers Course on ICM for the China ICM NTF (November 2011)				
				✓	Report on the ICM Training of Trainers Course in DPR Korea (April 2011)- funded by SIDA				

Narrative Summary		Indicators	Means of Verification	Status/Outputs (as of July 2012)	Status of Target Completion
E.1.2	A core of individuals in participating countries with ICM experience serving as members of NTFs, focused primarily on the development and implementation of national ICM scaling-up programs	✓ (P) ICM technical services provided by NTFs in Indonesia, the Philippines and Vietnam	✓ Certificates of Accreditation to RTFs and NTFs ✓ Training Reports 2008-2012	✓ 24 NTFs mobilized	✓ Completed PEMSEA-led initiative
E.1.3	Skills and capacities of RTF and NTF members enhanced through training workshops, training of trainers, on-the-job experience and staff exchanges	✓ (P) 50 RTF and NTF members trained in policy development and technical services covering ICM development and implementation, ecosystem-based management and State of the Coasts reporting	✓ Training Report on the Integrated Coastal Management (Level 1) Training of Trainers Course (October 2008) ✓ Report on the Regional Training Course on Integrated Coastal Management (Course 1) (May 2011) ✓ Report on the Training of Trainers Course on ICM for the China ICM NTF (November 2011)	✓ List of RTF and NTF members, along with matrix of trainings (received and delivered), as well as other technical support services ✓ Training reports produced ✓ Technical reports produced (SOC, IIMS, Waste management in Lao PDR, CUZ, rapid appraisal in Timor-Leste, livelihood scoping in Timor-Leste) ✓ Exceeded target - Target: 50 RTF and NTF - Actual: 60 RTF and NTF	✓ Completed PEMSEA-led initiative
E.1.4	RTF and NTF members conduct national and regional training workshops, transferring tools and skills for the implementation of SDS-SEA at the local, national and subregional levels	✓ (P) 3 regional training workshops (methodology for assessing social and economic contributions of coastal and marine areas/sectors, ecosystem-based management and State of the Coasts reporting) conducted ✓ (P) 3 subregional training workshops (i.e., oil spill prevention and response; contingency planning and recovery of costs from oil spills; and sensitivity mapping) conducted ✓ (P) 10 national training workshops (ICM policy/program development, national assessment of social and economic contributions of coastal and marine areas/sectors, ecosystem based management, national State of the Coasts reporting and innovative financing policies and mechanisms for environmental investments) conducted	✓ Training Reports 2008-2012 ✓ Certificates of Accreditation to RTFs and NTFs ✓ List of Technical Outputs 2008-2012 from various trainings (under various components, i.e., SOC, CUZ, etc.)	✓ 8 Regional training workshops with RTF participation (includes trainings/workshops on twinning) ✓ 5 Subregional training workshops with RTF participation ✓ 12 national and 40 workshops/site workshops with RTF/NTF participation (including trainings in ports) ✓ Exceeded target	✓ Completed PEMSEA-led initiative

Narrative Summary		Indicators	Means of Verification	Status/ Outputs (as of July 2012)	Status of Target Completion	
Output E.2: Areas of Excellence (AOEs) Program and a regional network of universities/scientific institutions supporting SDS-SEA implementation at the national and local levels						
E.2.1	Partnership agreements negotiated with two (2) internationally and regionally recognized Areas of Excellence to provide scientific and technical inputs to the implementation of SDS-SEA at the national and regional levels	✓ (P) Agreements signed with 2 Areas of Excellence operating within existing research institutions and institutions of higher learning, focusing on: monitoring changes in the marine environment; habitat restoration and rehabilitation; and ocean policy and international conventions.	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓ ✓ 	<ul style="list-style-type: none"> ✓ PEMSEA's Regional Centers of Excellence (RCoE) Program Letter to MERIT (September 2008) ✓ Acceptance Letter from MERIT (October 2008) ✓ Letter to UP MSI (August 2012) ✓ Peer Review of MERIT as RCoE- evaluation forms from 4 experts ✓ Proceedings of the Second EAS Partnership Council Meeting July 2010 (PEMSEA Meeting Report 8) 	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓ ✓ 	<ul style="list-style-type: none"> ✓ 90% completed ✓ The final and formal designation of UP-MSI as second AoE by the EAS Partnership Council in 2013 ✓ PEMSEA-led initiative ✓ Signing of RCoE with UP MSI scheduled for July 2013, EAS Partnership Council
E.2.2	Linkages with national universities and donors strengthened to augment scientific support to national ICM programs and ecosystem-based management of watersheds and coastal areas	✓ (P) Agreements signed with national universities, research institutes and donors to augment scientific support and advice in ICM programs at the national and local levels, as well as ecosystem-based management of watersheds and coastal areas	<ul style="list-style-type: none"> ✓ ✓ ✓ 	<ul style="list-style-type: none"> ✓ (linked to Comp. C) Agreements with ICM Learning Centers, SOA institutes, etc. ✓ MOU/LOAs with Non-Country Partners, ✓ Technical reports/ outputs from the various projects/agreements 	<ul style="list-style-type: none"> ✓ ✓ 	<ul style="list-style-type: none"> ✓ Completed ✓ PEMSEA-led initiative

Narrative Summary		Indicators		Means of Verification		Status/Outputs (as of July 2012)		Status of Target Completion	
E.2.3	Reporting and information-sharing system developed to disseminate the outputs of the AoE program and networking of universities	✓	(P) Workshop co-organized by AOE's under the theme, "Applying Management-Related Science and Technology to SDS-SEA implementation" at EAS Congress 2009	✓	Training Summary Report-Regional Training on Novel Technology for Environmental Management (pre-EAS Congress 2009 trainings) (November 2009)	✓	Regional Training Course on Novel Technology for Marine Environmental Management (Manila, November 2009)	✓	Completed PEMSEA-assisted initiative; MERIT played lead role in conduct of workshops
				✓	Training Summary Report-Regional Training Course on Eutrophication, Harmful Algal Blooms and Environmental Impact Assessment (July 2009)	✓	Regional Training Course on Eutrophication, HABS and EIA (PR China, July 2009)		
				✓	6th International Conference on Marine Pollution and Ecotoxicology- abstracts of presentations (May-June 2010)	✓	6th International Conference on Marine Pollution and Ecotoxicology (Hong Kong, 31 May-3 June, 2010)		
				✓	Project proposal on demonstration of artificial mussels for heavy metal monitoring in Manila Bay	✓	New project on demonstration of artificial mussels for heavy metal monitoring in Manila Bay, involving the two AOE's (MERIT and UP MSI)		
Output E.3: Professional upgrade program, graduate scholarships and specialized training courses									
E.3.1	Internships, senior fellowships and specialized training opportunities provided in cooperation with PEMSEA Partners, AoEs, and collaborating institutions and organizations	✓	(P) Agreements signed with collaborating institutions and organizations	✓	Internship programs/TORs 2009-2012	✓	19 interns from Cambodia, PR China, DPR Korea, Indonesia, Lao PDR, Timor-Leste and Vietnam trained at PRF	✓	Completed PEMSEA-led initiative
		✓	(P) Training modules/programs prepared, addressing priority needs/capacity disparities	✓	Internship contracts/acceptance letters 2009-2012	✓	1 fellowship completed	✓	
		✓	(P) Training schedules promoted, providing capacity development opportunities at national and subnational levels	✓	Internship output reports 2009-2012	✓	Training modules and programs developed and completed	✓	
					Monthly accomplishment reports (Fellowship) (April 2010, October-December 2011, January-March 2012)	✓	Outputs/reports from internships/fellowships		

