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Annex 1

Terms of Reference - Final Evaluation (FE)
UNDP/GEF Distance Learning and Information Sharing Tool
(DLIST-Benguela)

1. INTRODUCTION:

The Monitoring and Evaluation Policy (M&E Policy) at the project level in UNDP/GEF has four objectives to:
a) Monitor and evaluate results and impacts;
b) Provide a basis for decision making on necessary amendments and improvements;
c) Promote accountability for resource use;
d) Document, provide feedback on, and disseminate lessons learned.

A mix of tools is used to ensure effective Project monitoring and evaluation. These might be applied continuously throughout the lifetime of the project e.g. periodic monitoring of indicators through the annual Programme Implementation Reports (PIR), Project Steering Committee meetings – or as specific and time-bound exercises such as mid-term reviews (MTR), audit reports and final evaluations (FE). In accordance with UNDP/GEF Monitoring and Evaluation policies and procedures, all regular and medium-sized projects supported by the GEF should undergo a final evaluation upon or nearing completion of implementation. A final evaluation of a GEF-funded project (or previous phase) is also required before a concept proposal for additional funding (or subsequent phases of the same project) can be considered for inclusion in a GEF work program. However, a final evaluation is not an appraisal of the follow-up phase.

Final evaluations are intended to assess the relevance, performance and success of the projects. It looks at early signs of potential impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental goals and objectives. It will also identify and document lessons learned and make recommendations that might improve the design and implementation of other UNDP/GEF projects.

2. BACKGROUND:

The DLIST-Benguela Project is designed to offer an electronic platform for vital information sharing and distance learning. The project assures dissemination of the scientific outputs of the existing Benguela Current Large Marine Ecosystem and BENEFIT programmes in Angola, Namibia and South Africa, to all civil stakeholders

along the coastline of the Benguela Current. Such mass education and awareness building through information sharing amongst the stakeholder communities will enable effective participation of local communities, as follows. Regional and local decision makers will become involved in translation of the scientific findings of programmes in the BCLME area, into management action, ensuring sustainable management of the Current. Local communities will be empowered to develop alternative livelihoods, therewith empowering local communities and substantially contribute to realization of Community Based Natural Resource Management (CBNRM) objectives along the Benguela coastline. The sharing of information and lessons learned, will further strengthen linkages between existing marine and coastal programmes in the BCLME area, therewith enhancing the effectiveness of the individual efforts.

The Programme is funded by the Global Environment Facility (GEF) which has contributed $775,000 through the United Nations Development Programme (UNDP) for the regional initiative. The GEF's funding complements an investment of $158,000 by the Academic institutions in the three countries, and over $600,000 from other sources such as the USAID, Eco/Africa and private organizations. The Government of Angola, Namibia, and South Africa, the United Nations Development Programme and UNOPS signed the project document in 2005.

The Project Goal:

To ensure that collaborative management arrangements for stress reduction are in place to protect the ecological integrity of the transboundary BCLME and sustain living marine resources vital to the sustainable development of coastal communities.

The Project Objective:

To bridge the information gap by using innovative ICT applications to provide access to training and to increase flow of information between experts, institutions and networks and coastal players including communities, as well as between themselves so a common pool of knowledge is created and maintained.

The Project has four Outcomes:

1. **Outcome 1:** IT Platform: to put in place an innovative and user friendly IT platform for coastal stakeholders
2. **Outcome 2:** Course Development: to offer coastal players a distance learning course on sustainable development in coastal areas
3. **Outcome 3:** Knowledge Management: to promote free access and flow of information between coastal players
4. **Outcome 4:** Outreach: to make the ICT platform accessible to coastal communities

3. GENERAL OBJECTIVES OF THE EVALUTION:

The final evaluation of the UNDP/GEF project "DLIST-BENGUELA" is initiated by the UNDP Namibia and it is being undertaken in accordance with the UNDP/GEF Project Monitoring and Evaluation Policy see (http://thegef.org/MonitoringandEvaluation/MEPoliciesProcedures/mepoliciesprocedures.ht

[ml](#)). The principal purpose of the Final Evaluation is to assess the project results and impacts as required by the UNDP/GEF Monitoring and Evaluation Policy. It is also mandatory to evaluate and review any UNDP programme of the magnitude of USD 1 million or more, at mid-term and when the assistance is about to phase out. The mid-term review exercise of DLIST-Benguela Project was conducted in 2007[1]. The FE is expected to deliver an objective evaluation report that documents project results and capture the performance against the set and agreed objectives, to document and capture lessons learned that will provide lessons and best practices with a view of informing similar project initiatives.

The main stakeholders of the DLIST-Benguela Project are:
1. Governments of Angola, Namibia and South Africa;
2. Coastal communities and players from the three participating countries (DLIST users), including individuals and organizations;
3. BCLME FSP;
4. Institutions of higher learning especially, the Polytechnic of Namibia (PON) and University of Namibia (UNAM), Cape Peninsula University of Technology (CPUT), Agustino Netto; and,
5. UNDP COs in the participating countries, UNOPS, UNDP/GEF

4. PROGRAMME PERFORMANCE:

4.1 OBJECTIVES OF THE FINAL EVALUATION:

A final evaluation is a mandatory requirement of UNDP/GEF Programmes and Projects of this magnitude. The evaluation will analyze and assess the achievements and progress made so far towards achieving the original objectives of the DLIST-Benguela Project. It will also identify factors that have facilitated or impeded the achievement of the objectives. The evaluation will consider the effectiveness, efficiency, relevance, impact and sustainability of the DLIST-Benguela Project. While a thorough assessment of the implementation to date is important, the evaluation is expected to also result in recommendations and lessons learned to assist in defining future direction of similar projects.

The evaluation will in particular assess:

(1) Project Design – review the original project intervention strategy including objectives, outcomes, outputs and activities and assess quality of the design and delivery of planned outcomes. The review should also assess the conceptualization, design, effectiveness, relevance and implementability of the project. The review should also include the updated logical framework matrix if applicable and any relevant review

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[1] Conducting an external review of a regional project, irrespective of the project size, requires significant financial resources, which would be a significant financial burden for a medium size project (a project up to USD1 million funding from GEF). Therefore, it is agreed and commonly practiced that International Waters medium size projects would undergo an internal mid-term review processes. Such internal review processes are generally conducted by the Project Steering Committee (PSC) and it provides the Project Management Unit with guidance on further implementation of the project to ensure the intended project outputs and outcomes are achieved in the most effective and efficient manner and maximize its long lasting impacts. DLIST-Benguela underwent the internal review process at its PSC held in June 2007.

undertaken during the Project Inception Phase and Meeting. This evaluation shall cross-reference the results, and report, including recommendations of the PIRs completed in 2005, 2006, and 2007 as well as the minutes of the mid-term review exercise which was conducted in 2007.

(2) Project Impact – assess the achievements of the DLIST-Benguela Project to date against the original objectives, outcomes and activities using the indicators as defined in the project document as well as any valid amendments made thereafter. Of particular relevance are the indicators that have been identified, reviewed and updated during mid-term review exercise. Achievements should be measured against the indicators as described in the log frame.

(3) Project Implementation – assess:

   a. Project management arrangements, i.e., effectiveness of UNDP/GEF, UNDP Country Office, UNOPS, the Project Implementation Team (DLIST-Benguela Team), and the DLIST-nodes established in each of the countries;
   b. Quality and timeliness of delivering outputs and activities;
   c. Financial situation (i.e., budget and expenditure status). In this regard, this evaluation is not a financial audit, which is a separate process carried out by UNOPS. If a financial audit was done the evaluators should have access to the audit reports under the auspices of UNOPS;
   d. Cooperation among partners including but not limited to: GEF, UNDP, Governments counterpart Ministries, DLIST-team, and private companies;
   e. Responsiveness of project management to adapt and implement changes in project execution, based on partner and stakeholder's feedback;

Based on the above points, the evaluation should provide a document of no more than 30 pages indicating what project activities, outcomes, outputs and impacts/results have been achieved to date, and specifically:

   (1)   Assess the extent of the progress which the DLIST-Benguela Project has made to achieve its objectives and where gaps are evident;

   (2)   Draw lessons from the experiences of the DLIST-Benguela Project, in particular those elements that have worked well and those that have not, requiring adjustments and;

   (3)   Provide recommendations to strengthen the effectiveness, efficiency, impact, implementation, execution and sustainability of the DLIST-Benguela Project.

