



PEMSEA EC Meeting Report 22

PROCEEDINGS OF THE  
TWENTY-SECOND EXECUTIVE  
COMMITTEE MEETING

**PEMSEA Resource Facility  
Manila, Philippines**

**4–5 April 2019**





## PROCEEDINGS OF THE 22<sup>nd</sup> EXECUTIVE COMMITTEE MEETING

### PEMSEA Resource Facility, Manila, Philippines 4-5 April 2019

#### A. Introduction

- i. The 22<sup>nd</sup> Executive Committee Meeting was held at PEMSEA Resource Facility, Manila, Philippines on 4-5 April 2019. The meeting was attended by EAS Partnership Council Chair, Dr. Antonio La Viña; Technical Session Chair, Mr. Makoto Harunari; Council Co-Chair, Mr. Arief Yuwono; Acting Intergovernmental Session Chair, Mr. Vu Thanh Ca; and Technical Session Co-Chair, Dr. Jae Ryoung Oh.
- ii. Representatives from China and the Philippines participated as observers. The PRF served as Secretariat for the meeting.
- iii. The agenda for the meeting is attached as Annex 1; the list of participants is attached as Annex 2; and meeting documents, presentations and photos are attached as Annex 3.

#### B. Update on PR China's Ministry of Natural Resources

- i. Prior to the start of the meeting, Mr. Wang Antao, Director of the Department of International Cooperation, Ministry of Natural Resources (MNR), shared information that the government's institutional restructuring at the national level has been completed after a year since its announcement in March 2018.
- ii. The government established the new Ministry of Natural Resources which consists of the former agencies of the State Oceanic Administration (SOA), Ministry of Land and Resources, and State Bureau of Surveying and Mapping.
- iii. Mr. Wang clarified that despite the new leadership and structure, China's partnership with PEMSEA remains strong and will continue, PEMSEA's operational focal point will still be the International Cooperation Division of MNR and ably assisted by the China PEMSEA Center. Since January, MNR has been coordinating with the Ministry of Finance to be able to carry out China's contribution to PEMSEA.
- iv. EC members expressed appreciation on the update provided by Mr. Wang Antao and are pleased to hear that China remains committed to the partnership.

#### C. Opening of the Meeting and Adoption of Agenda [\(EC/22/DOC/01\)](#)

- i. Dr. Antonio La Viña, Council Chair, opened the meeting and welcomed the Executive Committee members and the observers from the Ministry of Natural Resources, China and the Department of Environment and Natural Resources (DENR), Philippines to the meeting.

- ii. The Council Chair presented the meeting agenda and suggested some changes in the schedule i.e., the proposal to move the agenda on Other Business and add a Consultation Period on day 1.
- iii. The 22<sup>nd</sup> Executive Committee Meeting adopted the meeting agenda as proposed.

## **1.0 East Asian Seas Congress 2018 and Sixth Ministerial Forum: Results and Follow-on Actions ([EC/22/DOC/02](#))**

### **Discussion Highlights:**

- 1.1 The EC conveyed their gratitude and appreciation to the Department of Environment and Natural Resources of the Philippines for the successful hosting and organization of the EAS Congress 2018, the Sixth Ministerial Forum, PEMSEA Network of Local Governments Forum, PEMSEA Network of Young Leaders Forum and PEMSEA Network of Learning Centers. The members also congratulated DENR and PRF's tremendous efforts in celebrating PEMSEA's 25<sup>th</sup> Anniversary.
- 1.2 Dr. Jae-Young Lee, Deputy Head of Planning and Partnership Development of PEMSEA, presented the follow-on actions based on the results, key recommendations and commitments from the East Asian Seas Congress 2018 and the Sixth Ministerial Forum.
- 1.3 Underscoring the significance of the commitments and recommendations from the Iloilo Declaration and EAS Congress International Conference, the PRF Secretariat gave a summary report of the EAS Congress proceedings and the follow-on actions needed to implement the commitments and recommendations. The PRF Secretariat also presented a tracking tool template as a means to enhance SDS-SEA implementation, address gaps and tap new opportunities for Country partners in the succeeding three years until the next EAS Congress in 2021.
- 1.4 Mr. Arief Yuwono, Council Co-Chair, commended the PRF Secretariat's initiative in consolidating the various international and regional commitments and targets made by Country Partners. He suggested that the relevant data be transformed into an information packet which can be circulated to different National Focal Points as reference or guide in synchronizing and monitoring the progress such commitments to their national plans.
- 1.5 In addition to this, Dr. Vu Thanh Ca, Acting Intergovernmental Session Chair, proposed the incorporation of the EAS Congress International Conference recommendations in the refinement of the PEMSEA Post-2020 Report.
- 1.6 PEMSEA Executive Director, Ms. Aimee Gonzales, informed the EC that PEMSEA's Annual Report for 2019 will have a prominent section on the EAS Congress 2018 and will serve as the proposed information packet. However, an electronic copy of the EAS Congress proceedings, with the monitoring mechanism on the commitments will be shared with PC members before July 2019 for review and completion. PRF will also request country partners and non-country partners to share progress/updates on actions on some of the recommendations at PC in July 2019.

