

## **IMPLEMENTATION COMPLETION REPORT (ICR)**

**Applying Knowledge Management to Scale up Partnership Investments for  
Sustainable Development of Large Marine Ecosystems of  
East Asia and their Coasts  
2014-2016**

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## Abbreviations and Acronyms

ADB	Asian Development Bank
AFMP	Agriculture and Fisheries Modernization Plan
APL	Adaptable Program Loan
CA	Conservation Agriculture
CCRES	Capturing Coral Reef & Related Ecosystem Services
COP	Community of Practice
COREMAP-CTI	Coral Reef Rehabilitation and Management Program – Coral Triangle Initiative
CRSDP	Coastal Resources for Sustainable Development Project
DA	Department of Agriculture
DARD (Vietnam)	Department of Agriculture and Resource Development
DENR	Department of Environment and Natural Resources
DOA	Department of Agriculture ( <i>Guangdong</i> )
DOF	Department of Finance
DOST	Department of Science and Technology
DPWH	Department of Public Works and Highways
DRC	Development and Reform Commission
EAS	East Asian Seas
EPF	Enterprise Project Fund
FMR	Farm to Market Road
GAPCP	Guandong Agricultural Pollution Control Project
GEF	Global Environment Facility
IW-LEARN	International Waters-Learning Exchange and Resource Network
GPA	Global Programme of Action
GPO	Global Partnership for the Ocean
IBRD	International Bank for Reconstruction and Development
ICM	Integrated Coastal Management
ICR	Implementation Completion and Results
IPM	Integrated Pest Management
IRBCAM	Integrated River Basin and Coastal Area Management
JRIS	Jalaur River Irrigation System
KII	Key Informant Interview
KM	Knowledge Management
KMP	Knowledge Management Project
KP	Knowledge Product
KPS	Knowledge Product and Service
LGU	Local Government Unit
LME	Large Marine Ecosystem
LWM	Livestock Waste Management
M&E	Monitoring and Evaluation
MARD	Ministry of Agriculture and Rural Development
MCA	Marine Conservation Area

MCS	Monitoring, Control and Surveillance
MDG	Millennium Development Goal
MMAF	Ministry of Marine Affairs and Fisheries
MOA	Memorandum of Agreement
MOEF	Ministry of Environment and Fisheries
MONRE	Ministry of Natural Resources and Environment
MPA	Marine Protected Area
MRDP	Mindanao Rural Development Project
MSP	Medium-Sized Project
NFP	National Focal Point
NGA	National Government Agency
NPCO	National Program Coordination Office
NSCB	National Statistical Coordination Board
O&M	Operations and Maintenance
PAD	Project Appraisal Document
PCIP	Provincial Commodity Investment Plan
PDO	Project Development Objective
PDP	Philippine Development Plan
PEMSEA	Partnerships in Environmental Management for the Seas of East Asia
PFD	Program Framework Development
PhilCCAP	Philippine Climate Change Adaptation Project
PIU	Project Implementation Unit
PLGU	Provincial Local Government Unit
PMU	Project Management Unit
PNLC	PEMSEA Network of Learning Centers
PNLG	PEMSEA Network of Local Governments
PPLS	Penablanca Protected Landscape and Seascape
PRA-SRA	Participatory Resource Assessment-Social and Resource Assessment
PRDP	Philippine Rural Development Project
PRF	PEMSEA Resource Facility
PRIS	Pinacanauan River Irrigation System
PSC	Project Steering Community
PSO	Project Support Office
PWS	Potable Water Supply
RAFMP	Regional Agriculture and Fisheries Modernization Plan
RCoE	Regional Center of Excellence
SDS-SEA	Sustainable Development Strategy for the Seas of East Asia
SEAFDEC	Southeast Asia Fisheries Development Center
SEAKB	Southeast Asia Knowledge Bank
SIPLAS	Siargao Protected Landscape and Seascape
SOC	State of the Coast
TA	Technical Assistance
TEG	Technical Experts Group
TTL	Task Team Leader

UNDP	United Nations Development Programme
VCA	Value Chain Analysis
VDR	Vietnam Development Report
WB	World Bank
WB/GEF	World Bank/Global Environment Facility
WSSD/JPOI	World Summit on Sustainable Development/Johannesburg Plan of Implementation

## EXECUTIVE SUMMARY

1. Most countries of East Asia and Southeast Asia are benefiting from rapid economic development and growth. Unfortunately, it is well-recognized that there are negative social and ecological impacts associated with the current economic development model. In particular, a significant percentage of marine and coastal areas in the region are under increasing threats due to a variety of anthropogenic activities, resulting in pollution, overexploitation, degradation and destruction of marine and coastal resources, as well as the over-arching socio-economic and environmental impacts of climate change.
2. East Asian countries, with support from the Global Environment Facility (GEF), The World Bank (WB) and other partners, have made substantial investments to improve ocean and coastal governance and management and move toward sustainable development of coastal and marine resources. However, no single regional agency has carried out the functions of collating information and conducting harmonized monitoring of results, benefits and good practices developed and applied by the riparian countries. This is a gap that not only impedes the sharing of information and lessons from past experiences among countries in the region, but more importantly slows down the uptake and scaling up of investments in good practices within and across the large marine ecosystems (LMEs) of the Seas of East Asia.
3. The GEF-supported medium size project (MSP), *Applying Knowledge Management to Scale up Partnership Investments for Sustainable Development of LMEs of East Asia and their Coasts*, was developed to address the urgent need to fill this gap. The targeted output was a regional knowledge sharing platform that would convert and integrate new information and knowledge from development projects into innovative policies and development programs, scaling up and replicating initiatives, and increased commitments of resources and new investments by the public and private sectors in the region. The Immediate Goal of the project is to establish a regional knowledge platform that facilitates: (a) the integration of investments in sustaining ecosystem services into national and regional development policies, processes and plans; (b) strengthens linkages to the sustainable development agenda adopted by countries of the region (e.g., SDS-SEA); and (c) enhances the capacities and services of central and local governments for developing and implementing investment projects. To achieve this goal, the MSP targeted bringing together policymakers, implementers, networks and investors to work through a range of activities under three project components.

### Key Outcome Indicators of the KM Project

4. The key outcome indicators of the project were identified as follows:

- a. A regional knowledge platform for policymakers, implementers, planners, investors and other concerned stakeholders to scale up SDS-SEA/ICM implementation, established and utilized at the regional, LME/seascape, national and local levels;
- b. National and local government development and investment plans and programs are guided to mainstreaming investments in the brown and blue agendas; and
- c. Local governments utilizing State of the Coast (SOC) reporting systems in planning, assessing and strengthening investments in the rehabilitation and management of coastal and marine ecosystem services in support of sustainable coastal and ocean-based economic activities.

### **Status and Achievements of the KM Project Implementation**

5. The knowledge-sharing platform, Seas of East Asia Knowledge Bank (SeaKnowledgeBank.net), is now available and accessible to policymakers, planners, investors, and other concerned stakeholders. This is to be scaled up and sustained under PEMSEA as a regular service of a regional institution, with the objective of strengthening, monitoring and assessing political commitments by national and local governments, donors and private investors to up scaling and replicating successful policies, projects, tools and practices. The launching and sharing of the knowledge platform (seaknowledgebank.net) was started in 2015. The knowledge platform (seaknowledgebank.net) was launched during the EAS Congress 2015; and continued during the Workshop 2: Application of Knowledge Management in Scaling up Public, and Private Sector Investments in a Blue Economy during the EAS Congress 2016. It was also disseminated during the Economist's Blue Economy Forum 2015 in Portugal; and The World Ocean Council Forum 2015 in Singapore; and during the Partners Round Table at the GEF International Waters Conference in Sri Lanka 2016.
6. Further enhancement of the knowledge sharing platform continues and arrangements for launching and road shows in the 6 GEF investment projects were accomplished. The first road show of the knowledge platform conducted on May 25, 2016 in Soc Trang province in Vietnam with the GEF partner Coastal Resources for Sustainable Development Project (CRSD) was received with enthusiasm and keen interest by participants coming from various agencies of government and industry from representatives of numerous provinces and districts in Vietnam. Another road show launching the knowledge platform to the three GEF-funded investment projects in the Philippines and other partners, PNLG, and PNLC as well as business and investors were conducted successfully in Diamond Hotel, Manila on June 7, 2016. The remaining two WB/GEF investment projects have already scheduled road show and launching of the knowledge platform.
7. Twenty-five (25) knowledge products were published and disseminated by the MSP during the EAS Congress in November 2015 and uploaded to SEA Knowledge Bank

(categorized as “Best/good practice, lessons learned” of the 15 types of KPS included in this Bank under Good Practices) for wider dissemination. This portal directly supports the implementation of the SDS-SEA at the regional, national and local levels to fully achieve its goal of sustaining the development of coastal and ocean ecosystem services in the EAS region; and also serves as a connection to existing and emerging KM networks and initiatives across the region (e.g., CCRES) and globally (e.g., GEF IW Learn).

8. The launching of two additional networks, namely: PEMSEA Network of Learning Centers (PNLC) and the East Asian Seas Sustainable Business Network (EAS SBN) created new partners to expand the use of services developed and/or promoted during the project and to enhance the potential for more productive connection and interaction with local and regional policymakers, planners, investors, and other concerned stakeholders.
9. From the GEF and WB standpoint, the knowledge platform is now poised to support the implementation of the larger GEF/WB Program Framework for Scaling Up Investment Partnerships in East Asian Seas, particularly the six GEF/WB investment projects under that framework program, namely: (a) Philippine Climate Change Adaptation Project (PHILCCAP); (b) Philippine Rural Development Project (PRDP); (c) Guangdong Agricultural Pollution Control Project (GAPC); (d) Coral Reef Rehabilitation and Management Program Phase III (COREMAP-CTI Phase III); (e) Coastal Resources for Sustainable Development (CRSD) project in Viet Nam; and (f) the regional project on Capturing Coral Reef and Related Ecosystem Services (CCRES). The knowledge platform developed under the project also contributes to the achievement of IW Objective 3, Outcome 3.3 (i.e., active learning, experience sharing and knowledge management in the GEF IW portfolio in the EAS region).

### **Outcomes and Impacts of the KM Project**

10. Project managers, local stakeholders and national implementing agencies of the six GEF/WB investment projects indicated interest and support for the regional knowledge platform (SEAKnowledgeBank.net), as presented by the PEMSEA project team during a series of site visits and consultative meetings conducted in May/June 2016. In particular, interest was keen with regard to the functions and related services provided by the platform to help local governments and project managers to identify, strengthen and market potentially investable projects to investors and other sources of financing. Unfortunately, only two of the projects were at a stage where the KM platform functions could actually be demonstrated (PhilCAPP and CRSD).
11. Two new COPs were set up during the project:
  - a. The PEMSEA Network of Learning Centers (PNLC) includes 15 universities from 6 countries as the founding members. The PNLC facilitates sustainable development and environmental conservation of marine and coastal resources of the region, by



providing technical advice and assistance to national and local governments, ICM project sites, nongovernmental organizations, local communities and the private sector. The PNLC also facilitates in the capacity development of new and existing Learning Centers through the sharing of knowledge, tools and experience.

- b. The East Asian Seas Sustainable Business Network (EAS SBN) is an active and influential community of forward thinking companies focused on building a blue economy through protection, conservation and sustainable use of oceans and coasts. The EAS SBN provides a practical and action-oriented forum for business leaders to link to science, innovative technology and best practices for moving their sustainability and shared growth strategies forward and in alignment with ocean policy development in the region. There are 10 founding business representatives to the EAS SBN.
12. Increasing support for and membership in the PEMSEA Network of Local Governments (PNLG) was apparent during the duration of the project (i.e., 5 new local government members joined the PNLG during the MSP implementation period). This is a good indicator of strengthening political awareness and priority given to ICM initiatives and investments for the sustainable development of coastal and marine areas.
13. A unique and value added feature of the regional knowledge platform has been the inclusion of an on-line service on how to *Prepare for ICM Investments* for national and local governments, and how to *Find ICM Investment Opportunities* in specific priority areas in the EAS region for investors. These features go beyond other KM platforms, by providing ready access to an active service that: (a) assists project managers to scale up and replicate the good practices and investment opportunities; and (b) reduces the upfront transaction costs of investors to identify investment ready projects. In many cases, success in scaling up and replication of good practices is limited due to lack of experience, networks, resources and time within the context of development projects, as well as the required reaction time of the private sector.
14. The e-directories component of SEA Knowledge Bank provides users with access to a list of potential service providers (i.e., experts, COPs, PNLC and other networks) that can be tapped to assist local governments and communities in conducting value chain analyses and developing business models for the identified investable projects. While the e-Directories are quite useful, the experience of the Road Show conducted by PEMSEA suggests that there is a lingering gap in understanding at the local level and among other potential users about when and how to use this expertise. Further training and demonstration of the platform, as well as documentation of successful experiences are warranted.

## **Lessons Learned**

15. The following are important lessons that have been learned from the project:

- a. The high level of interaction and collaboration built by PEMSEA with selected national and local governments in ICM projects and initiatives for more than 20 years, prior to the project design, has considerably improved the capacity of the project to facilitate the implementation of the planned activities through PEMSEA's existing and emerging COPs and networks, regional centers of excellence, and learning centers. This is an important reminder that the investments made by GEF in the region over the years have been able to institutionalize support networks that are effective and efficient, not only in delivering project outputs but in sustaining and scaling up project outputs to larger impacts. The decision to build the platform within an existing, sustainable regional institution ensures the coordination, functional effectiveness and sustainability of SEA Knowledge Bank for the future.
- b. The EAS knowledge platform was designed and developed in collaboration with the six GEF/WB investment projects as well as ICM project managers, local governments and investors in the region. The six investment projects are now poised to use the features and services of the SEA Knowledge Bank. Unfortunately, the six projects were unable to take advantage of the knowledge platform and fully test the services within the timeframe of the MSP. This provides a lesson in project design and development. When designing interrelated projects of this nature, it is critical to ensure that the timing of expected inputs to, and outputs from, such projects are well-coordinated and well-scheduled. In this case, the KM platform has been designed and operationalized, but cannot be fully demonstrated among the six GEF/WB investment projects, which are at different stages of development and implementation.
- c. Engagement plans and cooperation among the six World Bank/GEF investment projects and the KM project ultimately determine the extent to which the KM project could adequately and effectively gain the cooperation and resource commitment from the investment projects. With the exception of the CCRES project, the project documentation of the investment projects did not include sharing of information and cooperation with the KM project. The lack of engagement requirements between the projects caused delays in the MSP delivery. This was overcome through interventions by the World Bank Country Offices and the Task Team Leaders. However, in the future, the potential role of the SEA Knowledge Bank platform in identifying and promoting good practices and investment partnerships among development and investment projects can be clarified at the planning stages of such projects. This will ensure efficient and effective use of resources.
- d. The PEMSEA project team noted the above risks at the start of the project. The following countermeasures were implemented to minimize the impact of these risks:
  - i. The potential risk of lack of cooperation and funding commitment from other

projects under GEF/WB Framework Program was identified early. A countermeasure taken was to plan and promote value-added cooperative activities with the respective investment projects. Activities such as KM Road Shows and site visits to explore opportunities for strengthening investible projects were undertaken in 2015 and the first half of 2016. The Road Shows, which were designed to orient stakeholders on the design and operation of the KM platform and the available services also involved selected national and local policymakers, managers, planners and project managers. The resulting support for the KM platform, and the interest in developing investible projects using the platform services are evidence that the proactive countermeasures worked.