4.2   SCOPE OF THE EVALUATION:

While the specific issues of concern are listed in the following paragraphs, a reference to the UNDP User Guide and UNDP/GEF guidelines to conduct terminal or end-of-cycle evaluations should be made for addressing the issues not covered below.

The evaluation will include ratings on the following two aspects: (1) Sustainability and (2) Outcome/Achievement of objectives (the extent to which the programme's immediate and

development objectives were achieved). The evaluation team should provide ratings for three of the criteria included in the Final Evaluations: (3) Implementation Approach; (4) Stakeholder Participation/Public Involvement; and (5) Monitoring and Evaluation. The ratings will be: Highly Satisfactory, Satisfactory, Marginally Satisfactory, Unsatisfactory, Highly Unsatisfactory and N/A.

4.2a)   Programme Conceptualization/Design:

1. Whether the problem the project addressed is clearly identified and the approach soundly conceived.
2. Whether the target beneficiaries and end-users of the results of the programme are clearly identified.
3. Whether the objectives and outputs of the project were stated explicitly and precisely in verifiable terms with observable success indicators.
4. Whether the relationship between objectives, outputs, activities and inputs of the project are logically articulated.
5. Whether the project started with a well-prepared work-plan and reasons, if any, for deviations.

4.2b)   Project Relevance:

1. Whether the programme is relevant to the development priorities of the participating countries.
2. Given the objectives of the programme, whether appropriate institutions have been assisted.

4.2c)   Programme Implementation:

The evaluation team will examine the quality and timeliness in regard to:
1. The delivery of inputs specified in the programme document, including selection of sub-programmes/projects, institutional arrangements, interest of beneficiaries, the scheduling and actual implementation.
2. The fulfilling of the success criteria as outlined in the programme document.
3. The responsiveness of the project management to significant changes in the environment in which the programme functions (both facilitating and impeding project implementation).
4. Lessons from other relevant programmes if incorporated in the programme implementation.
5. The monitoring and backstopping of the project as expected by the Government and UNDP.
6. The delivery of Government counterpart inputs in terms of personnel, premises and indigenous equipment, if applicable.
7. Project's collaboration with industry associations, private sector, universities and civil society, if relevant.

4.2d)   Programme Performance:

1. Whether the management arrangements of the project were appropriate.
2. Whether the project resources (financial, physical and manpower) were adequate in terms of both quantity and quality – as well as completing the Financial Planning Cofinancing Table (attached on page 16).

3. Whether the project resources are used effectively to produce planned results.
4. Whether the project is cost-effective compared to similar interventions.
5. Whether the technologies selected (any innovations adopted, if any) were suitable.
6. The role of UNDP CO and its impact (positive and negative) on the functioning of the project.

<u>4.2e) Results/Success of the programme applied to each Specific Programme/Project (3 Areas):</u>

The overall outputs and their meaning are as defined in the programme support documents or project documents that should form the main basis for this evaluation. The details of the specific project impact to be provided, in addition to general outputs, are as under:

1. What are the major achievements of the project vis-à-vis its objectives.
2. What are the potential areas for project's success? Please explain in detail in terms of impact, sustainability of results and contribution to capacity development.
3. What major issues and problems affected the implementation of the project and what factors could have resolved them.
4. Given an opportunity, what actions the evaluation team members would have recommended to ensure that this potential for success translated into actual success.
5. Level of institutional networking achieved and capacity development of key partners, if done in a structured manner at different stages – from inception to sub-programme operations.
6. Environmental impact (positive and negative) and remedial action taken at each sub-programme site.
7. Social impacts, including impact on the lives of women at each sub-programme site.
8. Any underlying factors, beyond control, that influenced the outcome of each sub-programme.

Some of the categories in the findings and conclusions need to be rated in conformity with the GEF guidelines for final evaluations.

4.3   METHODOLOGY/EVALUATION APPROACH:

The evaluation team should provide details in respect of:
1. Documentation review (desk study);
2. Interviews and/or consultations;
3. Presentations and/or meetings;
4. Field visits if any;
5. Questionnaires, if used; and
6. Participation of stakeholders and/or partners.

5. TIME TABLE:

The duration of the evaluation will be a total of 20 working days and will commence towards early August 2008 with the following tentative schedule for the critical milestones:

- Acceptance and commencement of duties by end August 2008.

- Inception meeting with the principal parties (UNDP and DLIST-Benguela Team) by first week of September, with a schedule and definite timetable for the overall evaluation.
- Draft Evaluation Report by end October 2008.
- Presentation of the draft to the key stakeholders and incorporation of comments if deemed necessary, including submission of six copies of the Second Draft evaluation report by mid –November 2008.
- Final Evaluation report by first week of December 2008, electronic format, and in six copies, 6 CD ROMs.

6. CONSULTATIONS:

The consultant and team members are open to consult all reports, files, manuals, guidelines and resource people they feel essential, to make the most effective findings, conclusions and recommendations. The mission will maintain close liaison with the UNDP Resident Representative and Deputy Resident Representative in Namibia, as well as other concerned officials and agencies in UNDP, and the national focal point staff assigned to the project, the DLIST-Benguela Team including Project Manager, and managers of the nodes in the three countries.

7. REPORTING:

The evaluation team will report directly to the Senior Management of UNDP Namibia, UNDP/GEF RCU, but mostly to the UNDP Resident Representative and/or his designated officials to act on his behalves. The consultants shall work in close collaboration with the DLIST-Benguela Team. The consultants will prepare and submit the draft report of the evaluation to UNDP. A presentation and debriefing of the report to UNDP, the project beneficiaries (executing and implementing agencies), PSC will be made in July 2008 as part of the wrap-up workshop for the DLIST-Benguela project. The reporting schedule will be finalized during the inception meeting between the evaluation team and key stakeholders (UNDP, UNDP/GEF, and DLIST-Benguela Team).

DISCLOSURE
Although the evaluation team is free to discuss with the authorities and any partners in the three countries on anything relevant to the assignment, under the terms of reference, the team is not authorized to make any commitments on behalf of UNDP or the Governments of Angola, Namibia and South Africa.

Terminology in the GEF Guidelines to Terminal Evaluations

Explanation on Terminology Provided in the GEF Guidelines to Terminal Evaluations

Implementation Approach includes an analysis of the project's logical framework, adaptation to changing conditions (adaptive management), partnerships in implementation arrangements, changes in project design, and overall project management.

Some elements of an effective implementation approach may include:
- The logical framework used during implementation as a management and M&E tool
- Effective partnerships arrangements established for implementation of the project with relevant stakeholders involved in the country/region
- Lessons from other relevant projects (e.g., same focal area) incorporated into project implementation
- Feedback from M&E activities used for adaptive management.

Country Ownership/Driveness is the relevance of the project to national development and environmental agendas, recipient country commitment, and regional and international agreements where applicable. Project Concept has its origin within the national sectoral and development plans

Some elements of effective country ownership/driveness may include:
- Project Concept has its origin within the national sectoral and development plans
- Outcomes (or potential outcomes) from the project have been incorporated into the national sectoral and development plans
- Relevant country representatives (e.g., governmental official, civil society, etc.) are actively involved in project identification, planning and/or implementation
- The recipient government has maintained financial commitment to the project
- The government has approved policies and/or modified regulatory frameworks in line with the project's objectives

For projects whose main focus and actors are in the private-sector rather than public-sector (e.g., IFC projects), elements of effective country ownership/driveness that demonstrate the interest and commitment of the local private sector to the project may include:
- The number of companies that participated in the project by: receiving technical assistance, applying for financing, attending dissemination events, adopting environmental standards promoted by the project, etc.
- Amount contributed by participating companies to achieve the environmental benefits promoted by the project, including: equity invested, guarantees provided, co-funding of project activities, in-kind contributions, etc.
- Project's collaboration with industry associations

Stakeholder Participation/Public Involvement consist of three related, and often overlapping processes: information dissemination, consultation, and "stakeholder" participation. Stakeholders are the individuals, groups, institutions, or other bodies that have an interest or stake in the outcome of the GEF-financed project. The term also applies to those potentially adversely affected by a project.