- 1.7 A proposal to organize an event with PEMSEA Partners at international conferences and/or meetings (e.g. UN Ocean Conference, CBD, UNFCCC, etc) was also raised by the PRF Secretariat as an opportunity to showcase the status of the region's achievements and share its examples of good practices and collaboration at a regional scale in implementing a sustainable development strategy on marine and coastal environmental protection.

## Conclusions

- 1.8 The Executive Committee would like to thank the Government of the Republic of the Philippines through the Department of Environment and Natural Resources for hosting a highly successful EAS Congress 2018.
- 1.9 The EC noted that:
- the EAS Congress 2018, Sixth Ministerial Forum, PEMSEA Network of Local Government (PNLG) Forum, PEMSEA Network of Learning Centers (PNLC) Forum, and the PEMSEA Network of Young Leaders (PNYL) Forum had active participation from various stakeholders from national and local governments, the United Nations System, the academe, the youth, private sector and other organizations.
  - the EAS Congress served as a platform to reaffirm the region's support and contribution to international commitments on UN SDGs, Climate Resilience, Sustainable Fisheries, Marine Debris and Microplastics, and Water Security
  - monitoring the progress of follow-on actions should be beneficial to the national focal points since it will enable them to synchronize the EAS Congress 2018 recommendations and Iloilo Declaration commitments with their plans and programs.

## Recommendations

- 1.10 The Executive Committee recommended that:
- PRF develop a summary report on the follow-on actions and commitments reflecting the results, conclusions and recommendations of the EAS Congress 2018 and Sixth Ministerial Forum and other aforementioned fora in line with the objectives and targets of the SDS-SEA Implementation Plan.
  - PRF disseminate the summary report to PEMSEA Partners, Collaborators and National Focal Points. The National Focal Points with the support of PRF will report on the progress of their implementation based on agreed commitments at the 11th Partnership Council meeting.
  - PRF incorporate the recommendations from the EAS Congress 2018 into the PEMSEA Post-2020 Report.
  - PRF and PEMSEA Partners explore international conferences as opportunities to showcase best practices and demonstrate collaborative actions to foster healthy and resilient oceans and coasts from the East Asian Region through joint sessions, events, etc.