- ii. A potential lack of political attention and priority given to ICM initiatives and investments by some national or local governments was another risk identified for the project. As a countermeasure, the project carried out the following activities: (i) organize/conduct site visits and seminars for national policy makers and/or local chief executives to selected ICM projects/sites (Output 1.2); (ii) promote and support the integration of SOC reporting system into the planning and M&E processes of selected local government units hosting GEF/WB investment projects (Output 2.1); (iii) conduct evaluative scanning of PEMSEA partner countries' national and local governments' capabilities towards mainstreaming ICM investment projects (Output 2.2); and (iv) conduct collaborative planning workshops, consultation meetings and other forms of planning assistance appropriate for the needs of partners at various maturity stages of piloting and up scaling of investments in the blue economy (Output 2.2).
- iii. The third risk was associated with the challenges of the GEF/WB investment projects to generate lessons learned, best practices, etc. within the MSP timeframe, for transferring and sharing among stakeholders in the region. To overcome this risk, the MSP gave priority to capture knowledge products (lessons learned, best practices and other informative materials) from completed and nearly completed projects under GEF/WB Strategic Partnership Investment Fund for Pollution Reduction in LMES of East Asia (2005-2015), and existing and emerging KM networks at the national, regional and global levels, for packaging and dissemination in the first year of implementation via the regional knowledge platform.
- iv. The fourth risk for the MSP was the sustainability aspect of the established ICM e-library and regional knowledge-sharing portal, networks including COPs and support services beyond the current project. The establishment of PEMSEA as “a self-sustaining regional partnership mechanism for SDS-SEA implementation” in 2006, and as “an international organization” in 2009, as

ratified by the countries of the EAS region, including the signing of headquarters agreement by PEMSEA with the Government of the Philippines in 2012 as further ratified by the Philippine Senate in 2015, provided an assurance for the sustained operation of such KM tools and mechanisms through integration into the operating arrangements of PEMSEA for sharing and dissemination to governments, sponsors, donors, the private sector and other stakeholders who are committed to the implementation of SDS-SEA.

## **Recommendations and Future Directions**

16. The SEA Knowledge Bank and the knowledge management products and service are developed and ready for use. The challenge is the lack of demonstrated benefit of the platform, including the KM products and services that are available to other projects being developed or in operation in the region. It is therefore recommended that The World Bank and PEMSEA explore the possibility of preparing an MSP proposal that will allow the full testing, demonstration and marketing of the KM platform and the delivery of the developed knowledge products and investment partnerships to the six GEF/WB investment projects and to national and local governments in the region. In particular:
  - a. Demonstration and testing of the knowledge platform should be continued, including the 6 GEF investment projects;
  - b. User feedback is needed for enhancement and improvement of the knowledge platform prior to its full launch;
  - c. Translation of the knowledge platform to languages of non-English speaking partners (e.g. Vietnam, Indonesia, and China) should be considered;
  - d. Technical skill training needs of partners need to be further assessed and addressed so that access and use the platform reaches its full potential and applicability;
  - e. More effort is needed to coordinate and work with local governments for mainstreaming potential community level investments in respective provincial and or municipal medium term development and investment plans in order to achieve project outcomes; and
  - f. Opportunities for private-public partnerships must be further developed and nurtured, until such time as local governments and the investment community are confident and capacitated in the process.

## **INTRODUCTION**

### **Background and Project Description**

As part of the GEF/World Bank Project on Applying Knowledge Management to Scale-up Partnership Investments for Sustainable Development of Large Marine Ecosystems of East Asia and Their Coasts, the Partnerships in Environmental Management for the Seas of East Asia (PEMSEA) seeks to develop the Project Terminal Evaluation (Implementation Completion Results) report for the World Bank-PEMSEA Knowledge Management Project.

The Implementation Completion Results (ICR) report is an integral part of the World Bank's drive to increase development effectiveness, through a continuous process of self-evaluation, lesson learning and application, sharing of knowledge, and being accountable for results. The lessons learned from the ICRs improve the quality and effectiveness of the project.

### **Brief Description of Applying Knowledge Management to Scale-up Partnership Investments for Sustainable Development of Large Marine Ecosystems of East Asia and Their Coasts**

The MSP was envisioned to facilitate achievement of IW Objective 3, Outcome 3.3, namely active learning, experience sharing and knowledge management in the GEF IW portfolio in the EAS region. The immediate goal of this MSP is to establish a regional knowledge platform that facilitates: the integration of investments in sustaining ecosystem services into national and regional development policies, processes and plans; strengthens linkages to the sustainable development agenda adopted by countries of the region (e.g., the Sustainable Development Strategy for the Seas of East Asia or SDS-SEA); and enhances the capacities and services of central and local governments for developing and implementing investment projects.

In order to establish a sustainable regional knowledge platform, the project which started implementation in 2014 brought together national policymakers, local chief executives, project managers, practitioners, academia, scientists, investors and the business sector, as well as other knowledge management networks at the national, regional and global levels to work through a range of activities under three components, namely:

*COMPONENT 1: A regional coastal and ocean ecosystem governance e-Library and knowledge sharing portal.* The purpose of the portal is to promote dialogue and improve the exchange of knowledge, information and methods within and among countries and concerned stakeholders on investments in sustaining marine and coastal ecosystem services. The portal also serves as a connection to existing and emerging knowledge management networks and initiatives across the region (e.g., Regional GEF/WB Project on Targeted Learning and Innovation: Capturing Coral Reef and Related Ecosystem Services (CCRES)) and globally (e.g., GEF IW Learn).

**COMPONENT 2: Innovative tools and best practices.** This portion of the project is to focus on a system for identifying, packaging and transferring new and innovative approaches and best practices to policymakers and practitioners. The project also is to promote mainstreaming time bound priority targets and projects under the brown and blue agenda into national and local government medium-term development and investment plans.

The first priority of the project was to put in place a system for capturing knowledge and lessons learned from the five investment projects and one Regional innovation and TA project under the WB/GEF PFD. Six (6) WB/GEF-supported investment projects have been identified to benefit from, and contribute to, the project, as presented in **Table 1** with the locations of operation, executing agencies, official project start-end date of implementation, and WB and GEF funding and co-financing.

**Table 1: Project Information on the World Bank/GEF Investment Projects<sup>1</sup>**

<b>Project Titles/ Country/Region</b>	<b>Locations of Operation</b>	<b>Executing Agencies</b>	<b>Project Start - End Date</b>	<b>Project Funding (US\$ Million)</b>
China: Guangdong Agricultural Pollution Control Project (GAPCP)	Guandong Province	Department of Agriculture (DA), Guangdong province	December 2013- June 2019 Launched in March 2014	IBRD:100.000 GEF: 5.100 GOC:108.300
Indonesia: Coral Reef Rehabilitation and Management Program- Coral Triangle Initiative Phase III (COREMAP-CTI III)	7 districts in 5 provinces (East Nusa Tenggara, South Sulawesi, South East Sulawesi, West Papua, Papua)	Ministry of Marine Affairs and Fisheries (MMAF)	July 2014 - March 2019	IBRD: 47.380 GEF: 10.000 GOI: 5.740
Philippines: Climate Change Adaptation Project (PhilCCAP) <sup>1</sup>	Three pilot regions (Regions 2, 6 and 13)	Department of Environment and Natural Resources (DENR)	July 2010 - June 2015; extended by 12.5 months to December 2016 <sup>3</sup>	GEF: 4.974 GOP: 50.450
Philippines: Philippine Rural Development Project (PRDP)	6 key marine biodiversity areas (Tayabas Bay, Green Island Bay, Ticao Pass, Southeast Iloilo, Danajon Bank, and Guian Coast) in 6 regions	Department of Agriculture (DA)	November 2014 - November 2020	IBRD: 501.250 GEF: 7.000 GOP: 163.340
Vietnam: Coastal Resources for Sustainable Development Project (CRSDP)	8 provinces (Ca Mau, Soc Trang, Khanh Hoa, Phu Yen, Binh Dinh, Ha Tinh, Nghe An, and Thanh Hoa)	Ministry of Agriculture and Rural Development (MARD), and 8 provinces	August 2012 - July 2017	IDA:100.000 GEF: 6.500 GOV: 17.900

Project Titles/ Country/Region	Locations of Operation	Executing Agencies	Project Start - End Date	Project Funding (US\$ Million)
Regional: Capturing Coral Reef and Related Ecosystem Services Project (CCRES)	El Nido, Palawan Province, Philippines; Indonesia	Global Change Institute, University of Queensland (UQ)	October 2013 - August 2018	GEF: 4.500 UQ: 2.000

Notes: <sup>1</sup> Project information was taken from the respective Project Appraisal Documents published by the World Bank.  
<sup>2</sup> Replaced the originally included WB/GEF investment project: Manila Bay Integrated Water Quality Management Project by PhilCCAP.  
<sup>3</sup> Project extension of closing date was approved by the World Bank based on Restructuring Paper dated November 26, 2015 (Report No: RES21192).

Second, in close collaboration with CCRES, knowledge management activities will be disseminated, innovation and lessons learned in the application of robust science to local development planning, eco-business opportunities and community welfare from well-managed coastal ecosystems to promote replication and scaling up of good practices.

*COMPONENT 3: Communities of practice and support services.* Within the region, ICM has become more robust as it has matured from a mere environmental or resource management approach to a governance system based upon sustainable development principles. Alongside this maturity is the growth of communities of practice (e.g., PEMSEA Network of Local Governments (PNLG); Twinning Network for Integrated River Basin and Coastal Area Management (IRBCAM); ICM Learning Centers (ICM LCs); Regional Centers of Excellence (RcoEs); EAS Partnership Council; EAS Congress; etc.), which advocate integrated coastal governance and share skills, knowledge and good practices, including parallel world views on how to address problems and opportunities.

New COPs are emerging regionally and globally that can be further developed and/or tapped to further enhance the scientific and economic soundness of investments. A second phase of the knowledge transfer and application effort focus on promoting investment projects that replicate good practices and engaging key stakeholders (e.g., economic development and finance agencies; investors; donors; etc.) through an on-line investment forum. In addition, this component establish functional inter-governmental COPs, as needed, e.g., among local government investment planners and finance/budget programming officers in the national government, ICM project development offices, etc., in order to build awareness and encourage national government priorities and commitments to local needs and project initiatives.

### **Scope of the Consultancy Project**

The goal of this consulting mandate is to develop the Implementation Completion Results (ICR) Report for the World Bank-PEMSEA Knowledge Management Project. The Project Terminal Evaluation (ICR) Report should include:

- Assessment of the operation's objective, design, implementation, and operational experience;
- Assessment of the outcome of the operation against the agreed objectives;

- c. Evaluation of the borrower's own performance during the preparation and implementation of the operation, with special emphasis on lessons learned that may be helpful in the future;
- d. Evaluation of the performance of the Bank (World Bank), any co-financiers, or of other partners during the preparation and implementation of the operation, including the effectiveness of their relationships, with special emphasis on lessons learned;
- e. Description of the proposed arrangements for future operation of the project;
- f. Assisting the preparation of the Bank's Project Terminal Evaluation (ICR); and
- g. An assessment of the project's contribution to global environmental objectives.

To achieve the scope and deliverables of this consultancy project, the study proposed to show first the picture and or story of each KM project site. The study is expected to cover variation in KM project implementation in different contexts (country of location, target beneficiaries, technical and social preparation, LGU commitment and involvement, culture, etc.). The process of KM project implementation in each site will be observed and studied using qualitative research methodologies and will draw extensively on observation and consultations with project beneficiaries. This first part of the Project Terminal Evaluation (ICR) report will be the basis of sharing to the six World Bank Investment Projects under WB/GEF Program Framework (see Table 1) for the incoming Partnership Council Congress on July 11, 2016. The detailed presentation of the report outline of the First Part of Project Terminal Evaluation (ICR) Report is presented in Annex A.1 of this document.

## **Methodology and Design**

The study is expected to cover variation in KM project implementation in different contexts (country of location, target beneficiaries, technical and social preparation, LGU commitment and involvement, culture, etc.). The process of KM project implementation in each site will be observed and studied using qualitative research methodologies and will draw extensively on observation and consultations with project beneficiaries.

Data gathering methodology include: visit and observation of project sites; conduct of interview of beneficiary; Key Informant Interviews (KII); and desktop/document review of the KM project. Selection and identification of the KM projects for assessment and review will be coordinated with the World Bank – PEMSEA KM Project Management. The Key Informants will include knowledgeable PEMSEA personnel, project management officers of identified KM projects, PNLG partners, and PNLC partners. Review and assessment of desktop/existing documents and other relevant information will also cover the identified KM projects.

*Collaboration with PEMSEA-KM Management Team.* The study recognizes the crucial importance of establishing close collaboration with the PEMSEA-KM Management team, during the implementation of this assignment, particularly during the design of the research tools/instruments and arrangement of field visits in all target KM project sites.

*Data Analysis.* It is important to note that data analysis is an integral part of data collection, where preliminary analyses of data collected are inputted in the database for the next phases of the study. This continuity of data analysis from one stage of the study, and from one source of



data, to the next is crucial to attaining the validity and replicability of data for this Process Assessment. Thus, findings from the analysis of each KII interview and initial participant observation data will contribute to the findings of the study and in selecting appropriate and relevant informants and participants in the next KIIs. Data analysis in this Process Assessment will rely on field notes and discussions of research teams and of participant observers, making sure that research questions are appropriately answered. Data from multiple sources and from multiple approaches will be triangulated per site visit. There will be analysis of data per site visit but an overall data analysis will be presented in the draft Project Terminal Evaluation (ICR) and final Project Terminal Evaluation (ICR) reports.

### **Profile of KM Learning Projects Covered by the Assessment**

The six GEF/WB investment projects (**Table 1**), which are the targeted learning projects by this MSP, have included sharing of knowledge and best practices in biodiversity conservation and climate change adaptation (PhilCCAP), habitat protection and management (COREMAP-CTI III and CCRES Project), food security and alternative livelihood (PhilCCAP, PRDP and CRSD Project), and pollution reduction and nutrient management (GAPCP)<sup>1</sup> to enhance and sustain achievements of respective project development and global environmental objectives. The development of a regional-level ICM e-library and knowledge sharing portal, including a platform for matching local governments and communities with priority investible projects and private investors with capital resources, would enable the MSP to provide added value to these investment projects for scaling up investments on their knowledge products, tools and services.