Examples of effective public involvement include:

Information dissemination
- Implementation of appropriate outreach/public awareness campaigns

Consultation and stakeholder participation
- Consulting and making use of the skills, experiences and knowledge of NGOs, community and local groups, the private and public sectors, and academic institutions in the design, implementation, and evaluation of project activities

Stakeholder participation
- Project institutional networks well placed within the overall national or community organizational structures, for example, by building on the local decision making structures, incorporating local knowledge, and devolving project management responsibilities to the local organizations or communities as the project approaches closure
- Building partnerships among different project stakeholders
- Fulfillment of commitments to local stakeholders and stakeholders considered to be adequately involved.

Sustainability measures the extent to which benefits continue, within or outside the project domain, from a particular project or program after GEF assistance/external assistance has come to an end. Relevant factors to improve the sustainability of project outcomes include:

- Development and implementation of a sustainability strategy**.**
- Establishment of the financial and economic instruments and mechanisms to ensure the ongoing flow of benefits once the GEF assistance ends (from the public and private sectors, income generating activities, and market transformations to promote the project's objectives).
- Development of suitable organizational arrangements by public and/or private sector**.**
- Development of policy and regulatory frameworks that further the project objectives**.**
- Incorporation of environmental and ecological factors affecting future flow of benefits.
- Development of appropriate institutional capacity (systems, structures, staff, expertise, etc.) **.**
- Identification and involvement of champions (i.e. individuals in government and civil society who can promote sustainability of project outcomes)**.**
- Achieving social sustainability, for example, by mainstreaming project activities into the economy or community production activities**.**
- Achieving stakeholders consensus regarding courses of action on project activities.

Replication approach, in the context of GEF projects, is defined as lessons and experiences coming out of the project that are replicated or scaled up in the design and implementation of other projects. Replication can have two aspects, replication proper (lessons and experiences are replicated in different geographic area) or scaling up (lessons and experiences are replicated within the same geographic area but funded by other sources). Examples of replication approaches include:

- Knowledge transfer (i.e., dissemination of lessons through project result documents, training workshops, information exchange, a national and regional forum, etc).
- Expansion of demonstration projects.
- Capacity building and training of individuals, and institutions to expand the project's achievements in the country or other regions.

- Use of project-trained individuals, institutions or companies to replicate the project's outcomes in other regions.

Financial Planning includes actual project cost by activity, financial management (including disbursement issues), and co-financing. If a financial audit has been conducted the major findings should be presented in the TE.

Effective financial plans include:
- Identification of potential sources of co-financing as well as leveraged and associated financing[2].
- Strong financial controls, including reporting, and planning that allow the project management to make informed decisions regarding the budget at any time, allows for a proper and timely flow of funds, and for the payment of satisfactory project deliverables
- Due diligence due diligence in the management of funds and financial audits.

Co financing includes: Grants, Loans/Concessional (compared to market rate), Credits, Equity investments, In-kind support, Other contributions mobilized for the project from other multilateral agencies, bilateral development cooperation agencies, NGOs, the private sector and beneficiaries. Please refer to Council documents on co-financing for definitions, such as GEF/C.20/6.

Leveraged resources are additional resources—beyond those committed to the project itself at the time of approval—that are mobilized later as a direct result of the project. Leveraged resources can be financial or in-kind and they may be from other donors, NGO's, foundations, governments, communities or the private sector. Please briefly describe the resources the project has leveraged since inception and indicate how these resources are contributing to the project's ultimate objective.

Cost-effectiveness assesses the achievement of the environmental and developmental objectives as well as the project's outputs in relation to the inputs, costs, and implementing time. It also examines the project's compliance with the application of the incremental cost concept. Cost-effective factors include:
- Compliance with the incremental cost criteria (e.g. GEF funds are used to finance a component of a project that would not have taken place without GEF funding.) and securing co-funding and associated funding.
- The project completed the planned activities and met or exceeded the expected outcomes in terms of achievement of Global Environmental and Development Objectives according to schedule, and as cost-effective as initially planned.
- The project used either a benchmark approach or a comparison approach (did not exceed the costs levels of similar projects in similar contexts)

Monitoring & Evaluation.   Monitoring is the periodic oversight of a process, or the implementation of an activity, which seeks to establish the extent to which inputs, work schedules, other required actions and outputs are proceeding according to plan, so that timely action can be taken to correct the deficiencies detected. Evaluation is a process by which program inputs, activities and results are analyzed and judged explicitly against benchmarks or baseline conditions using performance indicators. This will allow project managers and planners to make

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[2] Please refer to Council documents on co-financing for definitions, such as GEF/C.20/6. The following page presents a table to be used for reporting co-financing.

decisions based on the evidence of information on the project implementation stage, performance indicators, level of funding still available, etc, building on the project's logical framework.

Monitoring and Evaluation includes activities to measure the project's achievements such as identification of performance indicators, measurement procedures, and determination of baseline conditions. Projects are required to implement plans for monitoring and evaluation with adequate funding and appropriate staff and include activities such as description of data sources and methods for data collection, collection of baseline data, and stakeholder participation. Given the long-term nature of many GEF projects, projects are also encouraged to include long-term monitoring plans that are sustainable after project completion.

Annex 2.   List of Documents Reviewed

Document
1. DLIST-Benguela Project Document
2. Database of all Project Stakeholders
3. Progress and Financial Reports (Q1-Q9)
4. DLIST Logical Framework
5. Project Steering Committee Meeting Minutes (1st and 2nd meeting minutes)
6. Project Operational Team Meetings Minutes
7. DLIST Report: Course Development Workshop (Namibia)
8. Earthnotes (film festival) Evaluation Report
9. Radio Programme Action Plan
10. First Radio Programme Content
11. Newsletters (1-4)
12. Report of the Coastal Environment Week
13. Co-funding Table
14. DLIST Workshop Minutes SA
15. DLIST Workshop Namibia
16. 2006 Course Evaluation Results
17. Detailed feedback on Angola visit
18. Detailed Report on Actions on Angolan Course Development
19. Experience Note: IW Learn Workshop
20. Extract from the findings of MSc. Research of Rean van der Merve
21. Courses in Progress
22. Ongoing Activities
23. Assorted Analyses, Notes, Write-ups
24. Miscellaneous
25. Archive Documents of Relevance
26. Papers for Publication
27. http://www.dlist.org
28. DLIST Discussion Threads from X, 200y until Z, 2008.
29. DLIST Final Steering Committee Meeting Minutes
30. IKM Co-financing table for DLIST activities
31 Progress and Financial Reports (Q10-Q12)

Annex 3. <u>DLIST Terminal Evaluation Schedule August-September 2008</u>

Date	Area	Travel and Accommodation Details	Discussion Topic	Stakeholders	Contact
26/08/2008 Tuesday	Arrival in Johannesburg	Transport and accommodation arrangements organised by Samuel Chademana		Samuel Chademana	samuel.chademana@undp.org Tel +27 12 354 8112 Mobile +27 79 499 7767
27/08/2008 Wednesday	Pretoria	Meeting with Akiko Yamamoto in the morning and afternoon		Akiko Yamamoto	akiko.yamamoto@undp.org
		Depart for Windhoek (17H25-18H25) Collect Rental Car at the Windhoek International Airport (reference number 136716184) Accommodation at the Safari Hotel (reservation number 12192)			
28/08/2008 Thursday	Windhoek Swakopmund	Meet with Martha		Martha Mwandingi UNDP	martha.mwadingi@undp.org
		Meet with Motlana		Lebogang Motlana UNDP	lebogang.motlana@undp.org
		Meet with Ignatius	UNAM Course	Ignatius Kauvee UNAM	ikauvee@unam.na
		Meet with Martin	CPUT Course, Information Sharing	Martin Shikongo City of Windhoek	shk@windhoekcc.org.na
		Travel to Swakopmund in the afternoon Accommodation booked at Alte Brucke Resort			
29/08/2008 Friday	Swakopmund Walvis Bay	Meet with Timo	Outreach, information sharing	Timo Mufeti NACOMA	tmufeti@nacoma.org.na
		Meet with Rod	Outreach, information sharing	Rod Braby NACOMA	rbraby@nacoma.org.na