## 2.0 PEMSEA's Self-Sustainability [\(EC/22/DOC/03\)](#)

### Discussion Highlights:

- 2.1 In line with PEMSEA's ongoing efforts to achieve self-sustainability, Ms. Aimee Gonzales, PEMSEA Executive Director, reported on the status of actions PRF has undertaken in 2018 including the development of the PEMSEA Post-2020 Futures Report and Strategy and proposed plans to support PRF's operations, particularly through securing of voluntary contributions from Country Partners.
- 2.2 The ED reiterated some of the crucial decisions made at the 10<sup>th</sup> EAS Partnership Council: a) Country Partners facilitate the approval of its voluntary contributions; b) PRF and Country Partners identify joint fundraising activities; and c) Post-2020 Plan should build on previous sustainability initiatives.
- 2.3 The outcomes and objectives of the PEMSEA's Post-2020 Report are nothing new, yet, PEMSEA is faced with the challenge on how to operationalize, implement and secure the strategic objectives beyond 2020. The political will and concrete actions, like country voluntary contributions, must materialize in order to move forward with the longstanding issue on securing PEMSEA's financial sustainability and achieving self-sufficiency.
- 2.4 Although there are projects in the pipeline, they are in various stages of project development and will take time to reach approval stage. And despite PRF's engagement in providing services to other organizations and agencies, consultancy or services fees are still insufficient to sustain PEMSEA's operations. As such, country Contributions as part of a mixed sources of financing is critical to augment and sustain PEMSEA's budget.
- 2.5 PRF is discussing country partners' commitment to provide voluntary contributions. The processes and policies of providing contributions to international organizations differ from country to country. For example, the Ministry of Environment and Forestry (MOEF) of Indonesia has restrictions on providing contributions for non-UN organizations and is working with their Ministry of Foreign Affairs to develop guidelines for non-UN international funding commitments, such as PEMSEA.
- 2.6 Moreover, PRF is continually exploring initiatives on fundraising from other sources of funding (i.e., private sector) and re-engaging with Brunei, Malaysia, Myanmar, and Thailand as Country Partners
- 2.7 Reactivating PEMSEA's working groups like the Research & Development is also being considered, to serve as think tanks and leading the formulation of regional policies and sustainable solutions for the seas and coasts in the region. By mobilizing the region's experts, PEMSEA may establish its brand and forge stronger and/or, new and innovative partnerships with a wide network of stakeholders.
- 2.8 Several comments and suggestions for the Post-2020 Report was raised for review like enhancing some texts, including biodiversity in the trends analysis, expounding on ocean governance and the relevant role of ICM implementation. To better track and

reflect these feedbacks, the ED requested the EC members to submit the comments in writing to the PRF Secretariat.

### **Conclusions:**

2.9 The Executive Committee noted that:

- the need to secure PEMSEA's sustainability has been a longstanding issue and PRF has persevered in its endeavors to fundraise and seek innovative solutions to address this.
- PRF has undertaken efforts to secure country partners' voluntary contributions; however, it takes time to access the funds due to the lengthy and complex processes that vary depending on the country.

### **Recommendations:**

2.10 The Executive Committee recommended that:

- the incoming PC Council Chair and the ED seek written agreement with Country Partners on their voluntary contributions to PRF post 2019 as a follow-up commitment to the Iloilo Ministerial Declaration.
- EC assist PRF in initiating informal talks with Brunei, Myanmar, Malaysia and Thailand to become country partners by introducing and linking the ED to relevant contacts and ministries.
- PRF engage with the private sector to explore providing technical services to the latter that could help contribute to increased and diversified sources of revenues.
- PRF review the Post-2020 Report, taking into consideration the written comments provided by some EC members.

## **3.0 Audit Committee Report**

### **Discussion Highlights:**

3.1 Ms. Mary Ann Dela Peña, Finance Specialist, reported on the PRF Audited Financial Statements 2018 as endorsed by the Audit Committee and is pending for EC's approval.

3.2 PwC, PRF's external auditor, did not find any issues nor encountered any significant difficulties and errors in its audit. As such, PwC has given a clean opinion on the financial statement of PRF.

3.3 It was clarified that PwC has been PEMSEA's external auditor for 3 years. A new external auditor will be hired through a bidding process for the next 3-year cycle for the conduct of the 2019 audit report.

3.4 Mr. Wang explained that China was unable to provide PEMSEA with its voluntary contributions due to their government restructuring last year. Since this process has been completed last March, he reassured that China will continue their contributions for 2019.

3.5 The Council Chair congratulated PRF for achieving a clean audit for 2018.

### **Decision:**

3.6 The Executive Committee approved the PRF Audited Financial Statements 2018, in light of the auditor's clean opinion of audit findings.

### **4.0 Vacancy of an Executive Committee Representative in the Audit Committee upon the End of the incumbent Council Chair's term**

#### **Discussion**

4.1 The meeting was informed of the vacancy of an executive committee representative in the Audit Committee upon the end of the incumbent Council Chair's term.

4.2 As stated in Annex 12 of the PEMSEA Rules of Governance, the Audit Committee shall comprise of any of the members of the EC (except the ED), representatives of PEMSEA Partners, or qualified persons external to PEMSEA. The Council Chair suggested the appointment of Philippine representative Ms. Corazon Davis to replace him as a member of the Audit Committee as it would be difficult for the incoming Council Chair, Mr. Arief Yuwono, to travel from Indonesia to Manila for a 1-hour meeting.

#### **Recommendation:**

4.3 The EC recommended the appointment of Ms. Corazon Davis, Assistant Secretary of the Department of Environment and Natural Resources, to the Partnership Council as a member of the Audit Committee.