### **Predominant Contextual Factors of KM Learning Projects**

#### **Profile of Projects Collaborating with PEMSEA KM Project**

The six GEF/WB investment projects, which are the targeted learning projects by this MSP, have included sharing of knowledge and best practices in biodiversity conservation and climate change adaptation (PhilCCAP), habitat protection and management (COREMAP-CTI III and CCRES Project), food security and alternative livelihood (PhilCCAP, PRDP and CRSD Project), and pollution reduction and nutrient management (GAPCP) to enhance and sustain achievements of respective project development and global environmental objectives. The development of a regional-level ICM e-library and knowledge sharing portal, including a platform for matching local governments and communities with priority investible projects and private investors with capital resources, would enable the MSP to provide added value to these investment projects for scaling up investments on their knowledge products, tools and services. For more detailed discussion of each of the 6 GEF/WB investment projects, please see Annex A.1).

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<sup>1</sup> PEMSEA, MSP's Knowledge Management (KM) Strategy and Implementation Plan, August 19, 2014; and World Bank, Project Appraisal Documents (PADs) of the six investment projects.

## PROJECT ACHIEVEMENT, OUTCOMES AND OUTPUTS

### Outcome and Impact of KM Project

**Adequacy of Governments' Commitment, Stakeholder Involvement, and/or Participatory Processes.** The Governments of China, Indonesia, Philippines and Vietnam, hosting the six GEF/WB investment projects, have demonstrated commitment and support to the MSP during a series of site visits with consultation meetings conducted by PEMSEA/MSP experts and officers to identify potentially investable projects and areas of collaboration. These efforts resulted in the provision of planning assistance for the conduct of value chain analysis of community-level investments as prioritized by local governments and communities, and/or the development of business plans for such investments (i.e., community-based abalone production in Siargao Island province under PhilCCAP project and the community-based seaweed production in Guimaras Island province and other sites under the PRDP project, to serve as alternative or additional livelihoods for fishers and other coastal residents<sup>2</sup>). In addition to these four governments, the other 10 countries that adopted SDS-SEA have actively participated in activities organized or co-organized by the MSP. The ongoing efforts of these two investment projects to coordinate with local governments for mainstreaming of these potential community-level investments in respective provincial and/or municipal medium term development and investment plans are key activities that contribute to achievement of the MSP's Intermediate Outcome 2.

PEMSEA, the MSP's executing agency, was set up as "a self-sustaining regional partnership mechanism for SDS-SEA implementation" through the Haikou Partnership Agreement (2006) signed by 11 countries in the EAS region. PEMSEA was later recognized as an "international organization" focusing on ocean and coast governance and management through the Manila Declaration (2009) authorized by 8 partner countries. Recently, PEMSEA signed a project cooperation agreement with UNDP that recognized the organization as implementing partner of UNDP. All these intergovernmental and international agreements/recognitions have further made PEMSEA more organizationally committed and secured to sustain the MSP activities beyond its implementation period.

The local governments (provincial, municipal, district and village levels) also showed interest and commitment for the implementation of GEF/WB investment project activities supported by the MSP, and many of the local communities and/or organizations actively participated in consultation meetings conducted by the MSP along with the investment projects to identify potentially investable projects and areas of collaboration, as well as to plan activities to pursue in developing business plans for investable projects. Since the MSP started earlier in 2014 than most of GEF/WB investment projects, several planned project activities set for the year directed at achieving Intermediate Outcomes 2 and 3 were moved to 2015, and some even extended to the first half of 2016 (i.e., the completion of site visits and the attendant activities in GEF/WB investment projects in Indonesia and Vietnam for the confirmation of engagement plans by the MSP with these investment projects) to allow investment projects to catch up. However, the MSP's Strategy and Implementation Plan (August 2014) noted that it was "not certain if any GEF/WB project would have progressed to a point where it can show

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<sup>2</sup> Based on information gathered during interviews with PRDP's Natural Resource Management Specialist and In-Charge of GEF-supported activities on May 18, 2016; and PhilCCAP Project Manager on May 19, 2016.

successful project features to visitors before 2017 (end of MSP).”<sup>3</sup>

## **Assessment of Outcomes**

### **Relevance of Objectives, Design, and Implementation**

Relevance of Objectives: The MSP’s primary objective, including its activities, remain highly relevant for the EAS region, especially with the rapid economic development and population growth in most countries that generate increasing pressures on coastal and marine ecosystems of the region. SDS-SEA Implementation Plan 2012-2016, along with the corresponding national-level plans, aims to accelerate achievement of SDS-SEA objectives and targets in order to protect the coasts and oceans of the region while at the same time build an ocean-based blue economy. This is a collaborative intergovernmental effort undertaken by countries of the EAS region, non-country partners, and regional organizations/programs that participated in the formulation of SDS-SEA objectives and action programs since 2003. As the design of the MSP was borne out of the SDS-SEA Implementation Plan 2012-2016, the project objective is also consistent with SDS-SEA and its current Implementation Plan, and GEF IW Objective 3, Outcome 3.3 (i.e., active learning, experience sharing and knowledge management in GEF IW portfolio in the EAS region). The MSP achievements in terms of establishing SEA Knowledge Bank and the KPS/tools found therein, knowledge generation, capacity development, expansion of COPs, etc. are still and will continue to be relevant for most countries in the EAS region. The MSP objective and its activities are also relevant to the ongoing GEF/WB investment projects and their continuing initiatives in the region relating to sustainable development of coastal and marine ecosystems and resources, including climate change adaptation.

Relevance of Implementation: Throughout the project lifetime, the MSP implementation remains relevant to the regional and national, WB, and global development/environmental objectives. No significant changes in terms of project scope, policy, targets or other arrangements have occurred during implementation, except the reported rescheduling of some project activities as noted in the quarterly Grant Monitoring Reports.

### **Achievement of Project Development Objectives/Global Environmental Objectives**

The MSP outputs per Intermediate Outcome are summarized below (Table 2), while more details are provided in Annex A.2. The PDO/GEO elements to promote the scaling up and replication of KM best practices and lessons learned on ICM for sustainable development of coastal and marine resources in LMEs in the EAS region were achieved as the major outputs of the project components revealed. An ICM e-library and knowledge-sharing portal for countries in the EAS region was built (Component 1); innovative KM products and tools reflecting best practices and lessons learned for ICM were developed, uploaded in SEA Knowledge Bank, and shared to national and local policy-makers, planners, managers, implementers and investors in order to improve institutional capacity (Component 3); and pertinent COPs and support services were developed or expanded to be tapped to enhance the scientific and economic soundness of investments, bring new eco-business prospects to

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<sup>3</sup> A World Bank/GEF Medium-Sized Project implemented by PEMSEA, August 2014. Strategy and Implementation Plan for Applying Knowledge Management to Scale up Partnership Investments for Sustainable Development of Large Marine Ecosystems of East Asia and Their Coasts.

local government and communities to apply innovative policies, technologies and practices for sustaining coastal and marine ecosystem services; and create more interaction between project proponents and potential investors. In November 2015, the MSP launched the main sections of the regional knowledge-sharing platform, commonly known as SEA Knowledge Bank, during the EAS Congress 2015 as achievement of the PDO/GEO Outcome Indicator 1, including the distribution of an early set of 25 packaged knowledge products in the form of case studies based on good practices and lessons learned from GEF/WB investment projects, and PEMSEA's ICM sites and partner national and local governments. These ICM knowledge products, and other relevant informative materials and tools, were also uploaded in SEA Knowledge Bank for wider dissemination.

**Table 2: Assessment of PDO/GEO (GEF Focal Area Objective) Indicators**

PDO/GEO Outcome Indicators	References <sup>1</sup>		Status
	PRF	GMR	
Outcomes: Information and knowledge available and accessible for decision-making, learning and improving the political and social climate for investments in rehabilitating and sustaining coastal and marine ecosystem services			
1. A regional knowledge platform for policymakers, implementers, planners, investors and other concerned stakeholders to scale up SDS-SEA/ICM implementation established and utilized at the regional, LME/seascape, national and local levels	✓	✓	Satisfactorily achieved
2. National and local government development and investment plans mainstreaming investments in the blue and brown agenda	✓	✓	Leading towards satisfactorily achieving with in the life of the project
3. % of local governments utilizing State of the Coast (SOC) reporting system in planning, assessing and strengthening investments in the rehabilitation and management of coastal and marine ecosystem services in support of sustainable coastal and ocean-based economic activities	✓	✓	Satisfactorily achieved

**Outcome 1:** In the Project Results Framework (PFR), there are ten (10) indicators of Intermediate Outcome 1. By end of December 2015, eight target indicators were fully achieved while the other 2 are nearing its completion and only involve monitoring of data, as summarized in Table 3 and the details as provided in Annex A.2. The last year of project implementation has been planned to fully achieve the other indicators.

**Table 3: Assessment of Outcome Indicators: Informed national policymakers and local chief executives have increased interaction via a regional e-network, which serves as advocates for integrated management of coastal and marine areas and scaling up of multi-sectoral partnerships and investments**

Outcome Indicators	References		Status	Contribution to Achieving expected outputs
	PRF	GMR		
Output 1.1: Electronic knowledge library/portal for channeling the latest information on lessons learned, best practices and other informative materials on ICM, partnerships and investments				
• Beta version of the e-library/knowledge portal operational	✓	✓	Fully achieved	Shared and utilized by 6 GEF-investment projects and other partners
• No. of technical and investment oriented knowledge products from World Bank/GEF projects, PEMSEA ICM sites, and other relevant projects and programs uploaded onto the beta version of the e-library/ knowledge portal	✓	✓	25 ICM Solutions produced to date, case studies are being prepared as part of the PEMSEA publication of case studies	These 25 ICM solutions uploaded in knowledge portal have open doors to more case studies
• e-library and knowledge portal linkages with IW Learn, CCRES and other national, regional and global knowledge networks	✓	✓	Fully achieved	More knowledge products to be shared and uploaded in the KM platform
• e-Library/knowledge network formally launched and integrated into the PEMSEA Network of Local Governments website	✓	✓	Fully achieved	Opening to more opportunities of integration and sharing of knowledge and possible investments
• Number of downloads from the e-library	✓	✓	Google analytics incorporated	Marked increased of hits and downloads

Outcome Indicators	References		Status	Contribution to Achieving expected outputs
	PRF	GMR		
			to the SEA Knowledge Bank number of downloads are being monitored	after the launching of knowledge platform
<ul style="list-style-type: none"> <li>Number of queries responded to via the Help Desk of the e-library</li> </ul>	✓	✓	Google analytics incorporated to the SEA Knowledge Bank statistics are being monitored	More and more queries will be attended to and will result to marked increased in usage
Output 1.2: Policymakers, local chief executives, planners, implementers and investors interact during site visits/seminars organized and conducted at the six (6) GEF/WB project sites, as well as to other relevant investment projects/ICM project sites				
<ul style="list-style-type: none"> <li>Directories of government and non-government players and stakeholders with planning and decision-making responsibilities concerning investments under the blue and brown agendas</li> </ul>	✓	✓	Initial database uploaded. Comprehensive database for directories are gathered and screened and ready for upload	Ready for upload and wider dissemination
<ul style="list-style-type: none"> <li>Number of participants in site visits or seminars</li> </ul>	✓	✓	Fully achieved (over 300 participants)	Marked increased in participation, discussion and commitments on the project
<ul style="list-style-type: none"> <li>Number of local governments joining the PEMSEA</li> </ul>	✓	✓	Fully achieved (5 new local governments joined)	

Outcome Indicators	References		Status	Contribution to Achieving expected outputs
	PRF	GMR		
			PEMSEA from 2014-2015)	
<ul style="list-style-type: none"> <li>• Network of Local Governments (PNLG) as new members</li> </ul>	✓	✓	Fully achieved (5 new local governments joined PEMSEA from 2014-2015)	

**Outcome 2:** Time bound priority projects in the brown and blue agenda were identified and planned for scaling up/replicating in GEF/WB investment project sites as a key strategy for promoting them for mainstreaming into national and local government medium-term development and investment plans. The MSP defined three main outputs with eight measurable indicators and targets to achieve its Intermediate Outcome 2. Five of these indicators were fully achieved; two are nearing fully achieved status; and two have been planned for implementation in the remaining project lifetime (as summarized in Table 4)

**Table 4: Assessment of Outcome Indicators and Plans: Time bound priority projects in the brown and blue agenda were identified and planned for scaling up/replicating in GEF/WB investment project sites as a key strategy for promoting them for mainstreaming into national and local government medium-term development and investment plans.**

Outcome Indicators	References		Status	Contribution to Achieving Expected Outputs
	PRF	GMR		
Output 2.1: State of the Coasts reporting system integrated into the planning and M&E processes of selected local government units, particularly in areas where GEF investment projects are occurring, to map trends and impacts derived from the investments				
• Web-based State of the Coasts reporting system set up, tested and implemented	✓	✓	Fully achieved	
• At least 20 local governments adopting and implementing the	✓	✓	Fully achieved (exceeded the	

Outcome Indicators	References		Status	Contribution to Achieving Expected Outputs
	PRF	GMR		
State of the Coasts reporting system			target)	
• IIMS/SOC training workshops conducted among local governments where GEF investment projects are being implemented	✓	✓	Planned for June to August 2016	
• SOC reports prepared and disseminated, with measurable social, economic and ecological indicators	✓	✓	3 SOC reports published and transformed in web ready format	
• 10 local governments and national agencies using State of the Coasts reporting as input to medium-term development and investment plans	✓	✓	Fully Achieved  33 local government used SOC reports, need to cover all local government where GEF/WB investment projects are located, the planned IIMS/SOC trainings will cover the local government where GEF/WB investment projects are located,	Marked increased in utilization of SOC. More opportunities for local governments and other agencies to share experiences in developing their medium-term development plans and investment plans
Output 2.2: Collaborative planning workshops, and consultations organized and conducted to identify investment projects covering the brown and blue agenda that are priorities of national and local governments				
• 10 case studies, policy briefs and good practices prepared, translated and disseminated among COPs for training and	✓	✓	Fully achieved  25 ICM	



Outcome Indicators	References		Status	Contribution to Achieving Expected Outputs
	PRF	GMR		
replication			Solutions (case studies) produced to date	
<ul style="list-style-type: none"> <li>5 exemplar local or national development and investment plans disseminated on-line and through COPs</li> </ul>	✓	✓	Planned for the remaining project life	En route to full achievements with more opportunities through knowledge platforms
<ul style="list-style-type: none"> <li>2 synthesis reports presented to the East Asian Seas Ministerial Forum and GEF IW Learn Conference on progress, achievements and benefits being derived from investment projects</li> </ul>	✓	✓	Planned for the remaining project life	This ICR is leading the way to fully achieving this objective
Output 2.3: Priority coastal and watershed area projects incorporated into medium-term investment plans at the national and local levels				
<ul style="list-style-type: none"> <li>Priority coastal and watershed area projects incorporated into medium-term investment plans at the national and local levels</li> </ul>			Planned to be identified for the remaining project life	

**Outcome 3: Tri-level and cross-sector partnerships on the brown and blue agenda have translated political commitments into action.** A unique and value added feature of the MSP's regional knowledge-sharing platform through SEA Knowledge Bank is the inclusion of an on-line information on how to ***Prepare for ICM Investments*** for national and local governments, and ***Find ICM Investment Opportunities*** in specific priority areas in the EAS region, particularly the six GEF/WB investment projects in order to enable governments to prepare and prioritize ICM projects, initiate interaction between investment proponents and potential investors, and facilitate partnership investments among the parties on investable projects under the brown and blue agenda. The e-directories component of SEA Knowledge Bank provides a list of potential service providers (i.e., experts, COPs, PNLC and other networks) that can be tapped to assist local governments and communities in conducting value chain analyses and developing business models for the identified investable projects, which are also uploaded (in the form of ICM Investment Project Profiles) in this platform for promoting investments and partnerships.