Narrative Summary		Indicators	Means of Verification	Status/Outputs (as of July 2012)	Status of Target Completion
E.3.2	Standardization of a post-graduate ICM curriculum promoted amongst participating universities in the region	<p>✓ (P) Agreements signed with collaborating universities</p> <p>✓ (P) Post-graduate ICM curriculum developed and professional upgrade program established, facilitating the process of graduate scholarships, international internships and senior fellowships within and outside the region</p>	<p>✓ Report of Workshop on Meeting Human Resources Requirements in Coastal and Ocean Governance: Short-term Training and Degree-granting Education (EAS Congress/ WP/2010/25)</p> <p>✓ Conclusions and Recommendations of Workshops on Meeting Institutional and Individual Skills and Capacities for Integrated Coastal and Ocean Governance (EAS Congress 2012 website)</p> <p>✓ Highlights of Discussions-Workshop on Development of ICM Post-Graduate Curriculum (November 2009)</p> <p>✓ Draft ICM Post-graduate Course syllabus:</p> <ul style="list-style-type: none"> - Principles and Practice of ICM - Coastal and Ocean Governance - Structure and Function of Coastal Ecosystems - Theory and Practice of Planning as Applied in Coastal Ecosystems <p>✓ PEMSEA Concept Paper: Investing in Our Future by Investing in “New Breed” of Coastal Leaders Now: Certifying Leaders in Integrated Coastal and Ocean Governance in EAS Region (June 2012)</p>	<p>✓ EAS Congress workshops conducted: Workshop on Meeting Human Resource Requirements in Coastal and Ocean Governance (November 2009) and Workshops on Meeting Institutional and Individual Skills and Capacities for Integrated Coastal and Ocean Governance (July 2012)</p> <p>✓ Workshop on the Development of the ICM Post-graduate Curriculum (Xiamen, November 2009)</p> <p>✓ Post-graduate curriculum/syllabus draft prepared</p> <p>✓ Concept paper on certification of ICM professionals (core competencies, levels of certification and certification process)</p>	<p>✓ 75% complete</p> <p>✓ PEMSEA-led initiative</p> <p>✓ Not likely to be 100% complete by end of project; carry-over to the next phase of PEMSEA</p> <p>✓ Target will require additional time and support from external sources in order to confirm adoption of ICM course in universities and establishment of ICM professional certification</p>

Narrative Summary		Indicators	Means of Verification	Status/Outputs (as of July 2012)	Status of Target Completion
E.3.3	Specialized training courses produce the necessary human resources for implementation of the SDS-SEA	✓ (P) 10 specialized training courses conducted in environmental risk assessment, coastal use zoning, natural resource damage assessment, and IIMS development/ application	✓ List of specialized trainings conducted 2008-2012 ✓ Specialized Training reports (2008-2012) ✓ Specialized training manuals/ materials: - SOC training materials (Bahasa) - SOC Guidebook (English, December 2011; Chinese) - PDM training materials in MS PowerPoint - CLSUZ Course 1 Instructor's Guide (2010) - CUZ 2 Instructor's Manual - Fisheries Zone Development and Management Training Course Manual - Tourism Zone Development and Management Level 2 Course 1 Instructor's Manual - PEMSEA's Guide to Developing a Coastal Strategy (2008) - IIMS Guide (Vietnamese)	✓ (Note: Under Comp. C Specialized Training) Training modules for specialized training courses (SOC, IIMS, CUZ, fisheries, conservation, tourisms) ✓ Summary specialized trainings conducted since 2008 ✓ Training workshop reports ✓ Exceeded target - Target: 10 specialized training, 90 trainees) - Actual: 43 specialized training, 1,244 trainees)	✓ Completed PEMSEA-led initiative
E.3.4	Effectiveness of professional upgrading, graduate scholarships and specialized training courses verified	✓ (P) Specialized skills being applied by PEMSEA trainees and graduates in national and subnational programs and projects	✓ Assessment reports from specialized training workshops (incorporated in training workshop reports 2008-2012)	✓ Assessment reports from specialized training workshops (part of training workshop reports)	✓ 50% complete PEMSEA-led initiative ✓ Regional survey to be conducted in 2013 to determine impact of PEMSEA training and capacity enhancement opportunities, gaps and strategies for improvement
Output E.4: An Internet-based information portal in place, building awareness and transferring knowledge and lessons learned					
E.4.1	PEMSEA's Internet portal (www.pemsea.org) operating as an information node of the PEMSEA Regional Programme	✓ (P) Information concerning national ICM scaling-up programs and local, national and international partnership arrangements for SDS-SEA implementation shared through portal, in collaboration with GEF IW: LEARN	✓ PEMSEA website www.pemsea.org ✓ Summary of Changes and Improvements in PEMSEA website ✓ Salient points in website activity 2008-2012 ✓ Analytics Report-PEMSEA website 2008-2012	✓ Revamp of main PEMSEA website (2011) ✓ Microsites for streamlined information dissemination ✓ Integrated online bookstore ✓ Summary report on website changes/ updates and website use/hits, website linkages/networking changes	✓ Completed PEMSEA-led initiative

Narrative Summary		Indicators	Means of Verification	Status/Outputs (as of July 2012)	Status of Target Completion
E.4.2	Develop and implement information dissemination and knowledge sharing systems using four principal channels	<ul style="list-style-type: none"> ✓ (P) Agreement signed/ implemented with GEF IW:LEARN, regarding disseminating regional lessons and case studies to International Waters program ✓ (P) EAS Congress organized, and providing a venue for monitoring, reporting and evaluating progress in SDS-SEA implementation ✓ (P) PRF knowledge-sharing conducted, through training programs, investment projects and networking arrangements ✓ (P) PRF and country representatives participate in biennial GEF IW Conference, providing regional experience through case studies and good practices in sustainable development and coastal and ocean governance 	<ul style="list-style-type: none"> ✓ EAS Congress website (2009) http://pemsea.org/eascongress (2012) http://eascongress.pemsea.org/ ✓ PNLG website http://pemsea.org/about-pemsea/network/pnlg ✓ World Bank sub-website http://beta.pemsea.org/strategic-partnerships ✓ SGP-PEMSEA website http://pemsea.org/sgp ✓ List of PEMSEA publications 2008-2012 ✓ PEMSEA Facebook page http://www.facebook.com/pemsea ✓ PEMSEA Scribd http://www.scribd.com/PEMSEA ✓ PEMSEA Vimeo http://vimeo.com/pemsea 	<ul style="list-style-type: none"> ✓ PEMSEA key publications shared to GEF IW: LEARN and disseminated in various conferences/ events ✓ EAS Partnership Council and Executive Committee meeting documents available in PEMSEA website ✓ PEMSEA technical publications available in PEMSEA website (more than 90 publications available) ✓ Two EAS Congresses organized and conducted (2009 and 2012); more than 2,800 participants; 2 Youth Forums; 2 Ministerial Forums: reports available in PEMSEA and Congress website ✓ PNLG and World Bank sub-websites established for promoting ICM programs and investments at the local level ✓ Small Grants Program website established to promote good practices and lessons from community-based projects in support of ICM programs at the local level ✓ PEMSEA participated in three biennial GEF IW Conferences (2008 through 2012) ✓ PEMSEA's online outreach activities (via Vimeo, Scribd and Facebook) ✓ PEMSEA monthly e-updates/ newsletter released regularly ✓ Online library catalog developed 	<ul style="list-style-type: none"> ✓ Completed PEMSEA-led initiative

