



**Building a Blue Economy: Strategy,
Opportunities and Partnerships in the
Seas of East Asia**
9-13 July



SUBTHEME 5
**Meeting Institutional and Individual Skills and Capacities for
Integrated Coastal and Ocean Governance**

WORKSHOP 2
**Certifying Leaders in Integrated
Coastal and Ocean Governance**

CO-CONVENING AGENCY:



Chair: **Prof. Stephen Olsen**
University of Rhode Island, USA

Co-chair: **Dr. Chou Loke Ming**
National University of Singapore (NUS)

Dr. Gil Jacinto
Coastal Management Center and
UP-Marine Science Institute (MSI)



The East Asian Seas Congress 2012
Building a Blue Economy: Strategy, Opportunities and Partnerships in the Seas of East Asia
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**Subtheme 5: Meeting Institutional and Individual Capacity Demand for
Integrated Coastal and Ocean Governance**

**Workshop 2: Certifying Leaders in Integrated Coastal and Ocean Governance in
the East Asian Seas Region**

10 July 2012

Co-Convener:

SIDA, Swedish International Development Cooperation Agency

Chair:

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1. RATIONALE

- 1.1 One of the issues discussed in the 2009 East Asian Seas (EAS) Congress in Manila, Philippines, was that in the future — and to further create a demand and an incentive to stay the course of integrated coastal and ocean governance — there is a need to professionalize ICM practice. A certification program for practitioners is one strategy for meeting that need.
- 1.2 Thus prior to the 2012 EAS Congress, PEMSEA developed and circulated a concept paper to articulate the needs for the certification of ICM leaders in the region. The paper was premised on the assumption that while a certification programme can create an incentive and a stamp of excellence for ICM leaders and managers, it can also generate other opportunities. Based upon the tenets of continuous professional development (and consequently, to institutional reforms) and in the furtherance of a robust ICM practice, certification can add value in at least three ways.

- 1.3 One, certification can leverage the gains from the other capacity-development strategies — i.e., short-term training, internships, degree-granting programs that have been instituted before — in setting the standard of ICM practice. Thus, certification can bridge the gaps between these different strategies, which, when done separately from each other, may lack coherence and be less effective in promoting effective practice.
- 1.4 Two, certification can capitalize on communities of practice, ICM platforms, institutions and analytical and decisionmaking tools and not to lose out on the “pools of capacity” already built through the years. This strategy, while addressing the aims of certification for professional growth can, at the same time, strengthen communities of practice and help in maintaining their relevance as effective avenues of capacity development.
- 1.5 And three, a regular certification process can gauge competencies already reached and identify gaps and new needs as they emerge. In this way, designing and delivering trainings becomes an iterative that builds upon experience gained in a developing field and identifies needs and necessary adjustments in a timely manner.
- 1.6 Predicated on the above assumptions, PEMSEA designed the certification workshop (see the workshop programme in **Annex 1**) to address the following objectives:
- Articulate the need to invest in a “new breed” of coastal and marine governance leaders through a certification program;
 - Review the needs and benefits of certification;
 - Review experience elsewhere with certification standards and mechanisms;
 - Review a draft certification framework; and
 - Propose a way forward and a potential advisory group.
- 1.7 Thus the workshop was able to build a case on the need to invest in a “new breed” of coastal and marine governance leaders. As well, the workshop articulated why certification is an appropriate means of gauging the competencies of effective leaders. Based upon several experiences within the region and elsewhere, the certification standards and mechanisms, as well as several prospects and opportunities, became apparent.

2. ADDRESSING THE NEW CHALLENGES FOR OCEAN AND COASTAL SUSTAINABILITY

Prof. Stephen Olsen articulated that no one person can become all-knowing in the practice of ICM. One should have a deep knowledge of at least one component to signal ability, rigor and discipline; but to be effective, an individual is required to integrate knowledge, skills and values that enable productive engagement with a governance system and an interdisciplinary team. This may be visualized as “T competencies” in which the verticle leg of the T illustrates depth in a field and the bar stands for the ability to link across a diversity of other disciplines.

Prof. Olsen presented a certification system for ICM practitioners which was developed by URI Coastal Resources Center and EcoCostas, a regional NGO in Latin America dedicated to promoting effective coastal governance. The system is directed at six competencies:

1. Analysis of long-term ecosystem change;

2. Analysis of governance system responses to ecosystem pressures and change;
3. Design of forward looking viable interventions;
4. Monitoring and evaluation for adaptive management;
5. Stakeholder engagement, mediation; and
6. Leadership.