Three main output targets, with three assigned indicators each, were established by the project to measure the achievement of Outcome indicators (**Table 5**). Output 3.1 set new and existing regional network of COPs (PNLC and PNLG) and knowledge portal, and knowledge products in place to facilitate knowledge sharing and capacity enhancement at the national and local levels; and provide technical advice and support to government policymakers and planners.

**Table 5: Assessment of Outcome Indicators: Tri-level and cross-sector partnerships on the brown and blue agenda have translated political commitments into action.**

Outcome Indicators	References		Status	Contribution to Achieving Expected Outputs
	PFR	GMR		
Output 3.1: Networks and communities of practice (COPs) set in place and providing advice and support to government planners and policymakers				
• Prototype regional network of COPs and knowledge portals contributing to knowledge sharing and capacity enhancement at national and local government levels in support of SDS-SEA objectives and targets	✓	✓	Fully Achieved	
• Number of government planners and policy makers requesting technical advice and assistance through the communities of practice (COPs)	✓	✓	Google analytics incorporated to the SEA Knowledge Bank statistics are being monitored. The SEAKB Road show aims to increase the interest of government planners and policy makers in utilizing the SEAKB	
• Number of new and updated knowledge products (case studies; good practices; policy briefs; training programs) reviewed, evaluated and translated into local languages by COPs	✓	✓	Planned for the remaining project life	

Outcome Indicators	References		Status	Contribution to Achieving Expected Outputs
	PFR	GMR		
Output 3.2:Experience-sharing seminars and training workshops organized and conducted with Local Chief Executives, planners and policymakers focused on the transition of economic development policies and strategic plans into "blue economy" investments				
<ul style="list-style-type: none"> <li>Number of leadership seminars/forums conducted for Local Chief Executives and policymakers</li> </ul>	✓	<ul style="list-style-type: none"> <li>6 targeted</li> </ul>	Fully Achieved, several workshops were conducted during the EAS Congress and PNLG forum  SEAKB Road show being implemented	
<ul style="list-style-type: none"> <li>Number of investment-oriented knowledge products collected (pre-feasibility studies, social cost-benefit analyses, impact studies and others) and placed on-line</li> </ul>	✓	✓	Data being collected and planned to be uploaded on line	Will be achieved in the remaining project life
<ul style="list-style-type: none"> <li>Synthesis report on the progress, results and impacts of investments covered under the WB Investment Fund (phases 1 and 2) and the contribution to SDS-SEA targets</li> </ul>	✓	✓	Planned for the remaining project life	
Output 3.3: Financing and investment support service developed and initiated for local governments to plan, develop, replicate and scale up good practices for investments under the brown and blue agendas in priority sites				
<ul style="list-style-type: none"> <li>Number of investment proposals developed and uploaded to an on-line platform for promoting investments and partnerships</li> </ul>	✓	✓	Achieved (specific projects being implemented for PhilCCAP and PRDP)	
<ul style="list-style-type: none"> <li>Number of new investments and partnerships developed</li> </ul>	✓	✓	Planned for the remaining	

Outcome Indicators	References		Status	Contribution to Achieving Expected Outputs
	PFR	GMR		
			project life	
<ul style="list-style-type: none"> <li>Number of queries and requests for technical assistance or advice served by the investment service</li> </ul>	✓	✓	Google analytics incorporated to the SEA Knowledge Bank statistics are being monitored. The SEAKB Road show aims to increase the interest of users in utilizing the SEAKB	

The MSP's year-end Grant Monitoring Reports for 2014, 2015, and 2016 provided comprehensive reviews of project performance and status during the implementation. The MSP met the output targets as planned. There were challenges in achieving some output targets that could be reasonably attributed to the late start of the other investment projects. However, the MSP was largely successful in designing, organizing and conducting "a Road show" which involved a well-ordered sequencing of project activities to achieve more output targets in one-week site visits to GEF/WB investment projects (i.e., CRSDP in Vietnam) to accelerate implementation.

## STATUS OF KM PROJECT IMPLEMENTATION

The GEF-supported World Bank program on *Scaling up Partnership Investments for Sustainable Development of Large Marine Ecosystems of East Asia and their Coasts* has the thrust of applying knowledge management in this medium-sized project (MSP) to enhance the capacity and performance of investments in sustainable development of LMEs and coasts in the East Asian Seas region through knowledge and experience sharing, portfolio learning and networking.

This MSP has responded to a critical gap (i.e., absence of a regional-level knowledge sharing platform) in ocean and coast governance and management in the EAS region, where countries' coastal and marine resources are under threat from increasing anthropogenic activities associated with rapid economic development and population growth. At entry, the

MSP objective and design were aligned with SDS-SEA adopted by 14 PEMSEA participating countries in 2003, and the regional-level SDS-SEA Implementation Plan 2012-2016 reflecting national-level SDS-SEA Implementation Plans, which aimed at achieving sustainable development of coastal and marine areas, including adaptation to climate change. The more than 20 years of PEMSEA's experience and lessons learned, including knowledge products developed, in working with regional and national networks, and central and local governments in the region were significant in the selection of this regional organization as the executing agency to ensure effective and successful implementation of the MSP, and sustain its benefits beyond the project life. The timing of project implementation was exact for the EAS region, with the commitment by participating countries to collaboratively implement SDS-SEA, contribute to RIO+20 targets, and build an ocean-based blue economy in the region.

The MSP design was generally very relevant to the countries in the EAS region, but also very challenging because it tried to address multiple issues (biodiversity hotspots, priority fishing grounds, climate/weather vulnerable coastal areas, pollution hotspots, etc.) across a number of PEMSEA participating countries (i.e., China, Indonesia, Philippines and Indonesia, including a regional space) where the six GEF/WB investment projects operate, with limited financial resources and institutional capacity, and a short implementation period of only three (3) years. The biggest challenge was the fact that these investment projects either had not started yet or were in preparatory stage at the time the MSP started its implementation in 2014. Given the different levels of development or preparedness of these investment projects (for instance, PRDP's procurement plan for GEF-supported activities has yet to be approved by WB<sup>4</sup>), the MSP should either be provided a longer period of implementation (at least four years), or set out to cover the more advanced projects. The MSP's components and activities conducted as well as its interaction with the 6 GEF-WB investment projects were discussed in detail in Annex A.2.

## **LESSONS LEARNED AND RECOMMENDATIONS**

### **Lesson Learned**

The following are important lessons that have been learned from the project:

1. The high level of interaction and collaboration built by PEMSEA with selected national and local governments in ICM projects and initiatives for more than 20 years, prior to the project design, has considerably improved the capacity of the project to facilitate the implementation of the planned activities through PEMSEA's existing and emerging COPs and networks, regional centers of excellence, and learning centers. This is an important reminder that the investments made by GEF in the region over the years have been able to institutionalize support networks that are effective and efficient, not only in delivering project outputs but in sustaining and scaling up project outputs to larger impacts. The decision to build the platform within an existing, sustainable regional institution ensures the coordination, functional effectiveness and sustainability of SEA Knowledge Bank for the future.

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<sup>4</sup> Based on information gathered during an interview with PRDP's Natural Resource Management Specialist and In-Charge of GEF-supported activities on May 18, 2016.

2. The EAS knowledge platform was designed and developed in collaboration with the six GEF/WB investment projects as well as ICM project managers, local governments and investors in the region. The six investment projects are now poised to use the features and services of the SEA Knowledge Bank. Unfortunately, the six projects were unable to take advantage of the knowledge platform and fully test the services within the timeframe of the MSP. This provides a lesson in project design and development. When designing interrelated projects of this nature, it is critical to ensure that the timing of expected inputs to, and outputs from, such projects are well-coordinated and well-scheduled. In this case, the KM platform has been designed and operationalized, but cannot be fully demonstrated among the six GEF/WB investment projects, which are at different stages of development and implementation.
3. Engagement plans and cooperation among the six World Bank/GEF investment projects and the KM project ultimately determine the extent to which the KM project could adequately and effectively gain the cooperation and resource commitment from the investment projects. With the exception of the CCRES project, the project documentation of the investment projects did not include sharing of information and cooperation with the KM project. The lack of engagement requirements between the projects caused delays in the MSP delivery. This was overcome through interventions by the World Bank Country Offices and the Task Team Leaders. However, in the future, the potential role of the SEA Knowledge Bank platform in identifying and promoting good practices and investment partnerships among development and investment projects can be clarified at the planning stages of such projects. This will ensure efficient and effective use of resources.
4. The PEMSEA project team noted the above risks at the start of the project. The following countermeasures were implemented to minimize the impact of these risks:
  - i. The potential risk of lack of cooperation and funding commitment from other projects under GEF/WB Framework Program was identified early. A countermeasure taken was to plan and promote value-added cooperative activities with the respective investment projects. Activities such as KM Road Shows and site visits to explore opportunities for strengthening investible projects were undertaken in 2015 and the first half of 2016. The Road Shows, which were designed to orient stakeholders on the design and operation of the KM platform and the available services, also involved selected national and local policymakers, managers, planners and project managers. The resulting support for the KM platform, and the interest in developing investible projects using the platform services are evidence that the proactive countermeasures worked.
  - ii. A potential lack of political attention and priority given to ICM initiatives and investments by some national or local governments was another risk identified for the project. As a countermeasure, the project carried out the following activities: (i) organize/conduct site visits and seminars for national policy makers and/or local chief executives to selected ICM projects/sites (Output 1.2); (ii) promote and support the integration of SOC reporting system into the planning and M&E processes of selected local government units hosting GEF/WB investment projects (Output 2.1); (iii) conduct evaluative scanning of PEMSEA

partner countries' national and local governments' capabilities towards mainstreaming ICM investment projects (Output 2.2), and (iv) conduct collaborative planning workshops, consultation meetings and other forms of planning assistance appropriate for the needs of partners at various maturity stages of piloting and up scaling of investments in the blue economy (Output 2.2).

- iii. The third risk was associated with the challenges of the GEF/WB investment projects to generate lessons learned, best practices, etc. within the MSP timeframe, for transferring and sharing among stakeholders in the region. To overcome this risk, the MSP gave priority to capture knowledge products (lessons learned, best practices and other informative materials) from completed and nearly completed projects under GEF/WB Strategic Partnership Investment Fund for Pollution Reduction in LMES of East Asia (2005-2015), and existing and emerging KM networks at the national, regional and global levels, for packaging and dissemination in the first year of implementation via the regional knowledge platform.
- iv. The fourth risk for the MSP was the sustainability aspect of the established ICM e-library and regional knowledge-sharing portal, networks including COPs and support services beyond the current project. The establishment of PEMSEA as “a self-sustaining regional partnership mechanism for SDS-SEA implementation” in 2006, and as “an international organization” in 2009, as ratified by the countries of the SEA region, including the signing of headquarters agreement by PEMSEA with the Government of the Philippines in 2012 as further ratified by the Philippine Senate in 2015, provided an assurance for the sustained operation of such KM tools and mechanisms through integration into the operating arrangements of PEMSEA for sharing and dissemination to governments, sponsors, donors, the private sector and other stakeholders who are committed to the implementation of SDS-SEA.

## **Recommendations and Future Directions**

The SEA Knowledge Bank and the knowledge management products and service are developed and ready for use. The challenge is the lack of demonstrated benefit of the platform, including the KM products and services that are available to other projects being developed or in operation in the region. It is therefore recommended that The World Bank and PEMSEA explore the possibility of preparing an MSP proposal that will allow the full testing, demonstration and marketing of the KM platform and the delivery of the developed knowledge products and investment partnerships to the six GEF/WB investment projects and to national and local governments in the region. In particular:

- a. Demonstration and testing of the knowledge platform should be continued, including the 6 GEF investment projects;
- b. User feedback is needed for enhancement and improvement of the knowledge platform prior to its full launch;

- c. Translation of the knowledge platform to languages of non-English speaking partners (e.g. Vietnam, Indonesia, and China) should be considered;
- d. Technical skill training needs of partners need to be further assessed and addressed so that access and use the platform reaches its full potential and applicability;
- e. More effort is needed to coordinate and work with local government for mainstreaming potential community level investments in respective provincial and or municipal medium term development and investment plans in order to achieve project outcomes; and
- f. Opportunities for private-public partnerships must be further developed and nurtured, until such time as local governments and the investment community are confident and capacitated in the process.

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## **ANNEX A.1**

### **PROFILE OF PROJECTS COLLABORATING WITH THE PEMSEA KM PROJECT**

#### **(1) Philippine Climate Change Adaptation Project (PhilCCAP), Philippines**

PhilCCAP is a five-year pilot project with funding support from GEF, and implemented by the Department of Environment and Natural Resources (DENR) in cooperation with other national government agencies (NGAs) and local government units (LGUs) under the WB supervision. Its project development objective and also global environmental objective is “to develop and demonstrate approaches that would enable targeted communities to adapt to the potential impacts of climate variability and change... by strengthening existing institutional frameworks for climate change adaptation and by the demonstration of cost-effective adaptation strategies in agriculture and natural resources management”. Four years into the project implementation, DENR requested for restructuring, and approved by the WB in November 2015, that involved an extension of project closing date by 12.5 months from December 15, 2015 to December 31, 2016 and adjustments in the Results Framework, among others, to allow the completion of the testing and demonstration of adaptation measures in targeted areas (i.e., Penablanca Protected Landscape and Seascape or PPLS, and Pinacanauan River Irrigation System or PRIS both in Cagayan Valley Region; Jalaur River Irrigation System or JRIS in Western Visayas Region; and Siargao Protected Landscape and Seascape or SIPLAS in CARAGA Region), including the institutionalization of these measures (in the form of approved guidelines and manuals) at the national level.

PhilCCAP is not included in the original design of the MSP, but its inclusion was triggered by the selection of SIPLAS as a PhilCCAP’s demonstration site, which is an important seascape within the SEA region. Based on information gathered from PhilCCAP, an agreement was signed with PEMSEA to collaborate on ICM knowledge sharing and related support services in 2015, which started formal interaction with the MSP and resulted in the conduct of value chain analysis (VCA) of existing abalone ranching operated by a community-based cooperative, and development of a proposed business plan for seaweed and abalone farming to establish a financially viable and sustainable enterprise that could attract business groups for partnership investments. The MSP provided a technical assistance to PhilCCAP to assess and discuss with local community and cooperative its needs and capacities for scaling up the current business operation in abalone ranching to a commercial scale with integration of farming seaweeds, the staple feed for abalone. As part of this technical assistance, the MSP also provided orientations of its project objectives, strategies and support services to local government and cooperation. Assistance for identifying potential private investor for implementation of the proposed business plan will also be provided by the MSP. PhilCCAP has planned with local cooperative for a learning visit to the Southeast Asia Fisheries Development Center (SEAFDEC) in Iloilo province this year in preparation for the business scaling up process.