Narrative Summary		Indicators	Means of Verification	Status/Outputs (as of July 2012)	Status of Target Completion
Output E.5: Community-based projects, including those addressing supplementary livelihood opportunities, developed and implemented at ICM sites throughout the region in partnership with GEF/UNDP Small Grants Programme and other community-based donor programs					
E.5.1	Partnerships/ working arrangements established with donor-supported programs for SDS-SEA implementation	✓ (P) Agreements signed with GEF Small Grants Programme (SGP) and other community-based donor programs mobilizing community groups/sectors in sustainable livelihood activities in support of sustainable coastal resource management	✓ Joint Communique PEMSEA and SGP Partnership on Community Participation in the Management of the Seas of East Asia (October 2004) ✓ Operational Guideline Implementation of the SGP-PEMSEA Joint Communique ✓ Agreements signed with SGP and sites on approved projects: - MOA Chonburi (2007-2009) - MOA Ruam Paed Pattana Community (2007-2009) - MOU Stung Hav (2007-2009)) - MOU Stung Hav (2008-2010) - MOA KAMAMADO Guimaras (2010-2012) ✓ List of web links to Reports and Summary Activities of SGP Country Portfolio and SGP-PEMSEA Joint Projects ✓ Report of Workshop on Local Action, Global Contribution (EAS Congress/WP/2010/22) Conclusions and ✓ Recommendations of Workshop on Sustaining Community Livelihoods and Ecosystem Services (EAS Congress 2012 website)	✓ (Note: Joint Communique with SGP was signed in 2004 and implementation of the agreement is continuing) ✓ EAS Congress workshops conducted with SGP focusing on community-based initiatives (Workshop on Livelihood Management and Sustainable Coastal Tourism, November 2009 and Workshop on Sustaining Community Livelihoods and Ecosystem Services, July 2012) ✓ SGP-PEMSEA Meetings conducted in November 2009 and July 2012	✓ Completed PEMSEA-assisted initiative; UNDP SGP is coordinating agency
E.5.2	Projects proposals facilitated, aimed at mobilizing community groups in the implementation of coastal strategies and actions plans	✓ (SR) At least 6 site-specific and community-level collaborative projects developed and implemented to strengthen community participation in decision-making ✓ (SR) Increased participation among women, youth, indigenous people and marginalized groups in project activities as a result of an increased knowledge, skills and appreciation of the projects	✓ Summary list and tracking of approved projects (2008-2012) ✓ List of web links to Reports and Summary Activities of SGP Country Portfolio and SGP-PEMSEA Joint Projects ✓ Case Study Vol. No. 5 June 2010 ✓ MS PowerPoint presentation of Community-Based Water Use and Supply Management and Habitat Restoration and Management Experience in Stung Hav (Global Conference on Land-Ocean Connections, January 2012)	✓ MOAs/MOUs signed with 12 sites with approved projects (6 SGP project completed, 6 projects ongoing) ✓ Project reports and case studies developed ✓ Increased socioeconomic and environmental benefits and benefits to women and children documented ✓ Exceeded target - Target: 6 site/projects - Actual:12 projects	✓ Completed PEMSEA-assisted initiative; PEMSEA works with community groups/ ICM project offices to develop and strengthen project proposals

Narrative Summary		Indicators		Means of Verification		Status/Outputs (as of July 2012)		Status of Target Completion	
E.5.3	Capacity-building activities for community groups implementing projects in support of coastal strategies	✓	(SR) Increased access to training and capacity building within communities at PEMSEA sites	✓	Case studies (linked to C.2.1)	✓	(Note: linked to Comp. C) Case studies from SGP-supported initiatives	✓	Completed PEMSEA-assisted initiative; UNDP SGP coordinates the program
		✓	(SR) Increased funding allocation and support for project proposals by women, youth, IPs and other marginalized sectors	✓	List of web links to Reports and Summary Activities of SGP Country Portfolio and SGP-PEMSEA Joint Projects	✓	Reports from SGP (Note: regional report also to be developed in collaboration with SGP)	✓	
E.5.4	National and regional forums for NGO/community groups organized	✓	(P) EAS Congress and PEMSEA website provide NGOs and CBOs with ready access to good practices and knowledge on community-based resource management and alternative livelihood programs.	✓	SGP-PEMSEA website http://pemsea.org/sgp	✓	EAS Congress workshops (2009, 2012)	✓	Completed PEMSEA-led initiative
		✓		✓	Report of Workshop on Local Action, Global Contribution (EAS Congress/WP/2010/22)	✓	National/site workshop reports (Philippines, Indonesia and Lao PDR)	✓	
		✓		✓	Conclusions and Recommendations of Workshop on Sustaining Community Livelihoods and Ecosystem Services (EAS Congress 2012 website)	✓	SGP-PEMSEA website updated regularly	✓	
Output E.6: A self-sustaining regional network of local governments in place, operating and committed to achieving tangible improvements in the sustainable use and development of marine and coastal areas through ICM practices									
E.6.1	Capacity-enhancing seminars and workshops conducted by PNLG	✓	(P) Senior local government officials participating in seminars and workshops	✓	Proceedings of PNLG Forums (2008-2011; 2012 report being prepared)	✓	PNLG Forum 2008 (Sihanoukville), 2009 (Bataan), 2010 (Chonburi), 2011 (Dongying) and 2012 (Changwon)	✓	Completed PEMSEA-assisted initiative in support of PNLG Secretariat
		✓	(SR) 100% increase in the number of local governments participating in PNLG and committed to implementing ICM programs	✓	EAS Congress list of participants	✓	PNLG members participated in EAS Congress 2009 and 2012	✓	
E.6.2	PNLG Secretariat hosted Xiamen Municipal Government	✓	(P) PEMSEA Network of Local Governments established and hosted by the Xiamen, with the members conducting annual meetings.	✓	The Charter of the PNLG	✓	PNLG Charter (Xiamen as location of PNLG principal office)	✓	Completed PEMSEA-assisted initiative in support of PNLG Secretariat
		✓		✓	Annual Reports of PNLG Secretariat in Powerpoint (2008-2012)	✓	Annual reports of PNLG secretariat to PNLG Forum (2008-2012)	✓	
		✓		✓	PNLG Executive Committee Meetings Summary Reports (November 2007, August 2010, March 2012)	✓	PNLG Executive committee meetings	✓	
E.6.3	Regular "World Oceans Week" organized by Xiamen Municipal Government	✓	(P) Local government executives from around the world attended World Oceans Week event and shared knowledge and lessons regarding development and management of urban coastal areas.	✓	XWOW Summary Reports (2008-2011)	✓	XWOW conducted annually (2008-2011)	✓	Completed PEMSEA-assisted initiative, providing speakers/resource persons and organizing side events (workshops)
		✓		✓	XWOW Scientific Committee Meeting (August 2012)	✓	PEMSEA mission reports available	✓	
		✓		✓	Presentations at PNLG Workshop at XWOW 2010	✓	PEMSEA participated in Scientific Committee for XWOW (August 2012)	✓	
		✓		✓	Mission reports on XWOW participation				

Narrative Summary	Indicators	Means of Verification	Status/Outputs (as of July 2012)	Status of Target Completion	
Component F: Public and Private Sector Investment and Financing in Environmental Infrastructure Projects and Services					
Outcome 6: Public and private sector cooperation achieving environmental sustainability through the mobilization of investments in pollution reduction facilities and services					
Output F.1: Innovative national investment and financing policies and programs for public and private sector investment in pollution reduction facilities					
F.1.1	In conjunction with ICM scaling-up initiatives (Component C) and river basin and coastal area management projects (Component D), package, promote and facilitate the adoption and implementation of policy reforms, innovative economic incentives, alternative revenue generating schemes, and appropriate institutional arrangements	<p>✓ (P) Good policies and practices in financing and investment in pollution reduction facilities and services packaged and promoted for adoption among ICM sites and pollution hotspots</p>	<p>✓ Case studies: - Xiamen Vol.1, No.2, November 2009 - Puerto Galera Vol.1, No.3, November 2009 - Sihanoukville Vol.1, No.5, June 2010 ✓ Papers submitted to OCM Journal: - Nutrient enrichment and N:P Ratio Decline in Coastal Bay-River System in Southeast China - Analysis of Phosphorus Concentration in a Subtropical River in Southeast China - Empirical Appraisal of Jiulong River Watershed Management Program - Quantifying Land-based Pollutant Loads in Coastal Area with Sparse Data</p>	<p>✓ Papers submitted to OCM for publication, related to river basin management Case Study-Puerto Galera, Xiamen and Sihanoukville published Case study on Ningbo Artificial Wetland scheduled for 4th Quarter 2012. ✓ Other projects under Strategic Partnership delayed</p>	<p>✓ 90% Complete (Printing and Publication of the Case Studies) ✓ PEMSEA-assisted initiative in support of Strategic Partnership Investment Fund of GEF/WB ✓ Case studies in 4th quarter 2012 and in 2013</p>
F.1.2	Formulate and demonstrate methodologies for preparing integrated river basin-coastal area management investment plans focused on pollution reduction, for adoption and use by local governments, the private sector, financial institutions and other concerned stakeholders, particularly with respect to the replication and scaling up of innovative technologies and practices (Component G)	<p>✓ (P) Policy reforms developed, adopted and implemented at ICM sites ✓ (SR) Increased investment in pollution reduction facilities and services among ICM sites and pollution hotspots ✓ (SR) Increased jobs/ formal employment opportunities created in the environmental industry sector</p>	<p>✓ Development and Demonstration of a Methodology for Preparing an Integrated River Basin-Coastal Area Investment Plan for Pollution Reduction (March 2009) ✓ Report of Workshop on Innovative Policies and Practices in Water Supply, Sanitation and Pollution (EAS Congress/WP/2010/20)</p>	<p>✓ Development and Demonstration of a Methodology for Preparing and Investment Plan for Wastewater Treatment as a Pollution Reduction Strategy in an Integrated River Basin Coastal Area (February 2009) ✓ Regional workshop on innovative policies and practices in water supply, sanitation and pollution reduction conducted (EAS Congress, November 2009) ✓ Case studies/good practices under Partnership Investment Fund (Note: Outputs are associated with Comp. D on IRBCAM and TPL workshops and others with Comp. G)</p>	<p>✓ Completed ✓ PEMSEA-led initiative</p>