Date	Location	Activity	Purpose	Contact	Email
		Meet with David	Outreach, information sharing	David Uushona Municipality of Walvis Bay	duushona@walvisbaycc.org.na
30/08/2008 Saturday	Swakopmund Walvis Bay	Meet with Asser	Outreach, information sharing	Asser Katunahange Ministry of Fisheries and Marine Resources	akatunahange@mfmr.gov.na or yasserq29@yahoo.com
31/08/2008 Sunday	Luderitz Overnight in Luderitz (Nadine to book at Nest Hotel)	Depart for Luderitz in the afternoon (1250- 1420)			
		Collect Rental car at the Luderitz Airport			
		Meet with Nadine	Outreach, information sharing	Nadine Pickering DLIST node moderator	nadine@ecoafrica.co.za
		Meet with Orange	Outreach, information sharing	Jacob Orange DLIST user	orange@iway.na
		Meet with Estelle	Outreach, information sharing	Estelle Fiedl DLIST user	estellef@novanam.com
01/09/2008 Monday	Kuboes Port Nolloth	Drive to Kuboes and meet with Gert Links	Outreach, information sharing	Gert Links Richtersveld Community Conservancy	gertlinks@richtersveld-conservancy.org
		Drive to Alexander Bay to visit the Orange River mouth (Nadine to arrange with Abuys to meet them in Alexander Bay)			
		Drive to Port Nolloth and meet with Johan	Outreach, information sharing	Johan Lanzer	jlannzer@mweb.co.za
		Overnight in Port Nolloth Accommodation booked at Port Indigo Guest House	Outreach, information sharing	Abuys de Wet	abraham@richtersveld.gov.za
02/09/2008 Tuesday	Eksteenfontein Springbok	Drive to Eksteenfontein and meet Joani, Henley and Floors	Outreach, information sharing	Henley Strauss DLIST user	henleys@lantic.net

	Kamieskroon Bitterfontein		Outreach, information sharing	Joani Cloete Richtersveld Community Conservancy	joani@richtersveld.net
			Outreach, information sharing	Floor Straus DLIST user	floors@ecoafrica.co.za
		Drive to Springbok and meet with Wilna Oppel	Information sharing	Wilna Opel DLIST user	Mobile +27 83 5122785 woppel@live.co.za
		Drive to Kamieskroon and meet with Priscilla	Information sharing	Priscilla Magerman DLIST user	Namaqua National Park Tel +27 27 672 1948 priscillam@sanparks.org
		Drive to Bitterfontein and meet with Malinda	Information sharing	Malinda Gardener DLIST user	Tel +27 738798761 m.gardiner@conservation.org
		Overnight in Bitterfontein			
03/09/2008 Wednesday	Cape Town	Drive to Cape Town Accommodation booked at Koornhoop Guest House	Project activities	DLIST Team	
04/09/2008 Thursday	Cape Town	Meet with the DLIST Team	Project activities	DLIST Team	
		Meet with Ilyas Omar	CPUT course, ERC	Ilyas Omar CPUT	Omari@cput.ac.za
		Meet with Eugene Cairncross	CPUT course, ERC	Eugene Cairncross CPUT	cairncrosse@cput.ac.za
05/09/2008 Friday	Cape Town Johannesburg	Meet with Phoebe Barnard in the morning	Film Festival **Cancelled**	Phoebe Barnard SANBI	barnard@sanbi.org
		Fly to Johannesburg in the afternoon Overnight at Collonial Guesthouse			
06/09/2008 Saturday		Meet with Francois Odendaal (CTA); Depart for the USA at 6h55 pm			francois@ecoafrica.co.za

Annex 4. List of Persons Interviewed

Person's Name	Affiliation	Contact Method (e.g. in-person/phone)	Date(s) and duration of contact	Email or Phone
Akiko Yamamoto	UNDP	Email, telephone, in-person, Pretoria, South Africa	Email, telephone (), and SKYPE (). Wednesday, August 27, 2008, 9:30-12:45	Akiko.yamamoto@undp.org
Martha Mwandingi	UNDP-Namibia	In-person, Windhoek, Namibia	Thursday, August, 28, 2008, 9:50-11:30	Martha.mwandingi@undp.org
Lebogang Motlana	UNDP-Namibia	In-person, Windhoek, Namibia	Thursday, August, 28, 2008, 9:50-11:30	Lebogang.motlana@undp.org
Martin Shikongo	City of Windhoek	In-person, Windhoek, Namibia	Thursday, August, 28, 2008, 13:20-14:10	shk@windhoek.cc.org.na
Ignatius Kauvee	UNAM	In-person, Windhoek, Namibia	Thursday, August, 28, 2008, 14:15-14:40	ikauvee@unam.na
David Uushona	Municipality of Walvis Bay	In-person, Walvis Bay, Namibia	Friday, August 29, 2008, 11:30-12:35	Duushona@walvisbaycc.org.na
Olavi Makuti	Municipality of Walvis Bay	In-person Walvis Bay, Namibia	Friday, August 29, 2008, 11:30-12:35	omakuti@walvisbaycc.org.na
Rod Braby	NACOMA Project	In-person Swakopmund, Namibia	Friday, August 29, 2008, 14:05-15:25	rbraby@nacoma.org.na
Asser Katunahange	Ministry of Fisheries and Marine Resources	In-person, Swakopmund, Namibia	Saturday, August 30, 2008, 11:50-13:00	akatunahange@mfmr.gov.na
Nadine Pickering	DLIST PMU, and EcoAfrica-Namibia	In-person, Luderitz, Namibia	Sunday, August 31, 2008, 10:00 -~11:00; Wednesday, September 3, 14:05~16:30	Nadine@ecoafrica.co.za
Jacob Orange	DLIST Stakeholder and User	In-person, Luderitz, Namibia	Sunday, August 31, 2008, 10:00 -~11:00	orange@iway.na
Gert Links	Richtersveld Community Conservancy	In-person, Kuboes, Namibia	Monday, September 1, 2008, 16:45-17:15	gertlinks@richterveld-conservancy.org
Lorenza Jossop	Richtersveld Community Conservancy	In-person, Kuboes, Namibia	Monday, September 1, 2008, 16:45-17:15	
Carmen Cloete	DLIST user and Distant learner	In-person, Orange River mouth, Port Nolloth	Monday, September 1, 2008, 18:15~18:45	
Johan Lanzer	DLIST Stakeholder and User	In-person, Port Nolloth	Tuesday, September 2, 2008, 9:20-10:25	jlannzer@mweb.co.za

		Museum and Biodiversity Centre		
Abuys de Wet	DLIST Stakeholder and User	In-person, Port Nolloth	Tuesday, September 2, 2008, 10:30-11:00	Abraham@richtersveld.gov.za
Leander Phillips	DLIST Stakeholder and IT specialist	In-person, Port Nolloth	Tuesday, September 2, 2008, 10:30-11:00	
Floor Straus	DLIST Stakeholder and User	In-person, Eksteenfontein	Tuesday, September 2, 2008, 13:00-13:55	floors@ecoafrica.co.za
Wilna Opel	DLIST Stakeholder and User	In-person, Springbok, South Africa	Tuesday, September 2, 2008, 16:00-17:00	woppel@live.co.za
Joani Cloete	Richtersveld Community Conservancy	In-person, Sprinkbok, South Africa	Tuesday, September 2, 2008, 17:00-17:50	joani@richtersveld.net
Priscilla Magerman	DLIST Stakeholder and User	In-person, Kamieskroon, South Africa	Tuesday, September 3, 2008, 8:40-9:20	priscillam@sanparks.org
Ilyas Omar	CPUT, Professor, in charge of Distance Learning Course	In-person, @ CPUT Library	Wednesday, September 4, 2008, 10:25-11:05	Omari@cput.ac.za
Eugene Cairncross	CPUT, Professor, and course lecturer of Distance Learning Course	In-person, @ CPUT Library	Wednesday, September 4, 2008, 10:40-11:05	cairncross@cput.ac.za
Marion Davids	CPUT Environmental Resource Centre	In-person, @ CPUT Library	Wednesday, September 4, 2008, 11:05-11:40	davidsml@cput.ac.za
Romie Vonkie Nghiulikwa	EcoAfrica, DLIST Manager. PMU	In-person, EcoAfrica, Observatory, SA	Wednesday,September 4, 14:05~16:30	romie@ecoafrica.co.za
Kashiefa Parker	EcoAfrica, DLIST Administrator	In-person, EcoAfrica, Observatory, SA	Wednesday,September 4, 14:05~16:30	kashiefa@ecoafrica.co.za
Raquel Garcia	EcoAfrica (former)	Via Telephone	May 4, 2008 and Sept. 5, 2008 , 10:00-10:20	raquel@ecoafrica.co.za
Rien van der Merve	EcoAfrica, DLIST PMU	In-person, EcoAfrica, Observatory, SA	Sept. 5, 2008 , 13:15-14:45	reanvdm@mweb.co.za
Francois Odendaal	EcoAfrica, DLIST CTA	In-person, Pretoria, South Africa	Sept. 6, 2008 , 11:20-15:00	francois@ecoafrica.co.za
Margaret Chi	UNOPS	Via telephone	October 1, 2008, 11:00-11:15	MargaretC@unops.org
Malinda Gardiner	DLIST User	Via email	Initial contact and willingness to respond, but then she sent back an email asking for more time but never replied with comments.	m.gardiner@conservation.org