These competencies can be interpreted to suggest a “new breed” of ICM practitioners. Whereas developed to codify core competencies, Prof. Olsen sees that certification is an excellent means of codifying an evolving practice and profession. A certification program could also strengthen the community of professional ICM practitioners.

3. INTERDISCIPLINARY AND COLLABORATIVE PROGRAMS FOR SUSTAINABILITY AND EFFECTIVE LEADERSHIP: BUILDING BLOCKS OF CERTIFICATION

The workshop was able to highlight several interdisciplinary educational programs and collaborative strategies that are instructive. They provided some of the bases upon which leaders of ICM can be assessed; and possible mechanisms needed to inform the implementation of a certification program for ICM leaders.

- 3.1 Dr. Hiroyuki Nakahara presented the program of the Yokohama National University-Center for Oceanic Studies and Integrated Education. The program was designed to give students multiple perspectives on science and technology and social sciences, including policy and law. It is designed to introduce the state-of-the-art in ocean science and technology as well as real national policy and international law, through inviting lecturers from, and internships with, cooperative organizations. It is open to the general public in order to raise awareness of the oceans.
- 3.2 Dr. Eng. Jun T. Castro reiterated that the School of Urban and Regional Planning of the University of the Philippines, as the premiere graduate school of planning in the Philippines, has a clear advantage in producing competent graduates, in particular with respect to gaining competencies required by the Law Regulating Environmental Planning Profession in the Philippines (PD 1308). The law mandates that only qualified environmental planners shall be appointed to positions requiring environmental planning knowledge, skills and competence. It further mandates that at least 75% of employees of environmental firms and corporations shall be registered environmental planners. However, environmental planning as a profession in the Philippines faces the following challenges: few enrollees in environmental planning (including urban and regional planning) courses offered in the universities; the benefits of environmental planning are not well understood; few environmental planning professionals; and non-compliance to PD 1308.

But the prospects remain very good, as registered environmental planners are increasingly needed to provide services like the preparation of Environmental Compliance Certificates (ECCs), environmental impact assessments (EIAs), disaster risk reduction management (DRRM) plans, etc. There is also a possibility of a region-wide certification under the ASEAN Mutual Recognition Arrangement.

- 3.3 Dr. Jae-Young Lee presented the Joint Project Agreement (JPA) between the Republic of Korea and the United States of America. The JPA is now on its 11th year of

implementation aimed at building institutional and individual skills and capacities for integrated coastal and ocean governance. The initiative has, to date, promoted joint research and provided a formal instrument for cooperation under four main subject panels: integrated coastal management (ICM), marine observation, fisheries research, and aquaculture. It has contributed to building the qualifications of leaders and managers as participants pursue scientific and technical cooperation and cross training of personnel on subject skills and best practices for good governance and good business.

4. TAKING STOCK: PROSPECTS AND EXPERIENCES ON CERTIFICATION

- 4.1 Ms. Kazumi Wakita presented the results of a questionnaire completed by 21 local and national government officials in Japan. The survey identified capacity development needs of government officials whose activities and duties relate to integrated coastal zone management (ICZM). The survey showed that stakeholder involvement is the most difficult challenge which local government officials face. For the national officers, the common concern is how to share information about coastal areas and to enhance knowledge on how to practice ICZM, institutionally, i.e., in terms of structural and organizational requirements. Learning actual ICZM examples at the local area is a priority for both national and local government officials. There is need among local officials of knowledge on coastal legislation and other enabling mechanisms to sustain ICZM programs. At the smallest level of government, presentation and communication skills are most desired.

In Japan, a certification for ICM practitioners is not in demand. Ms. Wakita opined that a system/framework for providing benefits is necessary which can help a certification program become more attractive. As a way forward for any certification program for ICM leaders in the region, she posed three thought-provoking questions: (1) Who/which organization will certify?; (2) What and how can the benefits be provided?; and (3) Will the certification be valued nationally, regionally or internationally?

However, several experiences in certification in ICM-related professions have provided significant results.

- 4.2 Mr. Glenn Ricci presented the marine protected area (MPA) certification program that has been developed in the Western Indian Ocean region. He articulated that the program went beyond assessing competency because it is governed by an encompassing challenge: How do you invest in individuals? He narrated several individual cases where it was shown that certification can motivate, retain staff through career tracks and produce effective leaders at all levels. The program has been effective in addressing such practitioners' concerns as: (1) How are their skills progressing?; and (2) How to go forward in their career tracks? In a very innovative way, the program has been instrumental in the realization of leadership qualities within each participant. The program is designed to certify roles and core competence areas. The three levels of certification based on roles are: (1) marine field operations; (2) site management; and (3) strategy, policy and planning. Mr. Ricci said that it took them five years to design and implement this certification program. The key to their success are the independent assessors from the region; which provided the support and mentoring.