Narrative Summary		Indicators	Means of Verification	Status/ Outputs (as of July 2012)	Status of Target Completion
F.1.3	Establish a one-stop PPP Support Service for local governments, the private sector, financial institutions, and other interested stakeholders, in collaboration with Strategic Partners, to promote and facilitate increased private sector participation in investment projects for pollution reduction at ICM sites and in river basin and coastal area management programs.	✓ (P) One-stop public-private partnership support service for local governments and the private sector established and operating within the PRF	✓ Policy Brief on an Investment Vehicle for Environmental Infrastructure Projects (July 2009) PEMSEA Financial Sustainability Plan and Road Map (October 2011) MSP on Applying Knowledge Management to Scale up Partnership Investments for Sustainable Development of Large Marine Ecosystems of East Asia and their Coasts (January 2012)	✓ Policy Brief on an Investment Vehicle for Environmental Infrastructure Projects (July 2009) ✓ Sustainable Financing Plan for the PRF (2011) ✓ KM project proposal (2012) prepared for funding under the World Bank/GEF Program framework Document on Scaling Up Investments	✓ Completed PEMSEA-led initiative ✓ Funding from external sources is required to implement the proposal; an MSP was prepared and approval is pending from World Bank and GEF Secretariat
Component G: Strategic Partnership Arrangements					
Outcome 7: A Strategic Partnership for the Sustainable Development of the Seas of East Asia, functioning as a mechanism for GEF, the World Bank, the UNDP, and other international and regional partners to incorporate and coordinate their strategic action plans, programs and projects under the framework of the SDS-SEA, thus promoting greater sustainability and political commitment to the effort					
Output G.1: A functional Strategic Partnership arrangement facilitating enhanced communication, knowledge sharing, scaling up and replication of innovative technologies and practices in pollution reduction across the LMEs of East Asia					
G.1.1	Operationalize a Strategic Partnership Technical Team (SPTT) to coordinate the development, implementation, evaluation and promotion of the collaborative activities and outputs of the Strategic Partnership	✓ (P) Agreement signed between UNDP, World Bank and the PRF regarding Strategic Partnership arrangement to manage and implement the Project Preparation Revolving Fund	✓ Report of the Strategic Partnership for the SDS-SEA Organizational Workshop (June 2008) ✓ Letter to Department of Finance from WB Country Director on the cancelation of the Revolving Fund (April 2009) ✓ MOU between IBRD, IDA/ WB and PEMSEA (November 2009) ✓ Progress Report on Implementation of the SDS-SEA Component G Strategic Partnership Arrangements Investment in Pollution Reduction in the LMEs of East Asia (November 2010) ✓ East Asian Seas Stocktaking Meeting: Chair's Summary (September 2011)	✓ Organizational meeting with WB/GEF conducted (2008) ✓ WB canceled the Revolving Fund project (April 2009) ✓ MOU between WB and PEMSEA signed (November 2009) ✓ Strategic Partnership Projects Investment Fund Progress Report (2010) ✓ GEF Stocktaking Meeting among Implementing Agencies, Executing Agencies, participating countries and Project Management Offices organized and conducted; meeting report (2010)	✓ Completed PEMSEA-led initiative

Narrative Summary		Indicators	Means of Verification	Status/Outputs (as of July 2012)	Status of Target Completion
G.1.2	Organize and implement a communication/ coordination program for the Strategic Partnership including a website, quarterly reviews/ newsletters, regional conferences/ workshops, etc. to review the progress and achievements of projects and subprojects, and to promote the replication of good practices across the region	✓ (P) Communication plan developed/implemented among Partners	✓ Appendix B: Communication Strategy for the Strategic Partnership (part of the Report of the Strategic Partnership for the SDS-SEA Organizational Workshop, June 2008) ✓ SP website: http://beta.pemsea.org/strategic-partnerships ✓ MS PowerPoint presentations/ case studies from the Workshop on Innovative Policies and Practices in Water Supply, Sanitation and Pollution Reduction (EAS Congress 2009) ✓ Report of the Workshop on Innovative Policies and Practices in Water Supply, Sanitation and Pollution Reduction (EAS Congress/ WP/2010/20)	✓ Communication Plan developed (2008) ✓ SP website established http://beta.pemsea.org/strategic-partnerships ✓ Case study on Yantai, Ningbo and Shanghai presented (EAS Congress 2009 PowerPoints) ✓ EAS Congress workshop on innovative policies and practices in water supply, sanitation and pollution reduction (November 2009)	✓ Completed PEMSEA-led initiative
G.1.3	Monitor the progress of the Strategic Partnership through agreed indicators for the Partnership, as well as subproject specific indicators for each subproject undertaken by the Strategic Partnership	✓ (P) M&E program conducted by PRF, in collaboration with World Bank, using agreed environmental and socioeconomic indicators (SR) Project Preparation Revolving Fund developed and implemented in one country ✓ (ESSI): Increase in the proportion of population with access to improved sanitation and sewerage systems, with corresponding reductions in risk to incidence of water-borne disease.	✓ Appendix C: Monitoring and Evaluation of the Strategic Partnership for Sustainable Development of the Seas of East Asia (part of the Report of the Strategic Partnership for the SDS-SEA Organizational Workshop, June 2008) ✓ PFD Annex D Investment Fund for Pollution Reduction in the LMEs of East Asia Progress Report (November 2010)	✓ Agreed indicators (June 2008 Inception workshop) ✓ 5 of 7 investment projects started (Manila, 3 Vietnam coastal cities, Shandong, Laioning, Shanghai, Huai); one project completed (Ningbo, May 2012)	✓ 50% complete PEMSEA-assisted initiative in support of GEF/WB Strategic Partnership Investment Fund ✓ Only 1 of 7 investment projects completed ✓ Possible that 2 other projects will be completed before the end of the current phase of PEMSEA (2013) ✓ PEMSEA will continue to monitor projects and report on good practices as part of knowledge management and scaling up ICM programs ✓ Case study of completed project scheduled in 4th quarter of 2012