Annex 5. Logical Framework Analysis. The LFA was compared and evaluated over the baseline, mid-term and final evaluation period (column: TERMINAL EVALUATION ASSESSMENT) for Key Performance Indicators (KPI) as defined in the LFI. Each key performance indicator was evaluated and if completely met, a total of one point was scored for each possible outcome. If partially met, each KPI was scored in increments of 1/3. Total points are summed at the bottom of the table. DLIST scored 13.7 of a total score of 17, or approximately 80%. This does not reflect the qualitative, and in some cases significant, achievements that DLIST has shown through its outreach with some communities over the course of the project period.

OUTCOMES	KEY PERFORMANCE IMPACT INDICATORS	BASELINE, MID-TERM AND END OF PROJECT TARGETS	BASELINE, MID-TERM AND FINAL RESULTS	TERMINAL EVALUATION ASSESSMENT
Project Goal is to ensure that collaborative management arrangements for stress reduction are in place to protect the ecological integrity of the transboundary BCLME and sustain living marine resources vital to the sustainable development of coastal communities				▪ The stated goal appears to show a disconnect between its aims and what DLIST has been able to –and is able to- provide with respect to communication and information sharing. This demonstrates a need to critically examine and align future goals with a more realistic expectation of how specifics can actually contribute to over-arching goals.
Project Objective is to bridge the information gap by using innovative ICT applications to provide access to training and to increase the flow of information between experts, institutions and networks and coastal players including communities, as well as between themselves, so a "common pool of	1. Growing number of DLIST registered users that request or contribute information on the portal	▪ Baseline: 308 ▪ Mid-term target: 500 ▪ End of project: 800	▪ Base: 396 users registered ▪ Mid: 533 users registered ▪ Final: 701 users registered	▪ Target almost met, except for final assessment. **Score=2/3**
	2. More distance learning courses available to coastal stakeholders	▪ Baseline: 1 course in CPUT ▪ Mid-term target: 2 courses prepared and tested in CPUT and/or UNAM, UAN, Polytechnic Namibia ▪ End of project: 4 courses functioning in CPUT, UNAM, UAN, Polytechnic Namibia		

OUTCOMES	KEY PERFORMANCE IMPACT INDICATORS	BASELINE, MID-TERM AND END OF PROJECT TARGETS	BASELINE, MID-TERM AND FINAL RESULTS	TERMINAL EVALUATION ASSESSMENT
knowledge" is created and maintained	3. Increased geographical area and societal outreach of DLIST	▪ Baseline: mostly South Africa and Namibia and from cross-section of society ▪ Mid-term target: at least 1/4 from Angola from different layers of society ▪ End of project: 1/3 from Angola from different layers of society	▪ Courses: Baseline and Mid-term met; Final: 3 of 4 courses fully addressed from Baseline	**Score=2/3**
Outcome 1. ICT platform (to put in place an innovative and user friendly IT platform for coastal stakeholders)	4. New functions are installed and existing functions are improved on DLIST	▪ Baseline: 6 existing functions[3] ▪ Mid-term target: 6 existing functions improved and 2 new functions added[4] ▪ End of project: 8 functions operating smoothly	▪ 8 functions operating	▪ Target Met **Score=1**
	5. People are trained and ready to manage and service the portal and maintain the server	▪ Baseline: 2 IT staff trained, 4 DLIST administrators in Cape Town ▪ Mid-term target: 2 more IT staff trained in Cape Town, 4 new DLIST administrators ▪ End of project: 2 more IT staff trained in Cape Town, 4 new DLIST administrators	▪ 2 additional IT staff trained in Cape Town; 4 DLIST administrators	▪ Target Met **Score=1**

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[3] Distance Learning Course, Library, Discussion Forums, Message Board, Kiosks, and Links.
[4] 911 Help Function and Photo Library.

OUTCOMES	KEY PERFORMANCE IMPACT INDICATORS	BASELINE, MID-TERM AND END OF PROJECT TARGETS	BASELINE, MID-TERM AND FINAL RESULTS	TERMINAL EVALUATION ASSESSMENT
	6. People are trained and ready to manage and service the portal and maintain the server	▪ Baseline: 2 IT staff trained & 4 DLIST Admin. In CT ▪ Mid: 2 more staff trained in CT; 4 new Administrators	▪ Not exactly met as per the originally stated KPIs, but the increase in Namibia mitigates the variance.	▪ Target Met **Score=1**
Outcome 2. Course development (to offer coastal players a distance learning course on sustainable development in coastal areas)	7. Distance learning courses are prepared and offered in the three countries	▪ Baseline: 1 course in CPUT ▪ Mid-term target: 2 courses prepared and tested in CPUT and/or UNAM, UAN, Polytechnic Namibia ▪ End of project: 4 courses functioning in CPUT, UNAM, UAN, Polytechnic Namibia	▪ Same as Project Objective, KPI # 2.	▪ Outcomes almost met, except for Final KPI for 4 courses in place. **Score=2/3**
	8. Number of distance learners with certificate is growing and is more diverse in origin and position	▪ Baseline: 55 distance learners mainly from South Africa and Namibia ▪ Mid-term target: 90 distance learners including at least 1/6 from Angola and from varied positions ▪ End of project: 200 distance learners including at least 1/4 from Angola and from varied positions	For 2006, total 60 contact students thru CPUT, 5 distance learners 2 from Namibia and 3 from South Africa 81 distance learners thru CPUT. No Angolans as University of Agostinho Neto not able to commit to course For 2008, total 35 contact students in thru CPUT, 15 distance learners – 12 from Namibia, 2 from South Africa and 1 from Cameroon. 7 contact students in through University of Namibia	Only Baseline target met **Score=1/3**
Outcome 3. Knowledge management (to promote free access and flow of information between coastal players)	9. Number of sustainable development programmes using DLIST actively to post and discuss information is increasing	▪ Baseline: 3 ▪ Mid-term target: 16 ▪ End of project: 25	Baseline: 3 Programs in addition to the baseline level are using DIST actively; Miid: 22 Programmes using DLIST actively; Final: 37 Programmes using DLIST actively	▪ Targets exceeded **Score=1**

OUTCOMES	KEY PERFORMANCE IMPACT INDICATORS	BASELINE, MID-TERM AND END OF PROJECT TARGETS	BASELINE, MID-TERM AND FINAL RESULTS	TERMINAL EVALUATION ASSESSMENT
	10. Number of postings and interactive discussions on DLIST increases	▪ Baseline: 608 ▪ Mid-term target: 900 ▪ End of project: 1500	Baseline: 1150 messages in discussion threads; Mid: 1470 messages in discussion threads; Final: 1865 messages in discussion threads.	▪ Targets exceeded **Score=1**
	11. Local moderators are engaged in online facilitation and knowledge "capturing" and organizing	▪ Baseline: no moderators ▪ Mid-term target: 6 moderators, 2 in each country ▪ End of project: 12 moderators, 4 in each country	B: 3 moderators in South Africa; M-T: 10 moderators, 5 in South Africa, 4 in Namibia, 1 in Angola; F: 10 moderators, 5 in South Africa, 4 in Namibia,, 1 in Angola	▪ Baseline & Mid-term Targets exceeded; Final not met **Score=2/3**
	12. Number of documents available on the DLIST library	▪ Baseline: 147 ▪ Mid-term target: 250 ▪ End of project: 400	B: 509 docs available M-T: 593 docs available F: 780 docs available	▪ Targets exceeded **Score=1**
	13. Number of photos available on the DLIST photo library	▪ Baseline: none ▪ Mid-term target: 500 ▪ End of project: 1000	B: 1040 photos available M-T: 1090 photos available F: 1090 photos available	▪ Targets met **Score=1**
	14. Number of DLIST users utilizing the 911 help function	▪ Baseline: 5 ▪ Mid-term target: 20 ▪ End of project: 50	B: 27 requests on 911 doc'd M-T: 50 requests doc'd F: 155 requests doc'd	▪ Targets met or exceeded **Score=1**
	15. Linkages to other sustainable development oriented networks, information nodes	▪ Baseline: 5 ▪ Mid-term target: 25 ▪ End of project: 50	B: 5 M-T: 20 links to networks claimed F: 37 links to networks claimed	Targets have not been met quantitatively, but the quality of the networks established has been significant **Score=2/3**
Outcome 4. Outreach (to make the ICT platform accessible to coastal communities)	16. Number of kiosks for DLIST partners	▪ Baseline: 26 ▪ Mid-term target: 35 ▪ End of project: 45	Baseline: 36 Kiosks on DLIST Mid-Term: 40 Kiosks Final: 59 Kiosks	▪ Targets exceeded **Score=1**
	17. The number of DLIST focal points increases and they are equipped and trained	▪ Baseline: 0 ▪ Mid-term target: 6 ▪ End of project: 10		▪ Targets exceeded for Baseline and Mid-Term; not met for final **Score=2/3**