- 4.3 Mr. I Ketut Sudiarta presented a certification scheme for coastal planners in Indonesia. The certification, which serves as a guarantee of expertise in integrated coastal management was instituted in 2010 by the Association of Coastal Management Experts Indonesia (HAPPI) in cooperation with the Ministry of Marine Affairs and Fisheries. It addresses competence in coastal planning. In preparing coastal planning documents, it is compulsory that only certified coastal planners are involved. The HAPPI experience in Indonesia has been key in ensuring standards of work competence in coastal planning. As presented, the standards within ICM planning include general competency related to professional ethics of the planners, core competency related to knowledge of coastal systems and planning and competency in leadership and communications.
- 4.2 Mr. Zhang Zhihua presented the professional certification of sea area use management in China which is fundamentally in step with the improvement of marine functional zoning and planning, and the use of science in the development and protection of marine areas. Based upon the Sea Area Use Management Law, three management systems had been instituted: (1) a marine zoning management system; (2) a sea area ownership management system; and (3) a sea area paid-use management system. Accordingly, four professional teams are mandated to implement sea area use management. They include: (1) a marine functional zoning preparation team; (2) a sea area use surveying and mapping team; (3) a sea area use dynamic surveillance and monitoring team; and (4) a sea area use feasibility assessment team. All sea area use management units and staff must receive professional training and are certified before engaging in sea area use management work.

5. TOWARD CERTIFICATION OF LEADERS IN INTEGRATED OCEAN AND COASTAL GOVERNANCE IN THE EAS REGION

- 5.1 Mr. Stephen Adrian Ross, reiterated that countries in the East Asian Seas region are more than ever cognizant of the importance of securing development in the ambit of sustainable use, production and consumption of coastal and ocean ecosystem goods and services. The imperative is clear: countries can no longer allow for the “usual-way-of-doing-things” as the cost to ecosystems and human societies is too high.
- 5.2 This new direction creates, among others, a demand for “new breeds” of leaders. The presentation built a case for certifying leaders in ICM as a leadership development intervention based upon sustainability and leadership frameworks. Mr. Ross argued for a developmental, three-tiered level of certification that necessitates a feedback-intensive assessment and evaluation. As such, the certification programme places as much importance to individual leadership transformation as to the provision of contexts and platforms where this type of leadership can flourish. Mr. Ross ended his presentation with possible activities as a way forward for a certification program in the region.

6. PANEL DISCUSSION

- 6.1 Based upon the concept paper presented by PEMSEA, a question was raised during the panel discussion if certification is necessary or beneficial at this point in time; and ways to move forward. Led by eminent panelists (including Dr. Chua Thia-Eng, Dr. Kem Lowry, Dr. Chou Loke Ming, Dr. Mario de los Reyes, and Dr. Luky Adrianto); it is clear that the

certification for ICM leaders is the way to go to professionalize the practice. But several challenges need to be addressed as articulated by the panelists.

- 6.2 Dr. Chou Loke Ming believes that it is high time, actually behind time, to pursue the certification of ICM leaders. He acknowledged that the discussions about certification have been going on for some time now.

He recognized the value of the contributions made by China and Indonesia to inform the proposed program. He emphasized that there could be two tracks to certifying leaders: (1) formal, based upon an educational degree; and (2) non-formal. He maintained that some practitioners have no degrees, but are actually doers and providing excellent contributions to the field. There is a need to recognize these practitioners. In local government units, the certification should go beyond giving recognition (and providing an additional title) and towards exploring other means of incentives that are contingent with the certification, like a salary increase, a promotion, etc.

- 6.3 Dean Mario de los Reyes believes that the certification for ICM leaders is necessary and beneficial to professionalize ICM practice. He envisions a new breed of ICM leaders with in-depth knowledge, skills, and values and more importantly, that are capable of implementing activities, ethically. In particular, he emphasized that ICM programs need to institute measures that will benefit poor communities in the region.

He agreed with the strategies posed by PEMSEA to move the certification forward and suggested to look at program frameworks developed by other institutions; and the lessons that have been learned so far. He mentioned the ASEAN MRA (Mutual Recognition Agreement) which, to date, has instituted certification for seven disciplines. Sadly, these certifications are saddled with constraints that include: absence of linkage among individuals, lack of information, and no clear path for its implementation. He also maintained that existing local certification programs in the Philippines, like the certification for environmental planners (EnP), are assessed by written exams only. There is a need to include other evaluation instruments, like intensive feedback through mentoring and coaching. He further saw the need for revision or updating of the EnP certification.