Narrative Summary		Indicators		Means of Verification		Status/Outputs (as of July 2012)		Status of Target Completion	
G.1.4	Package and disseminate multimedia materials regarding the Strategic Partnership and the related subprojects to governments and stakeholders, the EAS Partnership Council, the EAS Congress, the Ministerial Forum and other relevant regional and international forums	✓	(P) Five (5) good practices and case studies prepared by SPTT and disseminated	✓	SP website: http://beta.pemsea.org/strategic-partnerships	✓	Progress reports completed on investment projects and uploaded onto website	✓	50% complete
		✓	(P) Workshops and seminars held at the national (5) and regional levels promoting replication of good practices	✓	PFD GEF/UNDP Reducing Pollution and Rebuilding Degraded Marine Resources in the East Asian Seas through Implementation of Intergovernmental Agreements and Catalyzed Investments	✓	Project delays as noted above	✓	PEMSEA-assisted initiative in support of GEF/WB Strategic Partnership Investment Fund
		✓	(P) IT network for promoting replication opportunities set up	✓	PFD GEF/WB Scaling Up Partnership Investments for Sustainable Development of the Large Marine Ecosystems of East Asia and their Coasts	✓	GEF/WB and GEF/UNDP PFDs prepared focused on implementation of investments; PEMSEA requested to implement knowledge management component of PFDs	✓	Because of project delays, high likelihood of carryover into next phase of PEMSEA scaling-up
		✓	(P) Virtual marketplace for sites and partners wishing to replicate good practices established	✓	GEF/WB/PEMSEA MSP on Applying Knowledge Management to Scaling Up Partnership Investments for Sustainable Development of LMEs of East Asia and their Coasts				
G.1.5	Develop linkages and strategic partnership arrangements with regional and international organizations and institutions, and donors, as well as other regional GEF IW programs, such as the South China Sea, Yellow Sea, Sulu-Sulawesi Seas and the Arafura and Timor Seas, to transfer knowledge, replicate good practices and facilitate increased investments in pollution reduction across the region	✓	(P) Strategic Partnership arrangements signed with two new partners	✓	East Asian Seas Stocktaking Taking Meeting: Chair's Summary (September 2011)	✓	GEF stocktaking report and meeting organized and conducted (2010)	✓	Completed
				✓	PFD GEF/UNDP Reducing Pollution and Rebuilding Degraded Marine Resources in the East Asian Seas through Implementation of Intergovernmental Agreements and Catalyzed Investments	✓	YSLME, Western and Central Pacific Fisheries Commission, Arafura Timor Seas and PEMSEA included as partners in in GEF/UNDP Program Framework Document	✓	PEMSEA-assisted initiative in support of GEF and its Implementing Agencies; PEMSEA served as secretariat for organization and conduct of the stocktaking
				✓	Yeosu Fund/PEMSEA project initiative on Sustainable Operation of Ports through the Development and Implementation of a Port Safety, Health and Environmental Management Code	✓	Contract issued through KOICA for the Yeosu/PEMSEA PSHEMS project; project launched at EAS Congress 2012	✓	New projects initiated using non-GEF funding
				✓	Yeosu Fund/IMO/PEMSEA project initiative on Strengthening Oil Spill Preparedness and Response in a Subregional Sea Area: Environmental Sensitivity Mapping in the Gulf of Thailand	✓	MOA signed between IMO and PEMSEA for the start-up of the GOT project; project launched at EAS Congress 2012		

Narrative Summary		Indicators	Means of Verification	Status/Outputs (as of July 2012)	Status of Target Completion	
Component H: Corporate Social Responsibility for Sustainable Development of Coastal and Marine Resources						
Outcome 8: Multinational and national corporations integrating social responsibility into their organizational strategies, programs and practices, and facilitating the replication and scaling up of capacities in sustainable development of marine and coastal resources among local governments and communities of the region						
Output H.1: Partnership arrangements established and implemented between multinational and national corporations, industry, local governments and communities for sustainable development of marine and coastal resources						
H.1.1	Develop multimedia materials and conduct seminars/forums for CEOs and senior managers of corporations (public and private), private industry and local and national government leaders, in order to strengthen awareness and understanding of environmental sustainability, its linkages to economic and social development, and the use of ICM as an effective tool for governance of coastal and marine resources	✓ (P) CEOs attend seminars/forums to learn about corporate experience in ICM program development and implementation	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ 	<ul style="list-style-type: none"> ✓ Roundtable Discussion on CSR Workshop Report on Public-Private Partnerships for the Rehabilitation of Manila Bay: A Corporate Social Responsibility Forum (EAS Congress/WP/2010/27) ✓ Case Study Vol. 2 No. 1 June 2011 (Catching the Burgeoning Wave of Corporate Responsibility for Manila Bay) ✓ Conclusions and Recommendations of the Workshop on CSR Impacts: Collaborations Towards an Ocean-based Blue Economy (EAS Congress 2012 website) 	<ul style="list-style-type: none"> ✓ Roundtable Discussion on Corporate Social Responsibility for the Coastal and Marine Area and the Sustainable Development of Manila Bay (October 2009) ✓ CSR Forum EAS Congress 2009 ✓ CSR Forum EAS Congress 2012 ✓ Case studies on CSR (Philippines) 	<ul style="list-style-type: none"> ✓ Completed PEMSEA-led initiative
H.1.2	Facilitate the development and implementation of partnership arrangements between corporations/industry and local governments and communities and, within the context of ICM scaling-up programs, aligning private sector organizational goals for social responsibility with resource commitments and investments in support of social, economic and environmental goals and benefits of the communities.	✓ (SR) At least 50 companies and firms sign agreements and implement ICM or environmental projects with local government	<ul style="list-style-type: none"> ✓ 	<ul style="list-style-type: none"> ✓ Project Briefs prepared: Bataan: - Development of Balanga City Wetland and Nature Park - Concrete Artificial Reef Project - Bantay Bakawan Alay sa Lawa ng Kamaynilaan Bulacan: - Ilog Mo, Ilog Ko Project Cavite: - Bakawan: KKK - Establishment of Waste Trap in Barangay San Jose Pampanga: - Mangrove Reforestation NCR: - Navotas Mangrove Reforestation - Mga Ilog ng QC Buhayin, Balingsa Creek Sagipin - Lunas sa Maytunas 	<ul style="list-style-type: none"> ✓ CSR Project briefs/Flagship project development in Manila Bay prepared ✓ Corporate sponsors EAS Congress 2009 and 2012 ✓ Case studies from Indonesia, Thailand, RO Korea, the Philippines and PR China at EAS Congress 2012 (Shiwa Lake, PAT, Bali Tourism, Manila Water, Sinopec, WOC, PAL, Masan Bay) ✓ Aide memoire for the PEMSEA Corporate Network developed with the Center for Social Responsibility University of Asia and the Pacific, Manila 	<ul style="list-style-type: none"> ✓ 50% complete PEMSEA-led initiative ✓ Corporate network criteria and operating mechanism to be developed and launched 2012-2013

Narrative Summary		Indicators		Means of Verification		Status/Outputs (as of July 2012)		Status of Target Completion	
				✓	CSP Corporate Sponsors List and Invitations (2012)				
				✓	Case Studies/MS PowerPoint presentation at the Workshop on CSR Impacts: Collaborations towards an Ocean-Based Blue Economy (EAS Congress 2012 website)				
				✓	Aide memoire for the PEMSEA Corporate Network				
H.1.3	Link up with a “corporate champion for sustainable development” to develop and implement a demonstration project on corporate social responsibility in strategic issues/ areas of concern to local governments (e.g., water use/ conservation, disaster management, sustainable livelihoods, improved access to/usage of IT in knowledge sharing and engaging disadvantaged sectors of communities in coastal governance, etc.)	✓	(P) Agreement with corporate champion	✓	Report on Current and Existing CSR Recognition System (Nov 2010)	✓	Criteria process established for demonstration of recognition system	✓	75% complete
		✓	(SR) Demonstration project implemented in collaboration with local government and other partners	✓	The PEMSEA-ICM CSR Awards (Concept Paper)	✓	Agreement with Petron Corporation to serve as pilot for demonstration of CSR recognition in ICM implementation in Bataan	✓	PEMSEA-led initiative
				✓	Note to File: CSR Recognition Meeting with Petron Foundation (December 2011)				Pilot demonstration to be initiated in 4th Quarter 2012