In the remaining period of its project implementation, PhilCCAP aims to achieve the mainstreaming of enhanced climate smart protected area management plans for PPLS and SIPLAS, and the scaling up of demonstrated adaptation measures in targeted areas, in local

government comprehensive development and investment plans. In Siargao Island, the potential for scaling up process appears promising with the signing of a memorandum of agreement (MOA) among the nine municipal LGUs for the establishment and protection of a network of all marine protected areas (MPAs) in the whole province.

## **(2) Philippine Rural Development Project (PRDP), Philippines**

The Philippine Rural Development Program (PRDP) is a World Bank-assisted Project implemented by the Department of Agriculture (DA) in sixteen regions of the country. It is national Government's platform for a modern and climate-smart agriculture that will involve local government units and agri-fishery stakeholders in realizing the goals of improved food security and increased incomes, climate resiliency and enhanced policy environment and governance as expressed in the Philippine Development Plan (PDP) 2011-2016.

The PRDP is a six-year Project. It became effective in December 2014 and will close in May 2021. The Project costs Php 27.5 billion to implement four project components, namely: component 1 – National and Local planning; component 2 – Infrastructure Development; component 3 – Enterprise Development; and component 4- Project Implementation Support. Among these four project components only component 1 and component 3 have GEF funding. In component 1 GE- financing would complement activities in subcomponent 1.1 - Enhancing the AFMPs process that support the institutional reforms of the Department of Agriculture's (DA) planning, programming and budgeting processes through technical assistance, training and workshops. GEF-financing would complement these activities through technical support designed to contribute to better natural resource planning, management and resource utilization in selected Marine Protected Areas (MPAs).

In component 3, GEF –financing will support activities of sub-component 3.1 - Rural agri-fishery enterprise and productivity enhancement and sub-component 3.2 - Technology and Information for Enterprise and Market Development. Sub-component 3.1, the Rural Agri-fishery enterprise and productivity enhancement supports vertical clustering, joint business planning and investments of producer groups comprising smallholders (farmers and fishers) associations. Sub-component 3.2, the Technology and Information for Enterprise and Market Development complements the enterprise sub-project development under Component 3.1 through technical assistance. New technologies and approaches are being introduced in collaboration with agencies such as the Department of Science and Technology (DOST), the International Rice Research Institute (IRRI), and State and Private Universities and Colleges.

The GEF funding for the PRDP is an important component of the strategic World Bank/GEF program (Scaling Up Partnership Investments for Sustainable Development of the Large Marine Ecosystems of East Asia and their Coasts aimed at supporting the commitments made by PEMSEA Country Partners. Specifically, the PRDP will implement the Blue Agenda by addressing the sustainable management of coastal and marine resources. In addition, the PRDP will contribute to the regional knowledge network on lessons learned concerning biodiversity and coastal resource management, and will directly benefit from utilizing the existing knowledge base to be generated by the program.

By design PRDP will partner with the PEMSEA specifically on "Applying Knowledge Management to Scale up Partnership Investments for Sustainable Development of Large

Marine Ecosystems of East Asia and their Coasts". The PEMSEA MSP will capture the knowledge and experience of PRDP on coastal resource and pollution management and the knowledge sharing portal of PEMSEA MSP will connect to the WB Knowledge Portal to be established under the Global Partnership for the Oceans. Through this, information will flow to the global data on a series of ocean health indicators including length of coastline/country under ICM. The regional platform will link with other regional and global platforms, including GEF's IW Learn network, in order to transfer information, facilitate knowledge sharing and mobilize action to a wider audience.

*The effort to link the KM Project with the PRDP formally took-off through the KM Project Mission in the PRDP in April 2015. It covered GEF site in the Province of Guimaras, which was initially found to be the suitable for a site visit to explore opportunities for knowledge sharing and leveraging investment. Building on the Guimaras GEF site, the KM Project Mission Team aimed to determine the following, which are envisaged to be the KM Project value added services to the PRDP:*

- i) Identify ways and means that the knowledge management MSP can assist the project;*
- ii) Explore opportunities for developing and packaging innovative knowledge products and services being generated by the project;*
- iii) Identify and assess one target activity with investment potential; and*
- iv) Delve into the investment process for such projects in Guimaras.*

*The said mission to the PRDP attained the above mentioned objectives. The key results of the Mission were as follows:*

- i) Established connections to local PRDP staff and government officials, including in the Provincial Economic Development Office;*
- ii) The Seaweed farming was validated as the most appropriate activity for piloting in the SEA Knowledge Bank.*
- iii) Several opportunities for investment appear to be present, including inputs for expanded production, investment in post-harvest facilities and stronger linkage to the market.*
- iv) Several conditions that will help facilitate investment seem to be in place including strong local technical support from the only seaweed laboratory in the Western Visayas, a well-organized seaweed growers association that's registered with DLI, and good governance framework under ICM and established investment codes and guidelines from the Provincial Economic Development Office.*

*Following the KM Project Mission to the PRDP and as agreed in various discussion between the PEMSEA and the PRDP GEF Unit at the National Project Coordination Office (NPCO), a Program Agreement between the two Projects is targeted within 2016 that will institutionalize their collaboration on the knowledge sharing of the PRDP successes and lessons from the GEF to the KM portal of the PEMSEA.*

### **(3) Guangdong Agricultural Pollution Control Project (GAPCP), China**

GAPCP is a five-year pilot project with funding support from GEF, and implemented by the Department of Environment and Natural Resources (DENR) in cooperation with other national government agencies (NGAs) and local government units (LGUs) under the WB supervision. Its project development objective and also global environmental objective is “to reduce water pollutant releases from crop and livestock production in selected areas of Guangdong Province” by “...improving the environmental performance of Guangdong’s crop and livestock production sectors...”

Despite making headways in addressing the rapid growth of pollution discharges, China “still faces tremendous challenges to improve the overall quality of the country’s environmental standing”. In fact, its Five-Year Plan (2001-2005) mentioned that “environmental degradation will continue and threaten public health due to population growth, rapid industrialization and urbanization, as well as increasing energy consumption”.

As a response, Guangdong has undertaken a number of initiatives to reduce fertilizer and pesticide use and improve livestock waste management (LWM). “In 2007 the province consumed 2.77 million tons of nitrogen and phosphorus fertilizers and 31,000 tons of pesticides, or on average 771 kilogram (kg) fertilizers and 9.9 kg pesticides per hectare....Excessive pesticide use has led to a reduction in the number and types of natural predators of pests and an increase in pesticide resistance by pests and weeds, which in turn has promulgated the cycle of increased pesticide use over the years”.

Recognizing the challenges that may prevent Guangdong from achieving its pollution reduction target under the 12th FYP on Environmental Protection, and building on the successful results of the aforementioned initiatives, Guangdong requested the assistance of the World Bank and the GEF to prepare and implement a project to scale up previously demonstrated LWM technologies and practices, pilot additional new and innovative technologies and practices, develop the capacity of its key stakeholders, and embark on policy discussions aimed at the further reduction of pollution releases from its agricultural sectors”. The project includes four project components, as follows:

**Component 1. Environmentally Friendly Crop Production.** This component includes four subcomponents: (a) soil nutrient management; (b) integrated pest management (IPM); (c) conservation agriculture (CA) pilots; and (d) implementation support to Beneficiaries.

**Component 2. Livestock Waste Management (LWM).** This Component provides (a) sub-grants to beneficiary farms to partially finance the construction of LWM facilities to promote the proper collection and treatment of pig manure; and (b) output based sub-grants to finance the incremental costs incurred in the construction of pilot high-rise pig production facilities.

**Component 3. Monitoring and Evaluation (M&E), Capacity Building and Knowledge Management (KM).** This Component 3 will have three subcomponents: (a) M&E; (b) Capacity Building; and (c) KM. Subcomponent (a) will support monitoring and evaluation of project activities including, monitoring of environmental and social safeguards, and measuring the

impacts of various Project activities. Subcomponent (b) will finance (i) capacity development of DOA and project stakeholders through acquisition of monitoring equipment and vehicles, carrying out studies, and provision of study trips and training. Subcomponent (c) will support knowledge management activities to summarize and disseminate lessons and experiences derived from project implementation.

Sub-Component 3c: Knowledge Management will support knowledge management activities to capture and disseminate lessons and experiences learned from project implementation within the province and nationally, through publications on project results, on the project's website, and at domestic and international workshops and conferences. Guangdong will also promote the project experience worldwide through the GEF supported networks such as the Partnerships in Environmental Management for the Seas of East Asia (PEMSEA), GEF IW-Learn (International Waters Learning Exchange and Resource Network), and the GEF Biennial International Waters Conference. Lessons learned from the project will feed into a GEF financed, PEMSEA managed medium sized KM project (MSP) under the same World Bank/GEF program - Scaling Up Partnership Investments for Sustainable Development of the Large Marine Ecosystems of East Asia and their Coasts. Under the MSP, lessons learned from this, and other projects under the program, will be incorporated to promote regional learning, capacity building, replication, scale-up policy dialogues and support policy changes.

**Component 4. Project Management** This component will support activities to strengthen the institutional capacity of the PMO and the PMUs to implement the Project, including provision of Incremental Operating Costs.

GAPCP has included KPS as part of the project's Component 3 Monitoring and Evaluation (M&E), Capacity Building and Knowledge Management (KM). The KM sub-component would "summarize and disseminate lessons and experiences derived from project implementation..., support the knowledge management activities to capture and disseminate lessons and experiences learned from project implementation within the province and nationally, through publications on project results on the project's website, and at domestic and international workshops and conferences, and promote the project experience worldwide through the GEF supported networks (e.g. Partnerships in Environmental Management for the Seas of East Asia, GEF IW-LEARN, and the GEF Biennial International Waters Conference)".

*In the Mission Report, two Project Knowledge Products have been noted as published, printed and circulated to the participants at the meeting. These two are: "1) Pest Management Plan, in Chinese and English versions, 2) 100 questions about the WB-GAPCP". A third knowledge product which was not circulated is the Integrated Use of Three Fertilizer Application Technologies. On the area of agriculture conservation, "there are potential best practices that can be captured from the testing of the different modes of rice and corn production and can be transformed into knowledge products. However, the different modes of production are on its "field testing" stage and results of the field testing are being gathered".*

*"Lessons learned from the project will feed into a GEF-financed, PEMSEA-managed medium-sized KM project (MSP) under the same World Bank/GEF program - Scaling Up Partnership Investments for Sustainable Development of the Large Marine Ecosystems of East Asia and their Coasts. Under the MSP, lessons learned from this, and other projects under the program, will be incorporated to promote regional learning".*

#### **(4) Coral Reef Rehabilitation and Management Program Phase 3 (COREMAP-CTI), Indonesia**

COREMAP-CTI is a five-year pilot project with funding support from GEF, and implemented by the Department of Environment and Natural Resources (DENR) in cooperation with other national government agencies (NGAs) and local government units (LGUs) under the WB supervision. Its project development objective and also global environmental objective is “To institutionalize the COREMAP approach of a viable, decentralized and integrated framework for sustainable management of coral reef resources, associated eco-systems and bio-diversity for the welfare of the communities in selected districts of the respective provinces in Indonesia...through a three pronged approach of institutional strengthening for decentralized coral reef management, development of ecosystem based resources management, and strengthening sustainable marine-based economy. The objective of the project could also be achieved by “building capacity for marine spatial planning; marine conservation area management; conservation and sustainable use of fisheries and associated resources through community rights-based governance; and innovative and transformational alternative livelihood opportunities”.

Specifically, the three pronged approach includes the following: “(a) Institutional strengthening for decentralized coral reef management: Institutionalize the COREMAP approach and provide support for policy and legal framework development through the following activities in the selected districts or in the national and district marine conservation areas; (b) Development of ecosystem based resources management: Improve management of national and district marine conservation areas and create enabling conditions for sustainable use of the surrounding production seascape in the selected districts, provinces, national and district marine conservation areas, or selected fisheries management areas; and (c) Strengthening sustainable marine-based economy: Support the development of sustainable, ecosystem-based marine enterprises that reinforce links between healthy marine ecosystems and economic benefits, and create an economic basis to sustain local institutions (including coastal resources management committees, community surveillance groups, gender groups, and conservation groups) in the selected districts or national or district marine conservation areas”.

“The Government of Indonesia and the World Bank, with Global Environment Facility grants, embarked on a partnership in 1998 to conserve these coral reefs through a three-phase Adaptable Program Loan (APL). COREMAP I (1998-2004) laid the foundation for a decentralized, community-based approach to management of coral reefs and associated resources in a number of pilot sites in eastern and western Indonesia. The approach was scaled up in COREMAP II (2005-2011), the Acceleration Phase, in which an institutional framework, including supporting regulations, human capacity building, and a decentralized architecture for administration of coral reefs, was embedded at the district level across some 358 villages in eastern Indonesia. COREMAP II also played a key role in establishing the Coral Triangle Initiative (CTI) on Coral Reefs, Fisheries and Food Security in 2009 in partnership with five neighboring countries”.

The **COREMAP-CTI**, the third and final phase of the project,“ will constitute the main source of support (with loans from both the WB and Asian Development Bank - ADB, and GEF grants) to implement Indonesia’s National Plan of Action under the CTI”.

The project began in July 2014 as scheduled and as indicated in the PAD with targeted key outputs, including:

- Year 1: Collection of baseline data for indicators; training and capacity building; finalization of planning documents for marine conservation areas (MCA)
- Year 2 - 3: Finalization of MCA zoning and boundary demarcation, capacity building and awareness campaigns, indicators monitoring, marine spatial planning (MSP) surveys for provinces and districts, infrastructure development, activities on developing sustainable fisheries
- Year 4-5: MSP legislations, pilot SEA development, infrastructure development for SEA, monitoring indicators, piloting rights-based fisheries, piloting species conservation, establishing sustainability mechanisms

## **(5) Coastal Resources for Sustainable Development Project (CRSDP), Vietnam**

CRSD is a five-year pilot project with funding support from GEF, and implemented by the Department of Environment and Natural Resources (DENR) in cooperation with other national government agencies (NGAs) and local government units (LGUs) under the WB supervision. Its project development objective and also global environmental objective is “to improve the sustainable management of coastal fisheries in the project provinces,” specifically, Ca Mau and Soc Trang (Mekong Delta Cluster); Khanh Hoa, Phu Yen, and Binh Dinh (South Central Cluster); and Ha Tinh, Nghe An, and Thanh Hoa (North Central Cluster).

In the Accomplishment Report of PEMSEA (2014-2015), Vietnam “has put in place Coastal and Ocean Policies or Water Governance Strategy and Coastal and Ocean or Water Governance Legislation. Vietnam’s Law of Marine Resource and Environment of Sea and Islands (Law No. 82/2015/QH13), which was ratified in June 2015 during the 13<sup>th</sup> National Assembly, stresses the importance of an integrated approach towards the management of its coastal and ocean resources. The law aims to synchronize national coastal management by establishing an interagency coordinating mechanism, led by the Ministry of Natural Resources and Environment (MONRE) and tasked with addressing the development of economic sectors associated with seas and islands using an integrated management approach.”