### **5.0 Sustainable Financing Mechanism for Supporting the SDS-SEA Implementation [\(EC/22/DOC/04\)](#)**

#### **Discussion Highlights:**

5.1 Ms. Aimee Gonzales provided an update on the status of PEMSEA's Sustainable Financing Mechanism for Supporting SDS-SEA Implementation, including progress on investment partnerships developed.

5.2 The results of the four investment partnerships had different outcomes, raising questions on what PRF's role should be. It allows for a spectrum of potential operating modalities to consider, namely: *inhouse investment facility, a separate private facility and a hybrid PRF-private investment partnership*. PRF presented a draft options matrix evaluating the three options vis-à-vis considerations such as organizational, legal, human resource, direct costs, risks and challenges, financial benefits and benefits to local/national government partners. Regardless, the ED explained that given that upcoming projects have investment in its design, PRF will need an inhouse investment specialist to manage these various investment related activities.

- 5.3 Mr. Harunari commented that while PEMSEA should facilitate investment, it should be cautious in its approach, given its limited resources. A private partnership model may be the best option, but the operating modality options should be evaluated based on application to a specific project, analyzing and considering its pros and cons.
- 5.4 The case of Cavite, Philippines could be used to evaluate a PEMSEA-private partnership operating modality, under the Integrated River Basin Management (IRBM) project. Mr. Adrian Ross, PEMSEA Senior Project Manager, shared that there is an existing set of services that PEMSEA provides to countries, which can include investment services. The question is whether it should be done as inhouse investment services by PRF or whether it should be incubated in a PRF-private sector investment facility. There are USD 13M in projects coming online from PEMSEA in the next year. PEMSEA excels at creating an enabling environment, but the private sector needs to be engaged as a partner to help deliver investments for these projects. The IRBM project was developed with an investment component in mind and can be used to incubate these new investment services. There is a need to partner with someone in the private sector who understands PEMSEA and its mandate. Projects are coming online so solutions are needed this year, PEMSEA should make the best decision it can based on the resources available.
- 5.5 The IRBM project was further explained in detail. Cavite is typical of the other six rivers under the IRBM project. The government needs assistance as it spends a lot of budget on inefficient waste management. PEMSEA should respond with professional solutions. There's a need to move beyond strategies and action plans. There are risks but it is necessary to take them, as the cost of inaction could be higher. It needs to be done in a rational and transparent manner.
- 5.6 Dr. La Viña expressed his support for the proposal. The approach must include a proper legal and governance framework in moving the work forward. The choice of a private sector partner is important, and the partner must be selected following a clear and transparent process.
- 5.7 Mr. Ryan Whisnant, PEMSEA Consultant, presented a summary of the development of a Knowledge Product on PEMSEA Blue Economy Investment.
- 5.8 PEMSEA seeks to consolidate and synthesize the lessons learned, best practices and understanding of gaps, challenges and opportunities from its blue economy efforts to help guide its future activities and share knowledge that can benefit other projects, programmes and similar organizations.
- 5.9 The output includes a public knowledge product, project termination summary and internal insights summary informing the PRF's strategic planning related to blue economy investment. Mr. Whisnant noted a number of achievements from the program and shared highlights of several lessons learned. The overall feedback from PEMSEA's partners on its blue economy work has been positive.
- 5.10 Ms. Davis expressed interest and excitement for PEMSEA's blue economy investment work, suggesting that there may be opportunity in the Philippines with the current administration's emphasis on its infrastructure program entitled, *Build, Build, Build*, and

the small island development scheme, stating that most islands don't have sewerage plans and Local Government Units (LGUs) need help accessing funding.

- 5.11 Mr. Yuwono suggested that the blue economy investment report will be a good input, and that there should be a division of work for PEMSEA between consultancy and partnership.
- 5.12 Dr. La Viña expressed that PEMSEA has positioned itself well globally on the topic of blue economy investment and raised the question of how it can be continued, particularly on how it can be funded. Mr. Ross agreed, emphasizing the opportunity and the benefit of partnering with a private sector facility that can invest and generate funds so it can be self-sustaining.

### **Conclusion:**

- 5.13 The Executive Committee noted that:
- PEMSEA's blue economy investment work over the past 4-5 years has positioned it very well globally. There is a window of opportunity now to move forward and pilot test the feasibility of investment modality(ies) presented at the meeting.