Narrative Summary		Indicators		Means of Verification		Status/Outputs (as of July 2012)		Status of Target Completion	
Output H.2: Corporate responsibility practices evaluated and recognized as a special relevance to achieving social, environmental and economic benefits in coastal communities									
H.2.1	Modify and adopt monitoring and evaluation procedures (e.g., ISO 26000), including social, economic and environmental indicators, as appropriate, to assess corporate policy, commitment and actions in aid of sustainable development of coastal communities and their natural resources based on PEMSEA's experience in ICM Code and PSHEMS Code and recognition system	✓ ✓	(P) Methodology developed (P) Regional workshop conducted, consensus achieved	✓ ✓	The ICM-CSR Code and Guidelines The PEMSEA-ICM CSR Awards (Concept Paper)	✓	CSR Concept paper for Recognition System developed	✓ ✓ ✓	50% complete PEMSEA-led initiative Target in 2013: Development of a communication/ advocacy strategy for the adoption and implementation of the CSR Code and Recognition System among PEMSEA Country Partners (4th Quarter 2012 to 1st Quarter 2013)
H.2.2	Field-test the monitoring and evaluation procedures in collaboration with existing corporate partners who are working with local government units and stakeholders at ICM sites	✓	(P) Evaluation conducted in collaboration with corporate sector, at an existing project site	✓	Note to File: CSR Recognition Meeting with Petron Foundation (December 2011)	✓ ✓	Agreement with Petron Foundation to test the recognition system Scale up to other industry in the Bay in 2013	✓ ✓ ✓	25% complete PEMSEA-led initiative Scale up results from Petron demonstration; field test evaluation/ recognition in Manila Bay, as part of ICM scaling-up program among local governments

Narrative Summary		Indicators		Means of Verification		Status/ Outputs (as of July 2012)		Status of Target Completion	
H.2.3	Implement a corporate responsibility recognition system, in collaboration with national governments, private sector, donors, and other concerned stakeholders, to promote and encourage private sector participation, resource commitments and investments in support of social, economic and environmental goals and benefits of coastal communities	✓	(P) Regional workshop/ forum conducted, consensus achieved on recognition system (P) Recognition system tested/ demonstrated at selected sites	✓	Conclusions and Recommendations of the Workshop on CSR Impacts: Collaborations Towards an Ocean-based Blue Economy (EAS Congress 2012 website)	✓	Incorporated CSR/PPP into ICM orientation workshops with local governments and in SDS-SEA/ICM joint planning sessions in Philippines and Indonesia; case studies presented for Manila Bay and Jakarta Bay ✓ Regional workshop on CSR conducted during EAS Congress 2012; workshop conclusions and recommendations available on website	✓	Completed PEMSEA-led initiative

Terminal Evaluation of the GEF/UNDP Project on Implementation of the SDS-SEA

Summary of Activities Undertaken with UNDP as Implementing Agency and UNOPS as Executing Agency and Challenges Presented

Activity/Interaction	Responsibility Centre/Services Provided	Challenges
(5) ATLAS	UNDP/UNOPS	Payments are processed using the ATLAS system. From 2008 to 2011, upon preparation of disbursement voucher, PEMSEA was able to edit/encode correct budget codes to match with the approved budget. However, beginning 2012, UNOPS issued a new list of catalogue items in compliance with IPSAS requirements. The new list/codes are totally different from the budget codes that PEMSEA is using. At the same time, the ATLAS system no longer allows editing of budget codes. In view of this, PEMSEA cannot encode the budget code anymore and will have to select the closest applicable budget code from the list, which is not similar to the codes used in the approved budget.
(6) UNOPS Intranet	UNDP & UNOPS	For financial reporting, data are downloaded from UNOPS Intranet and subsequently reconciled with PEMSEA's internal accounting system. However, reports on salaries of UN fixed-term staff are not uploaded on time. The usual delay is one month before the report is uploaded onto the internet.
Administration		
Contracts Approval		
(1) MOAs with countries on project implementation	UNOPS	For the past four years, there have been regular delays in the review and approval of contracts by UNOPS due to changing policies, templates, etc. At the onset, country MOAs were considered part of standard procurement practice where PRF had to explain that countries are the beneficiaries of the fund support per project document with counterpart contribution. UNDP's written confirmation had to be sought for every country. UNOPS Legal has changed the format of MOA to Grant Agreement and then very recently to a Project Cooperation Agreement. The changing documents cause delays since countries will again have to review, agree to, and conform to the new template and clauses. This task, and the burden it entails, falls to PEMSEA to explain and justify the changes. PEMSEA believes the changes do not add value to the contracting process or to the project.
(2) Administration and management of national fixed-term staff	UNDP by authority of UNOPS	While the PRF facilitates personnel requirements, UNDP Country Office, by authority of UNOPS, administers and manages the payroll, benefits, leaves and separation of PRF national fixed-term staff. However, it seems that UNOPS itself is not aware of this arrangement (i.e., UNOPS would often request PRF to update leave record of staff in ATLAS system when this process is administered by UNDP). This is suggestive of the need for better communication between UNOPS and UNDP on the issue.

Activity/Interaction	Responsibility Centre/Services Provided	Challenges
Finance		
(1) Bank Float	UNOPS	<p>In 2008, UNOPS allowed PEMSEA to have US\$250,000 as bank float, but this was decreased to US\$60,000 in 2009. The current process for bank float is: (1) For payments to countries: A request is made to the UNDP Treasury Account for payments and UNDP Treasury transfers the payment directly; (2) Operational Advance for trainings/meetings: Request has to be made two weeks prior to the activity. This item is related to the next challenge as well.</p>
(2) Contract Payment	UNOPS & PEMSEA	<p>In line with Item No.1, difficulties were encountered in the transfer of payment from UNDP Treasury to China and Indonesia in view of the bank details that are not compatible with the ATLAS system (i.e., very long bank details). It took four months before the transfer of payment was resolved. To address the problem, PEMSEA had to transfer the payment manually using the project bank account. Currently, payments made to China and Indonesia are manually transferred by PEMSEA using project bank account and other country payments are made through the UNDP Treasury Account.</p>
(3) Operational Cash Advance	UNOPS & PEMSEA	<p>In 2009, PEMSEA was allowed to submit projected cash flow to justify additional float in the bank, which was often used to fund expenses for trainings/ workshops. At the end of each activity, whenever necessary, UNOPS deducts the excess fund in the project account to maintain its level of US\$60,000. This practice worked well. However, in the latter part of 2011, UNOPS issued a new Administrative Guidelines on Operational Cash Advance. The new process requires the person in charge of the activity to submit a request to UNOPS two weeks prior to the activity. However upon approval by UNOPS, cash advance is deposited to the personal account of the staff in charge of the activity.</p> <p>Under this new process, difficulties were encountered particularly in December 2011 and March 2012 wherein transfer of cash advance was delayed. To address this, PEMSEA has to advance the payment using the PEMSEA Trust Fund account and reimburse later on upon receipt of the cash advance from UNOPS.</p>
(4) Petty Cash Fund	UNOPS issues petty cash through the personal account of the designated cash custodian	<p>From 2008 to January 2011, PEMSEA followed the UNOPS policy on petty cash using the imprest system. However, in 2011 a new regulation was issued on petty cash; petty cash is treated as cash advance subject to liquidation after 90 days. Any balance in the fund should be deposited at the end of 90 days, and request for another petty cash for the next 90 days is subject to the same procedure.</p> <p>Beginning February 2011, the PRF has not had any petty cash from UNOPS as the process restricts PRF's day-to-day operation. To address this, PRF advances the petty cash from the PEMSEA Trust Fund and then submits expenses to UNOPS on reimbursement basis. The reimbursement is made payable to the petty cash custodian and not to the project.</p> <p>PEMSEA has now addressed this issue through an internal mechanism, thus apparently obviating the issue.</p>