Outcomes	Key Performance Impact Indicators	Baseline, Mid-Term and End of Project Targets	Baseline, Mid-Term and Final Results	Terminal Evaluation Assessment
			TOTAL POINTS	▪ 13.67 of 17 possible points, or 0.80

Annex 6. Financial Planning Co- financing. See detail of in-kind contributions documented over the course of the MSP in Table .2. Annex 6, Table 1.

Co financing (Type/Source)	IA own Financing (UNDP/GEF) (mill US$)		Government (mill US$)		Other* (mill US$)		Total (mill US$)		Total Disbursement (mill US$)	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	*Actual*
– Grants	0.75	0.75	0.2	0	0	0	0.95	0.75	0.68	0.54
– Loans/Concessional (compared to market rate)	0	0	0	0	0	0	0	0	0	0
– Credits	0	0	0	0	0	0	0	0	0	0
– Equity investments	0	0	0	0	0	0	0	0	0	0
– In-kind support	0	0	0	0	0.7	0.44	0.7	0.44	0.7	0.44
– Other (*)										
Totals	0.75	0.75	0.2	0	0.7	0.44	1.65	1.19	1.14	0.98

∗ Other is referred to Contributions mobilized for the project from other multilateral agencies, bilateral development cooperation agencies, NGOs, the private sector and beneficiaries.

Leveraged Resources

Leveraged resources are additional resources—beyond those committed to the project itself at the time of approval—that are mobilized later as a direct result of the project. Leveraged resources can be financial or in-kind and they may be from other donors, NGO's, foundations, governments, communities or the private sector. Please briefly describe the resources the project has leveraged since inception and indicate how these resources are contributing to the project's ultimate objective.

Annex 6, Table 2. Details of co-financing as documented by IKM

Co- Financing Institutions	Planned Commitments	Year 1	Year 2	Year 3	Total Contributions in Rands	Total USD
IKM	$30,000.00					
Auditors		R 15,500.00	R 15,500.00	R 15,500.00	R 46,500.00	
IKM Attandace to SC meetings		R 13,000.00	R 8,000.00		R 21,000.00	
Attendance of DLIST outreach workshop in Namibia by IKM members (time, flights, accommodation costs)			R 11,500.00		R 11,500.00	
Attendance of DLIST outreach workshop in South Africa (Cape Town) by IKM members (time, flights, accommodation costs)			R 11,500.00		R 11,500.00	
Attendance of DLIST knowledge management workshop in South Africa (Pretoria) (time, flights, accommodation costs)				R 75,500.00	R 75,500.00	
Attendance of IKM members at the cultural mapping workshop (flights, accommodation costs)				R 45,500.00	R 45,500.00	
Total IKM Contributions		**R 28,500.00**	**R 46,500.00**	**R 136,500.00**	**R 211,500.00**	**$30,171.18**
Cape Peninsula University of Technology (CPUT)	$69,500.00					
Space (ERC)		R 31,200.00	R 31,200.00	R 31,200.00	R 93,600.00	
Attendance of SC meetings		R 3,000.00	R 13,000.00	R 13,000.00	R 29,000.00	
Staff time - Environmental Engineering Course		R 60,000.00	R 60,000.00	R 60,000.00	R 180,000.00	
Staff time - Environmental Issues of the 21st Century				R 30,000.00	R 30,000.00	
Staff time - Assistance to the development of the Polytechnic Course (Cleaner Production)				R 30,000.00	R 30,000.00	
Marion's time (ERC)		R 14,400.00	R 14,400.00	R 14,400.00	R 43,200.00	
Hosting DLIST Server		R 20,000.00	R 20,000.00	R 20,000.00	R 60,000.00	
Special Technician to maintain Server		R 5,000.00	R 5,000.00	R 5,000.00	R 15,000.00	
Computers (8)		R 50,000.00			R 50,000.00	
Total CPUT Contributions		**R 183,600.00**	**R 143,600.00**	**R 203,600.00**	**R 530,800.00**	**$75,720.40**

EcoAfrica	**$30,000.00**				
Book Keeping		R 18,000.00	R 18,000.00	R 18,000.00	R 54,000.00
Financial Administration		R 24,000.00	R 24,000.00	R 24,000.00	R 72,000.00
Space for the hard copies library		R 10,800.00	R 10,800.00	R 10,800.00	R 32,400.00
Space in EA offices and Communication Costs		R 13,800.00	R 13,800.00	R 13,800.00	R 41,400.00
Total EcoAfrica Contributions		**R 66,600.00**	**R 66,600.00**	**R 66,600.00**	**R 199,800.00**	**$28,502.14**
DLIST Users	**$330,000.00**				
Contribution to discussions (time, internet costs)		R 121,000.00	R 121,000.00	R 121,000.00	R 363,000.00
Attendance of DLIST outreach workshops in Namibia		R 65,000.00			R 65,000.00
Attendance of DLIST outreach workshops in South Africa		R 65,000.00			R 65,000.00
Participation in DLIST outreach activities in Angola		R 45,000.00			R 45,000.00
Participation in DLIST outreach activities in Namibia		R 45,000.00			R 45,000.00
EIA course		R 50,000.00			R 50,000.00
Various brochures, posters, collaborative events (Walvis Bay Municipality)		R 50,000.00			R 50,000.00
NACOMA Sponsorships (Distance Learning)				R 15,900.00	R 15,900.00
NACOMA contribution to outreach activities (time)		R 5,000.00	R 5,000.00	R 5,000.00	R 15,000.00
Walvis Bay MPC (staff time and space)		R 20,000.00	R 20,000.00		R 40,000.00
BCLME Marine Litter		R 340,000.00			R 340,000.00
Ministry of Fisheries and Marine Resources (staff time - participation in the DLIST outreach activities, attendance of the SC meeting)		R 17,000.00	R 15,000.00	R 25,000.00	R 57,000.00
Henties Bay Research Center (staff time, attendance of the IWC, involvement in DLIST outreach activities, space for the DLIST node)			R 25,000.00	R 25,000.00	R 50,000.00
NBC Collaboration (space, staff time, sending out the message to the target population)				R 50,000.00	R 50,000.00
Karas Community Radio (space, staff time, sending out the message to the target population)				R 25,000.00	R 25,000.00
Radio Namaqualand (space, staff time, sending out the message to the target population)				R 25,000.00	R 25,000.00
Film Festival (time, hosting, contribution)				R 200,000.00	R 200,000.00