He advocated for a clear guide (or a roadmap) in the certification of ICM practitioners and experts that is acceptable to all.

- 6.4 Prof. Kem Lowry couched his thoughts around several critical questions. One, he asked: How credible will the certification be? He sees that credibility will depend on the standards that will be set and how these standards will be communicated. One robust parameter to test this is to see how this certification can be applied to different countries, for instance in Bangladesh or China.

Two, he then asked: How do we assess performance standards? Assessments had been usually input-based (or knowledge-based) borne out of a need to comply with a set curriculum to complete a synthesis product, like a thesis or dissertation. He argued that in most cases, it is the quality of the institution that has been evaluated, not the work of the faculty or the student. It is the most opportune time to think of combining both knowledge and performance-based evidences.

Three, he segued the questions: What then are the standards for this certification and who will do the assessment? Crucial to future discussions is to ask: What is the “right” performance? Prof. Lowry acknowledged that such is not a technical job but necessitates a deliberative process.

- 6.5 Dr. Luky Adrianto agreed in principle that certification is needed but he cautioned that many challenges need to be overcome to implement it successfully. He enumerated three fundamental mechanisms on how ICM is being practiced vis-à-vis the challenges for the certification program. One, ICM is a process and should never be seen as strictly mechanistic, tools- and rules-based approach. ICM thrives when the different levels of the issues in the process are properly deliberated and contextualized. He argued for different levels of certification against the different levels of responsibility in the practice of ICM, possibly, labeled as beginning, intermediate and advanced levels of competence.

Two, ICM is never a short-term program; outcomes are expected to be harvested in several stages. Several competencies can be seen to be in gradient and tended to become more highly mature and complex as one progresses in an ICM program. He acknowledged that skills that have been developed earlier in the program will serve as the “backbone” to the next competencies. Dr. Adrianto thus asked: At what time scale should the certification be given? What skills are being assessed over the duration of the program?

Three, as ICM is implemented across spatial scales, Dr. Adrianto admonished that the criteria for certification be tailored according to scale. For instance, in small-scale, village level ICM, managers and leaders do not have masters degrees. As validated over the years, effective leadership can be honed even without formal education.

- 6.6 Dr. Chua Thia-Eng premised his discussion from the fact that ICM has been moving forward over the last 40 years. The operative word “integration” has been emphasized often, and that “interdisciplinary” and “collaboration,” have become buzzwords as well. The successes in ICM practice have produced a high demand in which most countries want to start an ICM program. But a dilemma ensues when there are no qualified people to do it.

Dr. Chua acknowledged that a certification program is a good platform for giving out recognition. However, it could also be used to move ICM in the right direction. The questions — How do we certify? What do we certify? Who will certify? — thus become crucial.

He enumerated several parameters to be considered in the certification program:

- Common broad-based knowledge
- Quick analysis
- Quick thinking
- Ethics

Dr. Chua Thia-Eng emphasized that the standards for effective, certified, quality ICM leaders are not easily enumerated and written. The foremost consideration right now is taking cognizance of the role of intuitive and fast thinking to address the many problems in our coasts and oceans. A lot of opportunities will open up when this character is built and mastered by an ICM leader.

7. MAJOR CONCLUSIONS

The workshop participants were able to agree on the following conclusions:

- 7.1 No one person can become all-knowing in the practice of ICM. But one should have a deep knowledge of at least one discipline to signal ability, rigor and discipline.
- 7.2 But to be effective leader, an individual is required to integrate knowledge, skills and values that enable productive engagement with a governance system and an interdisciplinary team.
- 7.3 Certification is an appropriate means of gauging competencies of effective ICM leaders.
- 7.4 The certification of ICM leaders in the EAS Region is beneficial and necessary at this point in time.

8. MAJOR RECOMMENDATIONS

As a way forward, the following recommendations were offered:

- 8.1 Create an advisory group composed of well-respected, highly competent professionals.
- 8.2 Develop the standards to gauge each competency.
- 8.3 Develop the mechanisms of an objective assessment process, including knowledge and performance-based evidences.
- 8.4 Develop the code of ethics.
- 8.5 Develop the strategies to increase the level of recognition and credibility (certifying body, team of assessors, how to certify, meaningful benefits, enhancing credentials for local government officials; strengthening the contribution of non-formal training, etc).

Annex 1. Workshop Programme.