Activity/Interaction	Responsibility Centre/ Services Provided	Challenges
(3) Contract of former Executive Director (ED)	UNOPS	The former Executive Director's contract technically expired in May 2012, but was extended until end of July 2012. The PRF did not receive copy of appointment extension from UNOPS, nor official notification as regards the extension, despite the request from PRF. This posed risk on the PRF as the former ED's authority to represent PRF and sign contracts would have been questioned/could be questioned. UNOPS recently informed PRF that they do not have a copy of the appointment extension and suggested for PRF to request directly with the Office of Human Resources in UNDP Headquarters. There is also no record of turnover report.
(4) Online performance assessment	UNOPS	PRF personnel contracted by UNOPS have not had online performance assessment for the past three years (although assessments were submitted manually by the PRF to UNOPS) since its introduction.
(5) Official Confirmation of Acting Executive Director	UNOPS	Thus far, PRF has not received any official confirmation from UNOPS as to the appointment of Mr. S. Adrian Ross as acting Regional Programme Director for the SDS-SEA project nor has a turnover document been provided.
Monitoring and Reporting		
A. Managing the Cost-Sharing Agreement (CSA) with China, Japan and RO Korea (mainly in support of the PRF Secretariat Services operations)		
(1) Preparation and submission of Annual Accomplishment Report and Financial Report to the 3 donor countries	UNDP Manila (with inputs from PRF)	UNDP Manila is sometimes delayed in preparing/submitted the report to the 3 countries (i.e., 2010 and 2011 reports were combined because the 2010 report was not submitted in 2010). The timely submission of this report is important to the PEMSEA. Also important is the need for the timely transfer of funds from UNDP to the contracting of PEMSEA staff.
(2) Hiring of international officers for PRF Secretariat Services (2 posts: Programme Specialist for Secretariat Services and Programme Specialist for Partnership Programs)	UNDP Manila in coordination with UNDP Headquarters	The issue was reported at the 4th EAS Partnership Council Meeting in 2011. The new recruitment requirements of UNDP Headquarters (i.e., verification of credentials) caused extensive delay in the recruitment process despite the fact that the persons offered the positions were already coming from UN projects/programmes. The delay caused negative impacts on PRF operation and the qualified candidates were no longer available when the offer was made. The opportunity to engage qualified individuals has been foregone along with time and resources of the PRF. At the end, only the Partnership Programs position was filled. Timely recruitment is essential to meet delivery of project outputs.
B. GEF/UNDP Project on Implementation of the SDS-SEA		
(1) Preparation of Annual Workplans (AWP) and Budget	<ul style="list-style-type: none"> - PRF - National Economic Development Authority (NEDA) of the Philippines and UNDP Manila (for approval) - UNDP Manila (for uploading in UNDP ATLAS) - UNOPS (for approval and to mirror in ATLAS) 	<p>Submission is every December of each year or early January of each year.</p> <p>The approval process takes time considering the requirements for the AWP and budget to be approved by NEDA before UNDP approval and UNOPS final approval/uploading in ATLAS.</p> <p>The uploading of information in ATLAS is often delayed particularly in the part of UNOPS.</p> <p>On several occasions, the budget reflected by UNOPS in the ATLAS was not similar to the budget submitted by PRF. In some cases, the information uploaded is the old version of the budget, which has caused delays in PRF transactions and release of payments and salaries.</p>

Activity/Interaction	Responsibility Centre/Services Provided	Challenges
(2) Monitoring of the project on quarterly and annual basis	<ul style="list-style-type: none"> - PRF (prepares and submits quarterly monitoring reports and APR/PIR to UNDP) - Internally, PRF conducts regular Technical Committee meetings to review and assess progress of project implementation and remaining challenges - UNDP Manila and UNDP/GEF Bangkok provide their assessment/rating of the project performance 	<p>The templates, particularly for APR/PIR, are often modified and some of them have encoded wrong information on the project. These changes make the reporting requirement more onerous than necessary.</p>
(3) Conduct of Midterm and Terminal Evaluation	<ul style="list-style-type: none"> - PRF prepared draft TORs and schedule for the evaluation and coordinates with UNOPS and UNDP - UNOPS managed the announcement, selection and contracting of evaluators 	<p>Delays to contract the evaluators for the Midterm Evaluation resulted to the decision to merge the Midterm with the Terminal Evaluation.</p> <p>UNOPS handling of the process of selection and contracting took more than 1.5 years.</p> <p>UNOPS personnel assigned to handle the process was not very careful in the review and releasing of information/documents to evaluators (i.e., some documents released were not updated) despite the submission of revised TORs, etc., by the PRF to UNOPS.</p>

Case Study: Chonburi Province, Thailand

Project Description and Development Context

Project start and duration

Chonburi is one of 24 coastal provinces in Thailand (including Bangkok). Due to its proximity to Bangkok and the large centers of industry and tourism in the province, Chonburi is one of the major economic centers in the country. Five central municipalities of the Province were nominated by Thailand to join the PEMSEA network project, the GEF/UNDP/IMO Regional Programme on Building Partnerships in Environmental Management for the Seas of East Asia, in 2001 as a demonstration site.

Problems that the Project seeks to address

The growing population of 1,155,000 people live predominantly along the coast, with larger numbers of visitors from Bangkok, elsewhere in Thailand and overseas coming in peak tourism periods and at weekends. This is resulting in major coastal degradation with solid and liquid wastes, overdevelopment along the coast that sometimes occupies public lands or encroaches on the coastal resources, and the potential for oil and chemical pollution from the two large ports.

With PEMSEA, the local government authorities identified the critical problems of the Province and municipalities: lack of national focus on coastal resources, especially mangroves; lack of coherent planning for coastal development across the Province; declining status of coral reefs and fisheries; major solid waste problems; inadequate sewage treatment; potential for serious damage from oil spills and other chemicals; and development encroaching on public lands.

Immediate and development objectives of the Project

The immediate task was to raise awareness and capacity within all sectors of Chonburi Province through introducing Integrated Coastal Management (ICM). Then use the capacity developed to progressively clean up these five municipalities as pilot sites with the objective of involving the adjacent municipalities in the Province.

Main stakeholders

Chonburi is adjacent to Bangkok with large centers of industry, including the deep water ports of Sriracha and Laem Chabang, oil refineries, major tourism infrastructure, fishing and agriculture with a range of crops and animals raised.

Project Results

Attainment of objectives

The history of the Project indicates clearly that there has been major progress:

- 2001 – 5 coastal municipalities in Chonburi Province listed as ICM Sites (Sriracha, Laem Chabang, Saensuk, Chaophraya Surasak, Koh Sichang);
- 2006 – 5 more coastal Chonburi municipalities signed as ICM sites;
- 2007 – 12 more coastal Chonburi local government units, including cities/municipalities and provincial and subdistrict administrative organizations, signed as ICM sites;
- 2008 – final 4 coastal Chonburi local government units, including cities/municipalities and provincial and subdistrict administrative organizations, signed as ICM sites;
- 2010 – all 73 non-coastal local government units, including cities/municipalities and provincial and subdistrict administrative organizations, signed as ICM sites.

Country ownership

The SDS-SEA project has established 2 major multidisciplinary committees: the ICM Provincial Coordination Committee (chaired first by the Vice Governor and recently by the Governor of Chonburi) with representatives from Thai national and provincial government departments, the private sector, universities in Chonburi and NGOs; and the ICM Program Management Office that includes a Local Government Consulting Committee with heads of local government, a secretariat and four planning sub-committees: planning, technical information and services, financial management and monitoring and evaluation. Scientific and technical guidance is provided by Burapha and Kasetsart Universities, and an NGO, the Thailand Environment Institute.

The Department of Marine and Coastal Resources (DMCR) within the Ministry of Natural Resources and Environment have both recognized the considerable progress in cleaning up the environment in Chonburi, and Ministers frequently bring visitors to these demonstration sites to show the effectiveness of local action.