GEF

Bitterfontein Information Centre (space)			R 30,000.00	R 30,000.00	R 60,000.00	
Keetmanshoop Multipurpose Centre (hosting DLIST outreach activities)				R 20,000.00	R 20,000.00	
Total DLIST Users Contributions		**R 823,000.00**	**R 186,000.00**	**R 541,900.00**	**R 1,580,900.00**	**$225,520.68**
USAID	**$200,000.00**					
Satelite link ups		R 0.00	R 0.00	R 0.00	R 0.00	
Training		R 0.00	R 0.00	R 0.00	R 0.00	
Community radio station		R 0.00	R 0.00	R 0.00	R 0.00	**R 0.00**
UNAM	**$29,500.00**					
Improvement of course				R 40,000.00	R 40,000.00	
Attendance of workshops (Ignatius)			R 10,000.00		R 10,000.00	
Attendance of IWC (Ignatius)			R 20,000.00		R 20,000.00	
Attendance of IWC (Msangi)			R 20,000.00		R 20,000.00	
Attendance of SC meetings (Msangi)		R 10,000.00	R 10,000.00		R 20,000.00	
Attendance of SC meetings (Ignatius)				R 5,000.00		
Computers for the ICZM Course				R 51,000.00		
Attendance of Course Workshop at Polytechnic		R 30,000.00			R 30,000.00	
Total UNAM contributions		**R 40,000.00**	**R 60,000.00**	**R 96,000.00**	**R 196,000.00**	**$27,960.06**
Polytechnic of Namibia						
Cleaner Production Course				R 40,000.00		
Staff attandance at the course workshop		R 30,000.00			R 30,000.00	
Space for course workshop		R 5,000.00			R 5,000.00	
Attendance of SC meetings (Maritjie)		R 10,000.00				
Attendance of SC meetings (Maritjie)		R 10,000.00	R 10,000.00		R 20,000.00	
Total Polytechnic contribution		**R 55,000.00**	**R 10,000.00**	**R 40,000.00**	**R 105,000.00**	**$14,978.60**
Francois Odendaal Productions (FOP)						
Image Library		R 90,000.00			R 90,000.00	
Claudio's time		R 45,000.00			R 95,000.00	

Total FOP Contributions		**R 185,000.00**	**$26,390.87**
UAN			
Attendance to course workshops	R 50,000.00	R 50,000.00	
Total UAN Contributions		**R 50,000.00**	**$7,132.67**
Total Contributions (Co-financing)			**$436,376.60**

Source: International Knowledge Management (IKM), October 7, 2008

Annex 7. LIST OF ACRONYMS RELEVANT TO THE DLIST TERMINAL EVALUATION

ASCLME	Agulhas-Somali Current Large Marine Ecosystem
BCLME	Benguela Current Large Marine Ecosystem
BENEFIT	Benguela Environment Fisheries Interaction and Training Programme
CPUT	Cape Peninsula University of Technology (South Africa)
CBD	Convention on Biological Diversity
CBNRM	Community-Based Natural Resources Management
CBO	Community-Based Organization
CPA	Community Property Association (South Africa)
CTA	Chief Technical Advisor
DEA&T	Department of Environmental Affairs and Tourism (South Africa)
DLIST	Distance Learning and Information Sharing Tool
ERC	Environmental Resource Centre
FOP	Francois Odendaal Productions
GEF	Global Environment Facility
IBCC	Interim Benguela Current Commission
ICT	Information and Communication Technology
IDP	Integrated Development Plan
IKM	International Knowledge Management
IIM	*Instituto de Investigação Marinha* or Marine Research Institute (Angola)
IPA	*Instituto de Desenvolvimento da Pesca Artesanal* or Institute for Development of Artisanal Fisheries (Angola)
IRDNC	Integrated Rural Development and Nature Conservation (Namibia)
IW	International Waters
LME	Large Marine Ecosystem
MACEMP	Marine and Coastal Environment Management Project (Tanzania)
MCM	Marine and Coastal Management (South Africa)
MPRC	Multi-Purpose Resource Centre
MSP	Medium Sized Project (GEF)
NACOMA	Namib Coast Biodiversity Conservation and Management (Namibia)
NBSAP	National Biodiversity Strategy and Action Plan (Angola)
NDP	National Development Plan
NGO	Non-Governmental Organisation
PMU	Project Management Unit (based with EcoAfrica)
UAN	University Agostinho Neto (Angola)
UNAM	University of Namibia
UNDP	United Nations Development Programme
UNOPS	United Nations Office for Project Services
USAID	United States Agency for International Development

Annex 8. List of number of total document downloaded by DLIST users not affiliated with Distance Learning Courses. *Source: DLIST PMU, August, 2008*

Doc ID	File Title of Document Downloaded (over entire MSP)	#Downloads
610	Map: the Strandloper Guide to the Namaqualand Coast	569
590	DLIST -Benguela CPUT Course Mailer	59
670	Poverty and Tourism	57
574	Scope of work for country assistants FINAL.doc	57
426	air quality act.pdf	55
665	Population-Development-Environment in Namibia	54
643	The Richtersveld Community Conservancy eNewsletter - Feb 07	48
869	Protocol on ICZM in the Mediterranean: Spanish	43
753	Open Source GIS Software	39
651	Tourism in the Kavango-Zambezi Transfrontier Conservation Area	38
511	Summary BEHP IA-03-03	36
437	biodiversity act.pdf	36
473	Autumn Newsletter. Port Nolloth Heritage Trust	34
770	Marine Research Assistants needed	33
666	Waste Water and Energy Audit	33
658	Climate Change 2007: The Physical Science Basis - Summary for Policy Makers	33
870	Protocol on ICZM in the Mediterranean: Arabic	32
571	Port Nolloth Heritage Trust & Museum Newsletter: Sep06	32
456	NAMIBIA: CURRENT DEVELOPMENTS KUDU GAS	32
696	Conservation International Workshop Flyer	31
587	BCLME Mid Term Evaluation Report	29
534	WWWWinter Newsletter. Port Nolloth Heritage Trust	29
44	Articles on the Mowe Bay Fishing Report	29
868	Protocol on ICZM in the Mediterranean	28
591	ORI postgraduate positions 2007	28
22	Action urged on sea tragedies	28
663	Fax	27
609	Brochure: the Strandloper guide to the Namaqualand Coast	27
871	The Island in the Sky	25
573	DLIST Benguela Workshop Invitation Letter	25
29	Integrated Coastal Zone Management of the Erongo Region	25
13	BCLME Project Document	25
516	Summary PCU-BCC-04-01	24
441	Brief Overview of EIA for Project Development and Planning in South Africa	24
36	Red card for tourism? Press release	23
702	Environmental Rights Afforded to Residents Affected by Mining Activities: A Case Study in Hondeklip Bay: Dissertation	22
627	BCLME Project BEHP/ML/03/01: "Marine Litter Programme"	22
539	Kudu Power Project Update	22
39	Responsible Tourism Guidelines	22
577	DLIST SA workshop programme	21
570	whitley awards 2007.doc	21

46	African leaders meet in Durban to bury the OAU	21
633	Planning and Managing Sustainable Off Road Routes: A Guide for Route Planners and Operators	20
875	The Human Dimension of Desertification in the Drylands of Africa	19
636	Our Coast Our Future: A New Approach to Coastal Management in South Africa	19
520	Summary BEHP-BAC-Workshop-04-01	19
53	Unfolding the Big Picture Workshop 2-3 May 2002 - part 1	19
859	Environmental Management Act	18
754	From Grain Pits to Silos-Indigenous Knowledge Series	18
708	Case Studies on Investment on Community Land in Southern Africa	18
592	The Pan African LME Forum	18
589	Strategic Planning workshop	18
867	Review on Aquaculture Development Sub Saharan Africa	17
840	A review of Aquaculture Policy and Institutional Capacity in the BCLME Region, with Recommended Regional Policy Options	17
814	A Coastal Areas Protection Policy for New Brunswick	17
701	Bioprospecting: from theory to practice (and back again)	17
656	Objections to new housing development in Veldrift region	17
50	KNOWLEDGE MANAGEMENT CAPACITY BUILDING AND A COLLECTIVE APPROACH TO SUSTAINABLE DEVELOPMENT IN THE COASTAL AREAS OF THE NORTHERN CAPE SOUTH AFRICA.: Part 3	17
49	KNOWLEDGE MANAGEMENT CAPACITY BUILDING AND A COLLECTIVE APPROACH TO SUSTAINABLE DEVELOPMENT IN THE COASTAL AREAS OF THE NORTHERN CAPE SOUTH AFRICA.: Part 2	17
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826	**Review of Integrated Coastal Zone Management and Principlals of Best Practice**	5
825	**New Zealand Coastal Policy Statement**	5
823	**Integrated Coastal Zone Management (ICZM) in the Bahamas**	5
822	**Coastal Management in Australia: Key Institutional and Governance Issues for Coastal Natural Resource Management and Planning**	5
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819	**Coastal Protection Policy for Western Australia: A Department for Planning and Infrastructure Operational Policy**	5
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718	**CMPP - Related Initiatives Currently Underway in South Africa, Report 3 Eastern Cape Province**	5
688	**PCU/BCC/04/02: Final Report: Economic Study and Cost Benefit Analysis of Cooperative Research and Management for the BCLME**	5
679	**Supervan switches venue for quad-bike dune race**	5
664	**Kerzner Sets Sights on Namaqualand**	5
619	**Integrated Coastal Management Bill Part 2**	5
582	**Local Responses to Marine Conservation in Zanzibar Tanzania**	5
552	**Energy Efficiency Strategy of the Republic of South Africa**	5
432	**National Environment Management: Protected Areas Ammendment Act**	5
428	**National Water Act no 36 of 1998**	5
424	**National Environmental Management Act No. 107 of 1998**	5
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858	**Challenging the Aquaculture Industry**	4