The CRSD is considered a pilot project since it is the first project on fisheries management that the Government of Vietnam is implementing following a co-management approach.”...Introducing and promoting co-management arrangements for near-shore capture fisheries” is captured in the PAD.

Although it is not a new concept, co-management arrangement is challenging in the Vietnamese context due to the “predominantly top-down management approach of the government<sup>7</sup>.” CRSD provides an example of how to address this governance challenge by introducing inter-sectoral planning across the eight provinces of the project, in conjunction with the central level authority (MARD). The VDR 2010 also highlighted the need to ease the formation of collective action organizations to strengthen dialogue between policy makers and affected citizens and groups. CRSD introduces fishing community associations to co-manage fishery resources. This approach will strengthen ownership by the affected communities and improve the likelihood of effective implementation. It will also serve as an example of how good governance practices such as participatory management of public resources can improve development outcomes.”

“Implementation of the fishery co-management plans at the 140 communes within the next 2 years of the project is anticipated to facilitate policy reform on fisheries management at the national level, which is seen to promote the application of co-management approach in the other 20 coastal provinces...Activities for the past 2 years were therefore focused on information campaign, awareness raising and advocacy to elicit change in mindset and build ownership and capacity at the community level, including development of fishery co-management plans. In addition, “the leadership role of the “opinion leaders” is seen as key to effective implementation of the project<sup>9</sup>.



## **(6) Capturing Coral Reef & Related Ecosystem Services (CCRES) Project, Regional (Philippines and Indonesia)**

The CCRES is a US \$4.5 million GEF-supported Project that aims to design and support the uptake of innovative models for valuing mangrove, seagrass and coral reef ecosystem services with the potential to enhance the sustainability of marine-based enterprise and marine spatial planning in select coastal communities in Indonesia and the Philippines. Started in October 2013 and will end in December 2018, the **CCRES** is financing ecological and economic valuation studies, develop innovative tools and models to support decision-making and new opportunities for "eco-business" development, and communicate results through knowledge management to promote uptake. This will be achieved through CCRES's three components briefly described as follows:

***Component 1. Quantifying the value and market potential of coral reef and mangrove ecosystem services.*** Translating ecological value into meaningful terms for local stakeholders as well as policy makers, Component I of **CCRES** aims to demonstrate how ecosystem services can be accurately valued and systematically managed to deliver pro-poor, pro-environment outcomes, and to help build the political rationale for change.

Working at a number of field sites in Indonesia and the Philippines, Component I quantifies the value of key coral, mangrove and seagrass ecosystem services as a function of system state. Services include reef fisheries, ornamental species (i.e. the aquarium trade), island stability, prestige diving tourism, blue carbon, and cultural benefits. By making the links between ecosystem state and ecosystem services explicit, stakeholders are expected to gain greater insight into how reef health affects them.

Visualizing these consequences is an important step in building greater constituency for reef stewardship and management. Further, by estimating the real costs of allowing reef ecosystems to degrade, a compelling case can be made at a governmental level on the threats to food security and community welfare, and the need to mitigate costs through improved management.

The Component also helps operationalize the use of ecosystem services for marine spatial planning. Innovative tools for marine reserve design and modeling flows of services are tailored to the specific needs of people and eco-businesses in tropical coastal areas. Tools are being developed and customized to allow stakeholders to visualize the production and flows of ecosystem services and therefore evaluate the consequences of different scenarios for development and management. Examples of questions that local stakeholders will be able to answer based on these tools will include: How should eco-businesses be distributed to maximize potential synergies while ensuring that ecosystem function is maintained at sufficiently high levels to sustain enterprise? Which coastal areas are best set aside for conservation purposes? Where might marine reserves have the greatest benefit to fisheries? Who would benefit from an improvement in watershed management?

***Component 2. Generating robust local economies that capture and sustain marine ecosystem services,*** Through the development of sustainable alternative enterprises and new income generating opportunities, communities can be empowered to move away from

unsustainable coastal resource use practices and towards activities that support improved ecosystem health, increased production outcomes, and greater resilience achieved through livelihood diversification.

Component II draws on the results of Component I to propose and develop customized business models that, once implemented, can support the health of marine and coastal ecosystem services. Component II examines how investment in marine and coastal ecosystem services and the strengthening of community livelihoods and resilience to climate variability are operationalized in proposed eco-business models that can feed into alternative livelihoods options.

Bringing 'whole of system' thinking to the way coastal communities develop businesses linked to ecosystem services, the work will demonstrate how community-led innovation can generate sustainable alternative livelihoods that satisfy the *triple bottom line* of social, environmental and financial performance.

Component II develops a sequential, structured process aimed at proposing eco-business models that can empower and enable communities to transform their local economies to more sustainable 'blue' economies". These economies should build on the natural capital concept, whereby natural capital assets such as mangroves, reefs and seagrass meadows are explicitly managed to sustain flows of ecosystem services. To achieve this objective and working closely with local communities and integrating with Components I and III at key points, Component II will scope the local and external business environments, identify and assess the individual and interactive performance of potential eco-business models that are able to support and enhance ecosystem service values. These then can feed into projects in the region, such as COREMAP-CTI and the Philippines Rural Development Project which are promoting alternative livelihood options for impoverished fishing communities, whose coral reef fisheries are heavily overfished.

***Component 3 - Promoting behavioural change through outreach, decision support and regional learning from results in selected field sites.*** Component III works with a number of key stakeholders on the ground to share the project products and findings and help channel these into appropriate policy and management outlets. Component III focuses on the effective uptake of knowledge generated from Components I and II, with the key objectives to include: (i) the effective interpretation of the Project results into appropriate formats for the various stakeholder audiences, (ii) ensuring the Project results are incorporated into current **GEF** and World Bank regional projects and future project design frameworks.

Component III is developing a series of strategies and activities designed to: facilitate the uptake of the valuation and eco-enterprise models into policy, management and future project design, and; increase the awareness and understanding of communities at the field sites of the linkages between the services the coastal and marine ecosystems provide and their livelihoods and health. This will be undertaken through reciprocal engagement with stakeholders, placing strong emphasis on local partnerships, local leadership, and culturally responsive approaches to gathering information about the desires, attitudes, and current behaviors of individuals in demonstration sites. In this context, the Component is also developing communication tools and social marketing messages to sensitize communities to

the issues, inform local government about tradeoffs involved in different decisions regarding the use of marine space and natural capital, and help communities visualize the future under different climate scenarios and management regimes in which ecosystems services are sustained or lost.

*The GEF-financing of all three components strategically positioned CCRES to work collaboratively with PEMSEA in the GEF supported World Bank program on Scaling up Partnership Investment for Sustainable Development of Large Marine Ecosystems of East Asia and their Coasts. CCRES' knowledge products and tools can be house in SEA Knowledge Bank, a knowledge sharing platform of PEMSEA for regional and international visibility. The SEA Knowledge Bank will link with other regional, and global platforms' including GEF's IW Learn Network in order to transfer information, facilitate knowledge sharing and mobilize action to a wider audience.*

## ANNEX A.2

### PROJECT COMPONENTS AND ACTIVITIES CONDUCTED

#### Status of KM Project Implementation

##### WB-GEF-PEMSEA Knowledge Management Project

The GEF-supported World Bank program on *Scaling up Partnership Investments for Sustainable Development of Large Marine Ecosystems of East Asia and their Coasts* has the thrust of applying knowledge management in this medium-sized project (MSP) to enhance the capacity and performance of investments in sustainable development of LMEs and coasts in the East Asian Seas region through knowledge and experience sharing, portfolio learning and networking.

The MSP, entitled *Applying Knowledge Management to Scale up Partnership Investments for Sustainable Development of Large Marine Ecosystems of East Asia and their Coasts*, has been developed with this opportunity and demand in mind. The project addresses the need for conversion and integration of new information and knowledge into innovative policies and development programs, scaling up and replicating initiatives, and increased commitments of resources and new investments by the public and private sectors. The project is envisioned to facilitate interaction among policymakers, implementers, networks and investors, and address gaps in necessary skills and services to move from policy and planning into actions and investments through intergovernmental arrangements and communities of practice at the regional, national and local levels.

This MSP has responded to a critical gap (i.e., absence of a regional-level knowledge sharing platform) in ocean and coast governance and management in the SEA region, where countries' coastal and marine resources are under threat from increasing anthropogenic activities associated with rapid economic development and population growth. At entry, the MSP objective and design were aligned with SDS-SEA adopted by 14 PEMSEA participating countries in 2003, and the regional-level SDS-SEA Implementation Plan 2012-2016 reflecting national-level SDS-SEA Implementation Plans, which aimed at achieving sustainable development of coastal and marine areas, including adaptation to climate change. The more than 20 years of PEMSEA's experience and lessons learned, including knowledge products developed, in working with regional and national networks, and central and local governments in the region were significant in the selection of this regional organization as the executing agency to ensure effective and successful implementation of the MSP, and sustain its benefits beyond the project life. The timing of project implementation was exact for the SEA region, with the commitment by participating countries to collaboratively implement SDS-SEA, contribute to RIO+20 targets, and build an ocean-based blue economy in the region.

The MSP objective of enhanced capacity and performance in investments in sustainable development of LMEs and coasts in the SEA region through knowledge and experience sharing, portfolio learning, and networking was also well aligned with: (a) several agreements reached by PEMSEA participating countries apart from SDS-SEA (2003), such as Haikou Partnership Agreement (2006), Manila Declaration (2009) and Changwon Declaration (2012); (b) global instruments, including Agenda21, WSSD/JPOI, MDG, GPA, Aichi Biodiversity Targets,

Hyogo Plan of Action, and RIO+20 Declaration; and (c) environmental agenda of LMEs of the EastAsia Seas (i.e., Yellow Sea; South China Sea; Coral Triangle). Specifically, the MSP was intended to establish a regional knowledge platform that would: (a) facilitate the integration of investments in sustaining ecosystem services into national and regional development policies, processes and plans; (b) strengthen linkages to sustainable development agenda adopted by countries of the region (e.g., SDS-SEA); and (c) enhance the capacities and services of central and local governments for developing and implementing investment projects. The establishment of the regional knowledge platform was expected to generate socio-economic benefits through incremental investment projects and initiatives in targeted priority locations across the SEA region (i.e., biodiversity hotspots, priority fishing grounds, climate/weather vulnerable coastal areas, pollution hotspots, among others), with measurable improvements in health and resiliency of ecosystems and coastal communities; and improved knowledge, skills and experience to scale up and replicate good practices and investments to other parts of the countries and the region over the longer term. This platform was also expected to generate socio-economic benefits equally to both genders in the region.

From the GEF and WB standpoint, the MSP was meant to support the implementation of the larger GEF/WB Program Framework for Scaling Up Investment Partnerships in East Asian Seas, particularly the six GEF/WB investment projects presented in Table 1; and facilitate achievement of IW Objective 3, Outcome 3.3 (i.e., active learning, experience sharing and knowledge management in the GEF IW portfolio in the SEA region).

The MSP design was generally very relevant to the countries in the SEA region, but also very challenging because it tried to address multiple issues (biodiversity hotspots, priority fishing grounds, climate/weather vulnerable coastal areas, pollution hotspots, etc.) across a number of PEMSEA participating countries (i.e., China, Indonesia, Philippines and Indonesia, including a regional space) where the six GEF/WB investment projects operate, with limited financial resources and institutional capacity, and a short implementation period of only three (3) years. The biggest challenge was the fact that these investment projects either had not started yet or were in preparatory stage at the time the MSP started its implementation in 2014. Given the different levels of development or preparedness of these investment projects (for instance, PRDP's procurement plan for GEF-supported activities has yet to be approved by WB<sup>5</sup>), the MSP should either be provided a longer period of implementation (at least four years), or set out to cover the more advanced projects.

The project objective was clear and realistic, and the three components were well suited to its objective. However, an assessment of the project design at entry, including its realism and the degree of complexity, indicates that the MSP has overestimated the capacity of implementing or executing agencies of the investment projects (particularly with respect to procurement of consulting services and project personnel), while underestimated the risks associated with the multiplicity of organizations, and the geographic dispersion of these investment projects and their served local governments and communities. The MSP would also have benefitted from additional attention to procurement readiness to ensure the timely recruitment of key project staff and consultants in order to establish the ICM e-library and

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<sup>5</sup> Based on information gathered during an interview with PRDP's Natural Resource Management Specialist and In-Charge of GEF-supported activities on May 18, 2016.

knowledge-sharing portal, populate it with available knowledge products, and facilitate overall project implementation as scheduled.

### **Original Components (As approved)**

#### **Component 1: A regional coastal and ocean ecosystem governance e-Library and knowledge sharing portal.**

The purpose of the portal is to promote dialogue and improve the exchange of knowledge, information and methods within and among countries and concerned stakeholders on investments in sustaining marine and coastal ecosystem services. The portal also aims to serve as a connection to existing and emerging knowledge management networks and initiatives across the region (e.g., Regional GEF/WB Project on Targeted Learning and Innovation: Capturing Coral Reef and Related Ecosystem Services (CCRES)) and globally (e.g., GEF IW Learn), including the WB Knowledge Portal to be established under the Global Partnership for the Oceans (GPO), which will provide global data on a series of ocean health indicators including length of coastline/country under ICM. Linking of the regional platform with other regional and global platforms will ease information transfer, facilitate knowledge sharing, and mobilize action to a wider audience.

The e-Library and portal is to be designed and developed in close collaboration with CCRES project as a major source of technical knowledge, science and innovation in areas related to: (a) economic evaluation; (b) marketing of non-traditional coral reef and mangrove ecosystem services to create incentives for their protection and management, and adaptation and resilience to climate change; and (c) production of information resources and the effective dissemination and uptake. The development of a regional knowledge platform would ensure that the knowledge, tools and lessons learned under CCRES and other WB/GEF investment projects are reflected into the action plans of countries for SDS-SEA implementation. The platform further ensures that the pool of capacity and knowledge developed will be accessible beyond the life of the MSP and the investment projects.

#### **Component 2: Innovative tools and best practices.**

This project component focuses on a system for identifying, packaging and transferring new and innovative approaches and best practices to policy-makers and practitioners. The component will also promote mainstreaming time bound priority targets and projects under the brown and blue agenda into national and local government medium-term development and investment plans. There are two priorities of the project under this component: (i) putting in place a system for capturing knowledge and lessons learned from the five investment projects, one regional innovation and the MSP under WB/GEF Program Framework Development (PFD); and (ii) helping disseminate innovation and lessons learned in the application of robust science to local development planning, eco-business opportunities and community welfare from well managed coastal ecosystems to promote replication and scaling up of good practices, in collaboration with CCRES project.