Time	Activity/Presentation	Papers presenters/panelists
1000–1005	<ul style="list-style-type: none"> ▪ Chair's Introduction 	<ul style="list-style-type: none"> ▪ Prof. Stephen B. Olsen, Director, Coastal Resources Center, University of Rhode Island, USA
Addressing the New Challenges for Ocean and Coastal Sustainability		
1005–1020	<ul style="list-style-type: none"> ▪ Building Capacity to Practice the Ecosystem Approach 	<ul style="list-style-type: none"> ▪ Prof. Stephen B. Olsen, Director, Coastal Resources Center, University of Rhode Island, USA
Interdisciplinary and Collaborative Programs for Sustainability and Effective Leadership: Building Blocks of Certification		
1020–1035	<ul style="list-style-type: none"> ▪ Interdisciplinary Education in Coastal and Ocean Governance 	<ul style="list-style-type: none"> ▪ Dr. Hiroyuki Nakahara, Professor, Center for Ocean Studies and Integrated Education, Yokohama National University and Managing Director, Research Institute for Ocean Economics, Japan
1035–1050	<ul style="list-style-type: none"> ▪ The Role of SURP in the Certification of Urban Planners in the Philippines: Prospects, Issues and Constraints 	<ul style="list-style-type: none"> ▪ Dr. Eng. Jun T. Castro, Associate Professor, UP-School of Urban and Regional Planning (SURP), Philippines
1050–1105	<ul style="list-style-type: none"> ▪ A Joint Project Agreement between Agencies in the Republic of Korea and the United States to build Institutional and Individual Skills and Capacities for Integrated Coastal and Ocean Governance 	<ul style="list-style-type: none"> ▪ Dr. Jae-Young Lee, Deputy Director, Deputy Director, Marine Environment Policy Division, Marine Policy Bureau, Ministry of Land, Transport and Maritime Affairs (MLTM), RO Korea
Taking Stock: Prospects and Experiences on Certification		
1105–1120	<ul style="list-style-type: none"> ▪ Facing Challenges and Capacity Development Needs of Practitioners on Integrated Coastal Zone Management in Japan: Prospects for Certification 	<ul style="list-style-type: none"> ▪ Ms. Kazumi Wakita, Research Fellow, Ocean Policy Research Foundation (OPRF), Japan
1120–1135	<ul style="list-style-type: none"> ▪ Certifying Coastal Managers: Experiences in Indonesia 	<ul style="list-style-type: none"> ▪ Mr. I Ketut Sudiarta, Lecturer and Researcher, Fisheries and Marine Science Department, Warmadewa University, Indonesia
1135–1150	<ul style="list-style-type: none"> ▪ A Program for the Certification of Marine Protected Area Professional 	<ul style="list-style-type: none"> ▪ Dr. Glenn Ricci, Coastal Management Specialist, Coastal Resources Center, University of Rhode Island, USA
1150–1205	<ul style="list-style-type: none"> ▪ Certification Scheme of Professionals Engaged in Sea Use Planning in China 	<ul style="list-style-type: none"> Mr. Zhang Zhihua, Division Director, Department of Sea Area Management, SOA, China

Toward Certification of Leaders in Integrated Ocean and Coastal Governance in the EAS Region		
1205–1220	<ul style="list-style-type: none"> ▪ Investing in Our Future by Investing in “New Breeds” of Coastal Leaders Now 	<ul style="list-style-type: none"> ▪ Mr. Stephen Adrian Ross, Chief Technical Officer, PEMSEA
Panel Discussion:		
1220–1255	<p>The panel discussion hopes to answer the question, “Is certification of leaders of ICM in the EAS region necessary or beneficial at this point in time?”, and to agree on the road map for going forward</p>	<p>Facilitator: Dr. Gil Jacinto, Executive Director, Coastal Management Center and Former Director , UP-Marine Science Institute (MSI), Philippines</p> <p>Panelists:</p> <p>Dr. Chua Thia-Eng, Council Chair, EAS Partnership Council</p> <p>Dr. Chou Loke Ming, Professor, Department of Biological Sciences, National University of Singapore (NUS), Singapore</p> <p>Dr. Mario De Los Reyes, Associate Professor, UP-School of Urban and Regional Planning (SURP), Philippines</p> <p>Dr. Kem Lowry, Professor, University of Hawaii, USA</p> <p>Dr. Luky Adrianto , Deputy Director, Center for Coastal and Marine Resources Studies (CCMRS), Bogor Agricultural University , Indonesia</p>
1255–1300	Chair’s Wrap up	Prof. Stephen B. Olsen, Director, Coastal Resources Center, University of Rhode Island, USA

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