### **Recommendations:**

- 5.14 The Executive Committee recommended that:
- PEMSEA's work on developing a sustainable investment modality should proceed with caution and be based on a rationale assessment of the best approach and pilot application to specific project(s).
  - PRF pursue and explore the incubation of a PEMSEA-private sector partnership based on high standards of governance, legal considerations and transparent process.
  - PRF create an Ad hoc committee to tackle PEMSEA's financial self-sufficiency on a regular basis until the objectives are achieved. The chair of that committee will be the Philippine focal point and will be invited to the Executive Committee meetings to report on recommendations and solutions. Membership to the committee will be open to governmental and non-governmental partners. Work program and timeline will be presented at PC in July 2019
  - PRF will send the Knowledge Product on Blue Economy Investment for EC and PC's feedback.
  - EC and PC to provide comments on the options matrix for the operating modalities for investment by 15<sup>th</sup> May 2019.

## **6.0 Proposed Provisional Agenda for the 11th EAS Partnership Council Meeting**

### **Discussion Highlights:**

- 6.1 Mr. Arief Yuwono presented an overview of Surabaya and the rationale of its selection as the venue for the 11th EAS Partnership Council (PC) Meeting in July.

- 6.2 Surabaya is recognized worldwide for its good governance and its sustainable development efforts, such as the deposit of empty plastic bottles as a mode of payment for bus transportation rides around the city.
- 6.3 MOEF, Mr. Yuwono, and the PRF Secretariat have started their preparations since February and aims to involve the participation of the Surabaya Local Government and Mayor at the Partnership Council Meeting.
- 6.4 Ms. Vida Isabel Vasquez, PRF Secretariat Assistant, presented the 11th EAS Partnership Council provisional agenda to the Meeting.

### **Conclusion**

- 6.5 The Executive Committee noted the provisional agenda that was presented and recommended further refinement after consultation with the Ministry of Environment and Forestry in Indonesia, who will host the 11th EAS Partnership Council meeting in Surabaya, Indonesia on 24-26 July 2019.

### **Recommendations**

- 6.6 The Executive Committee recommended that:
- PRF circulate a refined agenda to the EC Members for feedback by 15th May 2019.
  - PRF provide an update on the status of preparations to the EC after its site visit in Surabaya, Indonesia at the end of April 2019.

### **D. Closing of the Meeting**

- i. The Chair expressed his appreciation to the members of the Executive Committee and the observers from China and Philippines for their active participation in the meeting discussion. Dr. La Viña also thanked the PRF Secretariat for organizing the meeting.
- ii. The meeting was adjourned on 5 April 2019 at 10:00am.

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**ANNEX 1**  
**EXECUTIVE COMMITTEE MEETING AGENDA**

## Annex 1

### 22<sup>nd</sup> Executive Committee Meeting

#### ANNOTATED AGENDA (as adopted by the Meeting)

**April 4, 2019 (Thursday)**

09:30 – 09:40

**1.0 Opening of the Meeting and Approval of Meeting Agenda**

The Council Chair will open the meeting and request the Secretariat to present the Meeting Agenda for review and approval by the Executive Committee.

09:40 – 10:45

**2.0 East Asian Seas Congress 2018 and Sixth Ministerial Forum: Results and Follow-on Actions**

The Secretariat will present the proposed follow-on actions based on the results, key recommendations and commitments from the East Asian Seas Congress 2018 and the Sixth Ministerial Forum.

The Secretariat will also apprise the Executive Committee of the initial discussions and planning with the Ministry of Environment of Cambodia on the hosting of the EAS Congress and Ministerial Forum 2021.

The Executive Committee will be requested to provide further guidance and suggestions on the proposed follow-on actions as well as on the planning for the next EAS Congress, and to seek EC's support in encouraging Country Partners to carry out commitments made in the Iloilo Ministerial Declaration.

10:45 – 11:00

**Coffee Break**

11:00 – 12:30

**3.0 PEMSEA's Self-Sustainability**

In line with PEMSEA's efforts to achieve self-sustainability, the ED will present the PEMSEA Post-2020 Futures Report and Strategy. The presentation will also include proposed preparatory activities as part of the roll out of the Post-2020 Plan (i.e., review of the plan and , identification of joint collaborative actions with Partners, Non-Country Partners and other key actors, as appropriate).