This component takes a proactive approach to address the limited success of existing KM platforms at the global and regional levels in translating knowledge and information into changes in policy and practice beyond the life of the original projects through the following actions: (a) transform knowledge products and innovative tools developed by the investment

projects and CCRES project into perspective and context that are understood and appreciated by local governments and communities; (b) continually adapt training and support materials and services to incorporate new and innovative policies, approaches and experiences; and (c) improve access to information and communicate knowledge available in the e-Library/portal by engaging a support network comprised of ICM Learning Centers, Regional Centers of Excellence, National and Regional Task Forces, etc., to promote, adopt/adapt and apply knowledge products and innovative tools on the ground.

### **Component 3: Communities of practice and support services.**

This project component will capitalize on the advanced developments in ICM governance system in the SEA region based on sustainable development principles, and the significant growth of COPs (e.g. PEMSEA Network of Local Governments or PNLG; Twinning Network for Integrated River Basin and Coastal Area Management or IRBCAM; ICM Learning Centers; Regional Centers of Excellence; EAS Partnership Council; EAS Congress; etc.) to serve as entry points for operationalizing innovative policies, technologies and practices developed in the six WB/GEF investment projects. The COPs are targeted to perform dual functions:(i) serve as the vehicle for accessing and informing policymakers, local chief executives, decision-makers and the corporate sector of innovative policies, technologies and practices, as well as the governance mechanisms that are fundamental to mobilizing financial resources; and (ii) serve as support mechanism to plan, develop and promote investment projects in collaboration with local governments. The component will also focus on promoting investment projects that replicate good practices and engaging key stakeholders (e.g., economic development and finance agencies; investors; donors; etc.) through an on-line investment forum. In addition, the component will establish functional inter-governmental COPs, as may be needed(e.g. among local government investment planners and finance/budget programming officers in the national government, ICM project development offices, etc.), in order to build awareness and encourage national government priorities and commitments to local needs and project initiatives.

The MSP will facilitate, organize and conduct leadership seminars/forums to engage local chief executives and policy makers in the “application of knowledge products and innovative tools” to better appreciate the value of ecosystem services, analysis of trade-offs, approaches to reducing threats, scientific input to decision-making, and facilitating investments. ICM Learning Centers, Regional Centers of Excellence and Regional/National Task Forces will be employed to provide short-term technical support to facilitate the preparation of investment projects/proposals by local governments. To support COP strengthening and delivery of this support service, a first edition of web-ready directories of policy, technical and financial experts, financing programs, and technical assistance and donor programs, will be prepared, as a way of linking experts, technology providers and investors with policy makers and local governments.

The process-oriented approach that the project adopted to scale up and catalyze investments in marine and coastal ecosystem services through knowledge management has later helped to structure the site visits and road shows conducted by the MSP with individual investment project offices and on-ground sites. Detailed design and costing of business plans, capacity building support, and establishment of institutional arrangements of the community-level investments would have benefitted from additional preparation.

### Program Performance

The knowledge-sharing platform (SEAKnowledgeBank.net) is now available and accessible to policy makers, planners, investors, and other concerned stakeholders. This is to be scaled up and sustained under PEMSEA as a regular service of a regional institution, with the objective of strengthening, monitoring and assessing political commitments by national and local governments, donors and private investors to up scaling and replicating successful policies, projects, tools and practices.

The MSP's main beneficiaries, as specified in Subsection B.5, Section B: Project Overview of GEF's CEO Endorsement-Approval-November 2011 document, include the:

- **National policy makers and development planners:** to adopt enabling and supportive policies, integrate SDS-SEA/ICM into national development plans and public investment programs, and advocate such actions to other government agencies;
- **Local chief executives:** to adopt enabling and supportive ICM policies and plans at the local level, initiate establishment of appropriate ICM projects using public funds or in partnership with the private sector, encourage and assist local communities in adopting and managing SD/ICM projects, and advocate such actions to local stakeholders;
- **Local community groups, peoples organizations and civil society organizations:** to take concerted action in promoting, supporting, adopting and sustaining appropriate local SD/ICM practices and projects such as marine protected areas, waste management actions, guidelines in using community coastal resources, etc.;
- **Academic and research institutions and professionals:** to study and publish best practices, what works and what does not work, and appropriate technologies in SD/ICM, and to locally measure, estimate, validate and publish the direct (market) and indirect (social) benefits, costs, opportunities and risks of SDS-SEA/ICM projects;
- **Private sector - technology providers, consultants and professionals:** to assist in promoting evidence-based and locally appropriate SDS-SEA/ICM technologies, tools and practices, and in finding cost-effective ways of applying or adapting them to local needs and contexts;
- **Private sector - investors:** to seek out and find effective ways to capture business opportunities connected with local SD/ICM projects, by establishing SDS-SEA/ICM enterprises or in partnership with local governments;
- **Media:** to assist in informing the public about SDS-SEA/ICM experiences, issues and impacts, and about other relevant aspects of SDS-SEA/ICM at national and local levels;
- **PEMSEA partners and networks:** to continue cooperation with PEMSEA in pursuit of common goals in SDS-SEA and specifically in pursuit of the objectives of this knowledge management project; and
- **Existing and planned GEF/donor-supported projects:** to access/utilize a knowledge platform and communities of practices institutionalized, maintained and proactively promoted within a country-owned regional mechanism.

Six (6) WB/GEF-supported investment projects have been identified to benefit from, and contribute to, the project, as presented in **Table 1** with the locations of operation, executing agencies, official project start-end date of implementation, and WB and GEF funding and co-financing. The launching and sharing of the knowledge platform (SEAKnowledgeBank.net)



was started with the road show in Coastal Resources for Sustainable Development Project in Soc Trang province in Vietnam. The remaining five (5) WB/GEF investment projects have already scheduled road show and launching of the knowledge platform. The following schedule is presented below:

**Table 7. Schedule of Road Show to Launch the SEAKNOWLEDGEBANK Platform to GEF Investment Project**

Date	GEF Project	Venue
May 25, 2016	Coastal Resource for Sustainable Development Project (CRSDP)	Soc Trang, Vietnam
June 7, 2016	Philippine Climate Change Adaptation Project (PhilCCAP)	Manila, Philippines
June 7, 2016	Philippine Rural Development Project (PRDP)	Manila, Philippines
June 7, 2016	Capturing Coral Reef and Related Ecosystems Services (CCRES)	Manila, Philippines
July 20-21, 2016 and July 26, 2016	Coral Reef Rehabilitation and Management Program Phase 3 (COREMAP-CTI)	Indonesia
To be scheduled	Guandong Agriculture Pollution Control Project (GAPCP)	Guandong, China

#### **Overall Progress (from January 1, 2014 to May 2016)**

The inception phase of the project has been completed; including the hiring of core project consultants, organization and conduct of the Project Inception Workshop (The workshop included representatives from 5 of the 6 World Bank investment projects, as well as representatives from GEF IW Learn. The workshop participants confirmed their interest and willingness to contribute to the development of the regional KM system, and provided input on KM needs within their respective projects), and organization and conduct of the 1st Project Steering Committee (PSC) meeting. Key target activities of the project developed (KM platform, e-library, COPs, etc.) and the annual work plan and budget were approved by the PSC.

The project procurement plan was prepared, submitted and approved by the World Bank. Building on the results of the inception workshop, the Project Strategy and Implementation Plan was completed. Organization and conduct of the 2nd Project Steering Committee (PSC) meeting was completed during the PEMSEA Partnership Council meeting in June of 2015. The status of the project was presented and the annual work plan and budget were approved by the PSC.

The Grant Monitoring Report which covers the period January 1, 2015 to March 31, 2015 presented the following accomplishments:

1. In line with the Implementation Plan, the following have been undertaken: development of the of the KM portal (Seas of East Asia (SEA) Knowledge Bank); compilation of e-library metadata and tested for importation; collection of metadata for e-directory; and proposed KM products and services;

2. Beta version of the knowledge management electronic portal for channeling the latest information on lessons learned, best practices and other informative materials on ICM, partnerships and investments; and providing the knowledge products and services (key sections) developed and tested;
3. Sample of web-based e-Directories of experts, technology providers, technical experts, potential investors, donors and foundations and their respective programs/projects and track records in the region developed and directories uploaded;
4. Publications and informative materials section of the website developed (25 Knowledge Products developed);
5. Knowledge products (KPs) informative materials uploaded in the SEA Knowledge Bank;
6. Initial directories readily retrievable by target audiences uploaded in the SEA Knowledge Bank;
7. Guideline and process for establishing COP prepared and applied;
8. Initial members of COP invited and confirmed;
9. Community of Practice (COP)-support section of the website with discussion list/board, member profiles, internal search engine and calendar as initial functionalities established in a section of the e-Portal;
10. Initial set of knowledge, products and tools uploaded in the e-Portal;
11. KM e-Portal soft launch during the EAS Congress (including initial set of knowledge, products and tools);
12. COP – PEMSEA Network of Learning Centers (PNLC) recognized during the EAS Congress (15 members: Regional Centers of Excellence (RCoE) (2) and Learning Centers (13));
13. Online knowledge management tools for KM products and services developed and integrated to the e- Portal (SOC conversion of published reports for Province of Batangas, SOC Rapid Assessment section developed);
14. Workshops conducted during the EAS Congress:
  - a. Workshop on Application of Knowledge Management in Scaling up Public and Private Sector Investments in Blue Economy held at EAS Congress 2015; co-convened with WB and CCRES;
  - b. Workshop on Partners Roundtable: Investing in the Blue Economy. The roundtable demonstrated features and convey value of the investment component of the KM platform;
  - c. Workshop on Matching the Societal Aspirations for Blue Ocean through Public-Private Partnerships (PPP);
15. Proceedings for the KM workshops conducted during the EAS Congress prepared and uploaded;
16. Visit to PhilCCAP sites (abalone, seaweeds and fish cage projects in Siargao Island) and PRDP sites (seaweeds projects in Province of Guimaras) conducted to identify potentially investable projects and determine potential collaboration and engagement between PEMSEA and PhilCCAP and PRDP projects;
17. Value Chain Analysis conducted for the PhilCCAP Abalone Project;
18. Value Chain Analysis for the PhilCCAP Abalone Project included in the presentation during the Special Workshop of the EAS Congress 2015: Roundtable: Investing in a blue Economy for Conservation and Impact (Lessons in Coastal Community Business Models and Sustainable Private Sector Enterprise: Abalone Production in Siargao Island, Surigao del Norte, PhilCCAP);
19. Value Chain Analysis for seaweeds production in the Philippines initiated;

20. Visits to 5 World Bank Projects conducted to identify potentially investable projects and areas of collaboration.

### **Overall Progress (January 1, 2016 to May 31, 2016)**

Further enhancement of the knowledge sharing platform continues and arrangements for launching and road shows in the 6 GEF investment projects were accomplished. The first road show and launching was conducted in CRSDP in Soc Trang province, Vietnam on May 25, 2016. Road shows and launching were scheduled in the remaining 5 GEF investment projects as presented in Table 2.

The project grant will facilitate the achievement of IW Objective 3, Outcome 3.3, namely the active learning, experience sharing and knowledge management in the GEF IW portfolio in the EAS region. The procedures, methodologies and COPs developed and/or refined under this project will form the structure and operating modality of a regional knowledge-sharing platform. The knowledge-sharing platform will be scaled-up and sustained by PEMSEA as a regular service of a regional institution, with the objective of strengthening, monitoring and assessing political commitments by national and local governments, donors and private investors to up-scaling and replicating successful policies, projects, tools and practices. Presented in Table 3 are the components, outcomes, and outputs of the project's logical framework shown in Grant Monitoring Report as of December 31, 2015.

### **MSP Interaction with Philippine Climate Change Adaptation Project (PhilCCAP), Philippines**

The interview with Mr. Wilbur G. Dee, Project Manager of PhilCCAP provided the progress of the KMP implementation relative to the identification of investment-potential project in its Abalone production in Siargao Island in CARAGA Region. PEMSEA-KM project mission went on field visits in 2015 and brought in a consultant to execute a pre-feasibility business development plan. PEMSEA partnered with Blueyou to do a full feasibility study looking at the full value-chain analysis to identify what is needed to have a viable business model.

The feasibility study revealed that a business model will work and there should be further investment in abalone production. However, the study found out that the volume needed to make the project financially sustainable and viable was too much for the project to produce.

Through the process, the findings show that the abalone needs to feed on seaweed. It was discovered that seaweed was a more viable business. In a phased approach, it was more financially sound to grow seaweed first, and then eventually move to growing abalone. So instead of spending resources on abalone production at the start, it was not worth doing this. So the project is now building a full business model for seaweed.

PhilCCAP continue its partnership with the community and POs (BACAMA and Del Carmen) and the LGUs. We are working with 9 LGUs in a strategic network of MPAs and signed MOUs for the project. Our technical support with our partners in Siargao started last year. Our project will end in Dec 2015 so it is crucial that we linked and partnered with LGUs.

At the time of interview, Mr. Dee shared that they have not started opening and using the SEAKB because they are busy working on other areas. He and his office knew that it is already

finished and can already be accessed. Despite not using nor opening the platform, he knew that it is quite advanced and very relevant for their project in Siargao. The platform is more on matching the projects with potential investors.

### **MSP Interaction with Philippine Rural Development Project (PRDP), Philippines**

Status of PRDP GEF Implementation. Through US \$7 million funding support from the GEF, PRDP aims to strengthen the conservation of the coastal and marine resource base in targeted project areas, which cover 34 Marine Protected Areas (MPAs) in six (6) GEF sites located in seven Provinces (Tayabas Bay, Quezon; Green Island Bay, Palawan; TicaoBurias Pass in Sorsogon and Masbate; Guian Coast in Eastern Samar; Danajon Bank in Bohol; and Guimaras Strait). Interventions are geared towards biodiversity conservation and fisheries resources management. This would be achieved through (i) enhancing institutional and planning capacities of LGUs and communities, (ii) providing support to MPAs in particular areas of global biodiversity significance and select fishery co-management arrangements, and (iii) sharing of knowledge and best practices.

Through the PRDP Component 1 (National and Local Level Planning), six of the seven Provinces with GEF sites have been assisted to incorporate in their respective Provincial Commodity Investment Plans (PCIPs) the biodiversity conservation and coastal resources co-management features. With the PCIPs, the Project has already approved seven (7) enterprise subprojects in the GEF sites under the three Provinces namely; Palawan, Bohol and Guimaras. These subprojects are viewed to increase production and income of various agri-based enterprise groups operating within the GEF areas of the said Provinces. Other 28 enterprise subproject proposals in the six GEF sites are lined-up or pipelined for financial assistance through PRDP Enterprise Development (Component 3). In terms of the MPAs, the Project has already approved financing of the rehabilitation of 8 MPAs using the GEF. The proposals for the rehabilitation of other 25 MPAs are under preparation and lined-up for approval in the next Quarters of 2016.