Mainstreaming

The ICM and SDS-SEA project is now directed out of the Chonburi Provincial offices. Vice Governor Pakarathorn Thienchai, who is responsible for environmental management for Chonburi Province, was particularly impressed with the networking arrangements implemented by PEMSEA in Chonburi. The emphasis has been on bringing all sectors of the Province together such that the original ICM involvement has now extended to the whole Province, including municipalities remote from the coast. The networking also extends to better communication by the Province with the National Government in Bangkok and to linking the Province to many others throughout the East Asian Seas region to share experiences. The Vice Governor also appreciated PEMSEA bringing technical expertise into the Province. He indicated that the Provincial Government would continue to fund ICM and would be willing to assist other provinces provided that some support came from the National government. The most obvious evidence of PEMSEA involvement has been major replanting of mangroves to rehabilitate failed shrimp ponds and a major emphasis on cleaning up solid wastes.

The Project Management Office (PMO) and technical working group are chaired by Vitaya Khunploeme, the Chief Executive Officer of the Chonburi Provincial Administrative Organization and ICM PMO Director, with advice from Chonburi Province, and Mayor Chatchai Thimkrajang, former ICM PMO Director, who also heads the Chonburi Fisheries Association. PEMSEA was particularly acknowledged for recognizing the needs of local and provincial governments and providing ICM advice, training, technical support and seed funding to initiate activities. However, most activities now are funded directly from Provincial and local budgets. Chonburi Province was pleased to be nominated as the Thailand demonstration site in 2001. Evidence of their subsequent success is that

all 99 local government units in the Province have joined in the SDS initiative with modifications of the interpretation of coastal in ICM for non-coastal municipalities. Now ICM is part of all municipality and provincial meetings and adopted as policy throughout the Province. The critical difference is that the Province and municipalities work cooperatively to solve problems; and also talk with one voice in seeking assistance and budgets from National government departments. The CEO emphasized the provincial networking role of PEMSEA with all agencies cooperating to solve problems with staff now having received necessary capacity training.

Mayor Chatchai has been in the PEMSEA project since 2001 and continues to be enthusiastic. Before ICM, each municipality attempted to solve problems without considering downstream municipalities; examples were coastal erosion and waste management. Now all have joint environmental management strategies to handle such problems in cooperation with neighbors.

Mayor Thanapong Rattanavutinun of the Natural Resources and Environment Office of Chonburi Province reports that PEMSEA capacity and confidence building has enabled municipalities to control unsustainable tourism and industrial developments that were destroying government coastal land and polluting environments. They now enforce breakages to their own laws by bringing all stakeholders together around the same table.

A major project catalyzed by PEMSEA was raising awareness about the problems of solid wastes and implementing mechanisms to remove them from all areas. Municipalities now apply recycling programs with the production of compost and recycling of plastic, paper and metals. The effects are dramatic: virtually no litter occurs on streets and in canals overflowing bins are not evident and the impression is of considerable cleanliness. The beaches to the north of Chonburi receive enormous volumes of waste from more northern provinces, particularly coming from Bangkok and through the Bang Pakong River during the wet season. This waste is removed regularly to ensure tourist amenity but at large financial cost to the municipalities.

Sustainability and Catalytic Role

The PEMSEA SDS-SEA project has expanded from the original 5 municipalities to all 99 in the province as recognition of the benefits these local governments are gaining from ICM training and implementation. Moreover, the Province is prepared to assist other coastal provinces of Thailand with the implementation of ICM to correct some of their evident problems.

Impact

Mr. Vitaya: National government has recognized the ICM demonstration in Chonburi, and representatives from ministries have joined meetings in Chonburi to discuss problems, which has led to central government providing budget allocation to Chonburi for developing an integrated coastal erosion masterplan. Other provinces such as Trang Province are now also interested to adopt ICM. PEMSEA has applied small amounts of seed funding to create some significant changes, especially solid waste treatment, ICM strategies for coastal development, abatement of coastal erosion, and strong community awareness and participation.

The Port Authority of Laem Chabang joined the partnership with PEMSEA with two particular objectives: introduce training in Port Safety, Health and Environmental Management System (PSHEMS) and develop oil spill contingency plans (Note: This is different from the Oil Spill Contingency Plan or OSCP developed for Chonburi Province). Unlike other ports, the oil spill plan is active, with several exercises and actual oil clean-ups occurring every year. All staff have been trained in PSHEMS, either directly from PEMSEA or as a result of train-the-trainer assistance to staff. The Port is audited regularly and training is ongoing. Port management staff participate in provincial decisionmaking with the ICM Management Committee and technical working groups.

Before the ICM project, each municipality tried to solve problem on its own. With the ICM project, local governments are able to collectively solve problems and share resources, e.g., municipalities that do not have wastewater treatment plants are able to share/connect with the WWT facilities of other municipalities.

Conclusions, recommendations and lessons

Corrective actions for the design, implementation, monitoring and evaluation of the Project

This Chonburi demonstration site project appears to be running well with no need to change direction or augment their current approaches. As many other municipalities have been progressively added during the 13 years since the start, it is now possible to assess how rapidly changes can be implemented once there are clear demonstration sites and people with the experience and enthusiasm willing to project their success to other areas. This could be an area for analysis to develop best practice examples of how to expand ICM implementation as rapidly as possible.

Actions to follow up or reinforce initial benefits from the Project

The adjacent Provinces of Rayong, Chanthaburi and Trat have requested assistance from Chonburi to join in the SDS-SEA project with PEMSEA. The Chonburi Provincial Administration has expressed a strong willingness to assist their neighbors through the development of a training center in association with Burapha University. This, however, can only proceed if specific budget allocations are provided from the National Government.

In summary, the Chonburi Provincial and Municipality officials are particularly thankful of PEMSEA for:

- Continuing support and provision of technical advice for more than 11 years;
- Linking all governments in the Province, including inland municipalities, into a single action and lobbying force, able to better negotiate with the National Government;
- Making solid waste management a major priority, such that the result of a cleaner province is clearly evident;
- Ensuring that water pollution is a whole of province problem that needs combined action to clean up;
- Improving fisheries management with the establishment of protected areas and implementation of stronger enforcement for transgressions; and
- Implementing oil spill remediation and improved port management procedures in the province, with the port authorities now being partners in solving wider problems.

Proposals for future directions underlining main objectives

In the future, the Chonburi Provincial ICM committees want to strengthen internal institutional strengthening for the ICM Secretariat and 99 LGUs, in terms of collaborative planning and technical skills. In particular, they want to enhance the capacity and involvement of non-coastal LGUs. Further, they want to:

- Develop more and stronger public-private partnerships to control pollution and implement coastal erosion strategies that are effective and do not transfer the problem further along the coast;
- Continue to raise awareness throughout the community of ICM principles, including a major emphasis on schools and religious bodies;
- Although Chonburi Province is continuing to promote ICM to other provinces, they hope that the National Government will take the lead/coordinate ICM scaling-up efforts to other provinces.

Best and worst practices in addressing issues relating to relevance, performance and success

- Involved all stakeholders in the Province in seeking solutions;
- Applied a whole of government approach to solving coastal problems;
- Integrated non-coastal municipalities in the ICM processes, such that there may be a need to redefine ICM to include all aspects pertinent to “catchment management”;
- The Thai Government is strongly supportive of the PEMSEA SDS-SEA project and they established a Subcommittee on Marine and Coastal Resources to avoid inter-sectoral disputes and implement effective zoning of coastal and marine areas. Their immediate goal is to have 50 percent of the Thai coastline under sustainable management with active ICM plans.

One example is that Thailand did not sign the Haikou Declaration in 2006 and subsequent declarations due to government instability. This is impeding discussions on including Thailand in future tranches of funding from GEF through PEMSEA. Although senior government officials strongly recommended signing the Haikou Declaration, and have recently re-introduced PEMSEA agreements, there appears to be reluctance to push for official permission.