Building on the country consultations undertaken by the ED in 2018 and the commitment made by countries at the Iloilo Ministerial Declaration on supporting the operations of PRF as coordinating mechanism for SDS-SEA implementation through voluntary contributions beyond 2019, the ED will present a proposed approach and timeline to secure more concrete

commitments from Country Partners' in support of PEMSEA's sustainability.

The EC will be requested to:

- (a) provide further inputs on the PEMSEA Post-2020 Plan and to endorse the plan for further review and adoption at the 11<sup>th</sup> EAS Partnership Council Meeting; and
- (b) support the PRF and the ED to secure concrete commitments on voluntary contributions from Country Partners.

12:30 – 13:30

**Lunch Break**

13:30 – 14:30

**Continuation of Agenda Item 3.0**

14:30 – 15:30

**4.0 Sustainable Financing Mechanism for Supporting the SDS-SEA implementation**

The Secretariat will present a report on the status, results and lessons learned from the implementation of the East Asia Ocean Investment Facility and PEMSEA's engagement on Blue Economy and Investment.

The EC will be requested to provide further guidance and suggestions on possible next course of action building on the results and lessons gained in the initiative.

15:30 – 15:45

**Coffee Break**

15:45 – 16:30

**Continuation of Agenda Item 4.0**

16:30

**Closing of Day 1**

18:00 – 20:00

**Welcome Dinner**

**April 5, 2019 (Friday)**

09:00 – 10:30

**5.0 Elections of Council Co-Chairs**

The Secretariat will report on the status of nominations of Council Co-Chairs and the remaining steps to be undertaken to ensure the smooth completion of the nomination and election process.

10:30 – 10:45

**Coffee Break**

10:45 – 11:45

**6.0 Other Business**

The following will be raised and discussed:

- 6.1 Vacancy of an Executive Committee representative in the Audit Committee upon the end of the incumbent Council Chair's term.

6.2 Proposed agenda for the 11<sup>th</sup> EAS Partnership Council Meeting.

The EC members will be invited to provide comments on the above agenda items and raise other related business to the meeting, should they have any.

11:45 – 12:00

**Closing of the Meeting**

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

## Annex 2

### LIST OF PARTICIPANTS

#### EXECUTIVE COMMITTEE

Dr. Antonio La Viña  
Council Chair  
EAS Partnership Council  
Philippines

Mr. Makoto Harunari  
Technical Session Chair  
East Asian Seas Partnership Council and  
Managing Director,  
Japan Transport Research Institute  
Tokyo, Japan

Mr. Arief Yuwono  
Council Co-Chair  
EAS Partnership Council and  
Advisor for Energy to the Minister of  
Environment and Forestry  
Republic of Indonesia

Dr. Jae Ryoung Oh  
Technical Session Co-Chair  
EAS Partnership Council and  
Principal Researcher,  
South Sea Research Institute  
Korea Institute of Ocean Science and  
Technology (KIOST)

Mr. Vu Thanh Ca  
Acting Intergovernmental Session Chair  
EAS Partnership Council and  
Associate Professor  
Hanoi University of Natural Resources and  
Environment  
Vietnam

#### OBSERVERS

##### CHINA

Mr. Wang Antao  
Director  
Department of International Cooperation,  
Ministry of Natural Resources  
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Ms. Zhu Xiaotong  
China PEMSEA Center  
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##### PHILIPPINES

Ms. Corazon Davis  
Assistant Secretary  
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##### PEMSEA SECRETARIAT

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**ANNEX 3**  
**MEETING DOCUMENTS, PRESENTATIONS, and PHOTOS**

### **Annex 3**

The following references are accessible through the following links:

1. Meeting Documents:  
[https://drive.google.com/drive/folders/1i-yGfKlouSNqA2TE\\_zzm8V9tvM845mjl](https://drive.google.com/drive/folders/1i-yGfKlouSNqA2TE_zzm8V9tvM845mjl)
2. Presentations:  
<https://drive.google.com/drive/folders/1qIJXUnRoLHfig0Y-Cu-mrKJDpC7K4Sd0>
3. Photos:  
[https://drive.google.com/drive/folders/1LPW10\\_bmiBa\\_j5WRIIYHJSJHW63LZIGK](https://drive.google.com/drive/folders/1LPW10_bmiBa_j5WRIIYHJSJHW63LZIGK)