Status of PEMSEA KM Project Implementation to PRDP. The PEMSEA KM Project implementation that seeks to obtain success stories and lessons from the PRDP GEF sites and facilitate hosting, disclosure and sharing through the KM portal has not yet commenced. The main reasons are as follows:

- i) The PRDP-GEF incurred a slow start-up due to late approval by the Department of Finance (DOF) for the release of Grant (GEF fund) for the PRDP, which was issued only in 2016. This refrained some activities to take place among the GEF sites in Year 2015 specially the processing and approval of proposals to grant assistance to the MPAs and operation of agri-based enterprises. Given the current progress of the PRDP GEF, it is obvious that the Project has no tangible success stories yet to feature improvement in the lives of farmers and fishers particularly increase in household income that is brought about by the PRDP considering that the activities in the GEF sites are still in start-up and there is no completed interventions taking place yet (enterprise subprojects and MPA rehabilitation).
- ii) Pending Program Contract between the DA-PRDP and the PEMSEA KM Project. Along with the need to fast track the assistance to the GEF sites in order to reap success stories and lessons, the Program Agreement needs to be executed between the DA-PRDP and the

PEMSEA KM Project. This is to formalize the partnership between the two Projects in covering the PRDP in the implementation of the PEMSEA KM Project.

With the GEF Grant budget already available for 2016, the PRDP activities indicated in the approved Annual Work and Financial Plan (WFP) to support the KM Implementation in the PRDP include; (i) development of the PRDP Knowledge Portal to link to the PEMSEA KM; and (ii) development, publication and circulation of success stories across the GEF sites of the PRDP and to the other GEF funded Projects in the other country through the PEMSEA KM Portal.

#### **Site Assessment for Philippine Rural Development Project (PRDP) (WB Mission Report April 27-29, 2015)**

The primary objectives of the mission to Guimaras were to meet with the local PRDP team and governments representatives:

- (1) to identify ways and means that the knowledge management MSP can assist the project;
- (2) to explore opportunities for developing and packaging innovative knowledge products and services being generated by the project;
- (3) to identify and assess one target activity with investment potential; and
- (4) to delve into the investment process for such projects in Guimaras.

The mission objectives were met. PRF staff was able to establish connections to local PRDP staff and government officials, including in the Provincial Economic Development Office. Seaweed farming was validated at the most appropriate activity for piloting in the SEA Knowledge Bank. Several opportunities for investment appear to be present, including inputs for expanded production, investment in post-harvest facilities and stronger linkage to the market. Several conditions that will help facilitate investment seem to be in place including strong local technical support from the only seaweed laboratory in the Western Visayas, a well-organized seaweed growers association that's registered with DLI, and good governance framework under ICM and established investment codes and guidelines from the Provincial Economic Development Office.

An initial value chain analysis and business plan for seaweeds has already been developed and is under review. These provide a good basis for developing an investment brief to pilot in the SEA Knowledge Bank. There also seem to be knowledgeable individuals at multiple levels who could potentially participate in development of the brief, presenting at Congress and future engagement with the KM project.

A comprehensive value chain analysis for seaweed production in the Philippines is being conducted by the MSP with the aim of providing a business model that can be used by PRDP and other investment projects in the region (e.g. PhilCCAP).

#### **MSP Interaction with Guandong Agriculture Pollution Control Project (GAPCP)**

While the Project Appraisal Document of GAPCP prescribed the start-up implementation date on 27 Dec 2013 the KM Strategy and Implementation Plan states that the project was launched only in March 2014.

As noted from the Mission Report, on 19-23 April 2014, the Programme Manager for Partnership Application (Project Manager of Knowledge Management Project), the Head of Professional Services, and the Sustainable Development Specialist traveled to meet with key World Bank and Guangdong Agriculture Pollution Control Project representatives as well as selected beneficiaries of the project to:

- (a) discuss the linkages of PEMSEA's KM project with Guangdong Agriculture Pollution Control Project;
- (b) identify knowledge products and services (KPS) that the investment project needs as well as the KPS that will be generated from the project,
- (c) convey the benefits of the KM Project to World Bank and Guangdong Agriculture Pollution Control Project representatives, and
- (d) define the possible mechanisms for cooperation between the World Bank and Guangdong Agriculture Pollution Control Project.

PEMSEA was given the opportunity to formally present the Knowledge Management project to IBRD specialists, PMO staff, expert group and World Bank representatives...Mr. Renato Cardinal presented background on PEMSEA and details on the World Bank Knowledge Management project, the SEA Knowledge Bank and how they might benefit Guangdong Agriculture Pollution Control Project. He also discussed the objective of the mission and the visit to the sites of Guangdong Agriculture Pollution Control Project. Mr. Ryan Whisnant presented more details on the investment component of the SEA Knowledge Bank including how PR Guangdong Agriculture Pollution Control Project might use it to leverage investment. It was explained that one of PEMSEA's primary goals for the mission was to identify a potentially investable activity from the project, and workshop participants were invited to provide suggestions. PEMSEA Representative also invited the meeting to consider their participation to the East Asian Seas (EAS) Congress particularly in the Knowledge Management; and Investments workshops to be able to present the project and make a pitch by presenting a project/business brief to the participant of the Investment workshop. The participants of the meeting indicated their interest in the Knowledge Management programme of PEMSEA and in participating in the EAS Congress.

In the same Mission Report, two Project Knowledge Products have been noted as published, printed and circulated to the participants at the meeting. These two are: "1) Pest Management Plan, in Chinese and English versions, 2) 100 questions about the WB-GAPCP"<sup>12</sup>.

From the Mission Report, the two Project Knowledge Products are described as follows:

#### *Pest Management Plan*

This publication was developed by the Project Management Office and published by the China Agriculture Press in January 2015. This knowledge product was prepared in accordance with the disease and pest management environment evaluation requirements and Pest and Disease Management Plan of the World Bank. It is supposed to be used to assist the households to adopt EFCP and IPM technologies to improve agricultural quality and safety levels, and reduce pesticide pollution. Both Chinese and English versions of the plan are included in the publication.

### *100 questions about the World Bank Guangdong Agricultural Pollution Control Project*

It was prepared by the project PMO and published by China Agriculture Press, published in September 2014, the publication provides an overall understanding to the project contents and regulations. It is intended for use by farmer households, cooperatives, cultivation enterprises, owners of livestock farms, project managers, and the general public. Annexed to the publication are the pesticides prohibited for sales and application by the project, application techniques of formula fertilizers in the project, and treatment technologies of common disease and pests in crops in the project.

A third knowledge product which was not circulated is the Integrated Use of the Three Fertilizer Application Technologies. On the area of agriculture conservation, there are potential best practices that can be captured from the testing of the different modes of rice and corn production and can be transformed into knowledge products. However, the different modes of production are on its “field testing” stage and results of the field testing are being gathered.

### **MSP Interaction with Coral Reef Rehabilitation and Management Program Phase 3 (COREMAP-CTI)**

A field visit was conducted in Indonesia to The following are excerpts during the visit of the Country Programme Manager in Jakarta, Kupang and Sikka, Indonesia, from 14-20 December 2014, as contained in the Mission Report. The representatives from PEMSEA Resource Facility traveled to meet with key representative from the sites in Jakarta, Kupang and Sikka, Indonesia as well as selected beneficiaries of the project to:

- (a) discuss the linkages of PEMSEA’s KM project with Guangdong Agriculture Pollution Control Project;
- (b) identify knowledge products and services (KPS) that the investment project needs as well as the KPS that will be generated from the project,
- (c) convey the benefits of the KM Project to World Bank and Guangdong Agriculture Pollution Control Project representatives, and
- (d) define the possible mechanisms for cooperation between the World Bank and Guangdong Agriculture Pollution Control Project.

The PEMSEA team provided a brief and practical introduction on the KM project, highlighting opportunities for local governments to share and learn knowledge and experiences with other countries and local sites on improving management of marine and coastal areas and resources. Photos were shown of the PNLG network activities and various cross-site visits conducted by local ICM sites.

The PEMSEA team noted that there are many success stories in Sikka, but they need to be documented, and the documentation can include interviewing local fishermen and housewives on how the COREMAP 1 and 2 projects have affected their lives. In the context of the spatial and development plans for the area, the team also highlighted the need to consider investments that will benefit local people (instead of big hotels), such as the establishment/improvement of home stays for tourists.

In concluding the meeting, Mr. Lukman also shared with the participants the work plan and budget for the COREMAP-CTI Project for 2015, which, among many activities, includes promotion of tourism activities including development/promotion of homestays.

Although the COREMAP-CTI Project has just started, there is a wealth of information, guidance and training materials, technical information/reports, expertise/capacities, accomplishments, good practices and experiences at the national level as well as in the local sites that have been generated from the earlier COREMAP I and II projects, particularly related to a decentralized co-management approach for management of coral reefs and related ecosystems, which can potentially contribute to the development of a regional KM platform.

As highlighted during the meetings at the national and local levels, however, there is a need to translate the information on accomplishments, good practices and lessons learned into appropriate forms for sharing and dissemination to policy/decision-makers, local leaders, general public, media and other potential users. Capacity development on this aspect and on strategies for knowledge-sharing and dissemination has been identified as a potential area of collaboration with the KM Project. Available guidelines and training materials as well as directories of experts can also be evaluated for inclusion in the e-portal.

PEMSEA should take advantage of the relationship that has been established with the COREMAP-CTI team by proposing a practical engagement plan that will identify: (a) information that can be contributed by their project to the KM platform; (b) specific potential services that the KM platform/project can contribute to them; (c) proposed activities and schedule; (d) roles of the national project office/implementing units and local project sites; (e) resources required; and (f) implementation arrangements. A follow on meeting to discuss and agree on the details of the proposed engagement plan and to develop a formal agreement should be undertaken.

### **MSP Interaction with Coastal Resources for Sustainable Development Project, Viet Nam**

The Seas of East Asia (SEA) Knowledge Bank Road Show was conducted in Soc Trang City, Viet Nam on May 25, 2016. The intended audience were present and these include: (1.) project office and field representatives from World Bank projects in Soc Trang and adjacent provinces in Southern Viet Nam; (2) representatives from LGUs and ICM sites in provinces adjacent to Soc Trang, particularly planning and investment officials; (3) other development organizations and NGOs with potential for investible projects; (4) interested donor representatives; and (5) interested business sector representatives. There were 20 participants with representatives from Department of Agriculture and Resource Development (DARD), Department of Natural Resources and Environment (DONRE), Marine and Fisheries Department, CRSDP, BlueYou, Planning and Investment Department, Khanh Sung business group, and farmers group. The participants represent various provinces and districts to include Ca Mau, Soc Trang, Khanh Hoa, Phu Yen, Binh Dinh, Ha Tinh, Nge Anh, Thanh Hoa, Bac Lieu, Ho Chi Minh, and Danang.

The Road Show was envisioned to: provide a deep dive into the full features of the Seas of East Asia Knowledge Bank (SEAKB); promote adoption of the platform by World Bank, LGUs, and ICM site representatives; allow participants to interact with and test the platform,



gathering feedback on usability, value to the end user and areas for improvement; identify additional knowledge products for inclusion on the platform; and identify potential investments for development and inclusion on the platform. These objectives were fully attained as almost all participant expressed interest of using the platform and some already share possible investible projects which can be uploaded in the platform for investors to review and assess for possible investment.

While most of the expected outputs were realized during the road show, the project is still looking forward to more achievement of the following expected outputs: (1) user feedback for enhancement of the platform prior to full launch in September 2016; (2) additional knowledge products for inclusion on the platform; (3) potential investments for developing and including on the platform; and (4) adoption of the platform by World Bank projects and LGUs.

The key messages delivered and understood by the participants in the launching of the platform are: investing in a blue economy is critical for protecting and enhancing coastal and marine ecosystem services while contributing to economic growth and development; the SEAKB provides a powerful, regional platform for learning the latest science and management best practices for planning and implementing sustainable development of coastal and marine areas; the SEAKB can aid in supporting projects/sites in developing and enabling environment and capacity for leveraging investments; organizations can showcase and replicate successes across the region through the SEAKB; there is no shortage of capital/funding available, but projects' enterprises' expectations must be aligned with investor requirements, and rigor is needed in preparing projects for investment; and the SEAKB provides a convenient platform for assessing investments opportunities, establishing an enabling environment, developing investments and connecting with investors.

The workshop framework adopted two-prong approach with experts providing inputs relative to the platform and participants feed backing through breakout sessions and group discussion. During the first breakout session, the following discussion points were provided to the four groups of participants:

1. What are the priority needs and problems related to ICM that must be solved in my local community that could benefit from KPS?
2. What ICM related projects in my local community need investments? Are there any documents, data, information available to help attract investment (e.g. feasibility studies, business/investment plans, etc.)
3. What good practices can we share contribute to SEAKB to help other ICM projects in Viet Nam and the region?

The group discussion was quite animated and lively. The results of the discussion are presented in group report that follows after the group discussion. A few concerns were raised during group discussion. One concern has to do with the English language used in the platform. Many expressed the need for the platform to be translated to Vietnamese which the PEMSEA-KM Project organizer is planning to propose in the next phases (expanded phases) of the project. The other concern has something to do with the technical background and knowledge/capability of the audience and prospective users relative to accessing and using the platform in its full potential and applicability. Many participants expressed the need

for more capability building in accessing and using the platform after this first launching. The response from the organizer was quite positive with scheduled capability building for CRSD, Vietnam shared during the workshop.

### **MSP Interaction with Capturing Coral Reef Ecosystem Services (CCRES) Project, Regional (Philippines and Indonesia)**

The interview with Ms. Kubi Follosco, Country Coordinator for the Philippines confirmed the strong coordination of CCRES with PEMSEA KM project as a collaborative partner in sharing their tools and best practices to a more wider local, regional and international audience. The CCRES development objective is to *design and support the uptake of innovative models for valuing mangrove, seagrass and coral reef ecosystem services with the potential to enhance the sustainability of marine-based enterprise and marine spatial planning in select coastal communities in Indonesia and the Philippines. CCRES aims to help communities capture more of the benefits from healthy ecosystems and promote conservation, by demonstrating the links between ecosystem health, local benefit capture and community welfare.* The strategic alliance with PEMSEA KM project respond to the challenge of scaling up the sharing of these good models and practices in regional and global levels and to ensure replication across multiple forums.

The CCRES team continues to involve in-country partners in the Philippines and Indonesia in the planning of research designs of technical products and the delivery outputs. As the CCRES project has completed its second year, we are now in full implementation mode with the research effort, and already this is demonstrating early wins and achievements in producing outputs and information which our direct beneficiaries are using in their coastal planning. We have been working with stakeholders and end-users to ensure our outputs are user-friendly and in ensuring that ultimately, knowledge sharing can and should facilitate enhanced capacity and performance of development projects, and impact investments for sustainable development.

### **Community of Practice PEMSEA Network of Learning Centers**

To facilitate knowledge transfer, PEMSEA has developed and maintained a community of practice to support knowledge transfer, which include and as indicated in the KM Strategy and Implementation Plan (Aug 6, 2014):

- **Regional Centers of Excellence (RCoEs)** consists of **Centre for Marine Environmental Research and Innovative Technology (MERIT)** based in Hong Kong and **Marine Science Institute of the University of Philippines**.
- **ICM Learning Centers (LCs)** consists of eight universities in East Asian region running ICM education and training programs in support of ICM application through capacity programs. To date, six institutions have been recognized as ICM Learning Centers, which will support training and support services for ICM implementation and replication in the World Bank investment projects.

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