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828	The National Integrated Coastal Zone Management Strategy for Belize	4
811	White Paper on a National Water Policy for South Africa	4
808	Environmental Management Bill 2007	4
805	Marine Fisheries Regulations	4
796	Local Authorities Amendment Act	4
794	Forest Act 12 of 2001	4
793	Marine Resources Act	4
790	Defining the Traditional Small Scale Fisheries Sector in SA	4
788	Intellectual Property and Traditional Knowledge	4
785	Banking on Sustainability	4
781	Lei dos diamantes	4
780	Lei sobre as Águas interiores, o mar territorial e a zona econÃ³mica exclusiva	4
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752	What's the Catch, Reducing Bycatch in European Distant Waters Fisheries	4
749	Catch Fish not Turtles, the Use of Longlines - WWF	4
747	The Abuja Declaration for Sustainable Fisheries and Aquaculture in Africa	4
734	The Richtersveld Community Conservancy - An Oasis in the Richest Desert on Earth	4
726	Report of the 2nd Ecotourism Trial Run, Mosoala Peninsula, Madagascar	4
685	Marine Litter Teachers Manual: Coastal Steward Class Pledge	4
623	SA Regulations on ORV - 2001	4
915	Assessing the potential for producing final ocean colour maps for Namibia's marine environment	3
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911	Survey of Transboundary Demersal Fish Stocks in Southern Namibia	3
907	Viumbe Hai - African Cities, Ecosystems and Biodiversity	3
905	Emerging Trends in Corporate Social Responsibility in the Mining Industry	3
901	Assessment of the Cumulative Effects of Sediment Discharge from on shore and Near Shore Diamond Mining Activities	3
899	The Changing State of the BCLME: Expert Workshop on Climate Change and Variability	3
839	The Southern African Marine Aquarium Fish Breeders	3
812	National Plan of Action to prevent, deter and eliminate illegal, unreported and unregulated fishing	3
803	Promotion of community-based tourism	3
798	Nature Conservation Amendment Act, 1996	3
786	Invaders of the Seas	3
783	Namibia Aquaculture Act of 2002	3
774	Aids Epidemic Update 2007	3
748	Working with Ecuadorian Fishing Community to Reduce Mortality of Sea Turtles in Longlines	3

745	Tanzania Mariculture Guidelines Source Book	3
744	West Coast Regional Development Study - 1993	3
741	The Logical Framework Approach	3
733	Taking Charge	3
622	Background to the ICM Bill	3
537	Electromagnetic Compatability (EMC) Aspects Associated with the Proposed Klipheuwel Windfarm	3
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909	Report on Harmful Algal Blooms Workshop and Distance Learning Course	2
906	The Local Action for Biodiversity (LAB) Initiative	2
903	Uranium Mining and the Question of Corporate Social Responsibility	2
902	Corporate Social Responsibility and the Mining Industry	2
898	Integration and Review of Training and Capacity Building in the BCLME Programm	2
897	Baseline Assessment of Sources & Management of Land Based Marine Pollution in BCLME	2
896	Benguela Current Commission Economic Study	2
863	Lei dos Recursos Biologicos Aquaticos	2
837	Cleaning up: Experience and Knowledge to Finance Investments in Cleaner Production	2
797	Namibia Ports Authority Act, 1994	2
736	Strategic Plan for the Management of the Coastal Zone of Masoala Peninsula, Madagascar	2
559	Angola's Oil Exploration	2
912	Report on the BCLME Southern Boundary Workshop	1
908	Assessment of the Ecological Importance of Pelagic Fish and Gobies in the Functioning of the BCLME	1
904	CSR in the Mining Industry - the Risk of Community Dependency	1
813	Namibia's Marine Resources Policy: Towards Responsible Development and Management of the Marine Resources Sector	1
646	Ship-board abalone aquaculture project is a success	1
		4952

Annex 9. Example of DLIST Discussion Forum thread citing the need for translation of content.

-------- Original Message --------

   Subject: Re: [DLIST Discuss] Human Wildlife Conflict
     Date: Thu, 15 May 2008 12:24:06 +0200
    From: Nico E. Willemse <versacon@iway.na>
 Reply-To: General Discussion <discuss@dlist-benguela.org>
       To: General Discussion <discuss@dlist-benguela.org>
References: <98244.66068.qm@web65402.mail.ac4.yahoo.com>

```
The responses were indeed very good. Most contributors referred to
project reports/ documents. Are these in a language intelligible for
local communities or are they meant for the more academically inclined.
If the info is required at ground level it should be presented in such
a manner.

It is one thing I've noticed about community-focused/ rural devt
projects. Many produce excellent information about their work
(replicable approaches, best practices, lessons learned) but there's
many a time the shortcoming of not diversifying knowledge and
information material for use by local communities and practitioners.
Just a thought! As far as possible I always encourage projects to not
only solidly budget for the glossy reports, but also for the
diversification of information material to reach more people.
After all, who are we advocating to.
```

Annex 10. This 'Junior Ranger Guide' is one example of an inexpensive tool that could be used to engage youth to learn about the natural resources of a given area. This example is from Cumberland Island National Seashore, based in the southern USA (a barrier island on the order of the states Georgia and Florida). The guide is offered to all young children visiting the seashore. Upon successful completion of the activities on the guide, it is returned to a Park Ranger who rates it and then awards a participating child a Junior Ranger Badge. It has proven effective in enrolling children to pay close attention to and appreciate their local environment while visiting the National Seashore.

If one wishes to see how the guide is constructed, there are eight pages following. They should be printed two sides to each page in the order of the pages that follow, and then folded into a small booklet. (i.e. the first page represents the front and
back cover of the Guide). It is offered here as one example of simple outreach in isolated coastal communities that is inexpensive to reproduce, but has impact in spreading information and raising awareness.

National Park Service
U.S. Department of the Interior

C berland Island National Seashore
S...arys GA

Junior Ranger Guide

..... *learning today to protect tomorrow!*

J.R. RANGER

This certificate is awarded to

for participating in and learning about

Cumberland Island
National Seashore

By completing the required activities and expressing a desire to protect our environment, you are hereby designated as a Junior Ranger in good standing with the National Park Service.

_____
Park Naturalist

_____
Date

UN
D P

GEF
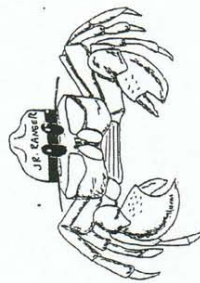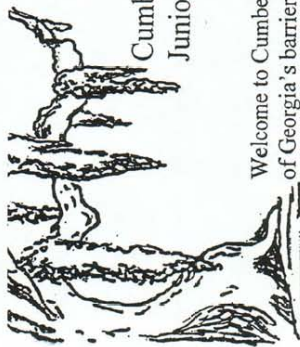
Cumberland Island National Seashore
Junior Ranger Guide

Welcome to Cumberland Island National Seashore, the largest of Georgia's barrier islands! By becoming a Junior Ranger, you will learn that Cumberland Island is important for a variety of reasons. As you complete this journal, you will become familiar with four types of ecosystems that form this barrier island: salt marsh, maritime forest, sand dunes and beach. You will also learn about the wildlife found in each ecosystem.

Attending any interpretive program can substitute for one activity required for the Junior Ranger certificate. For ages 8-12, complete five activities. For ages 4-7, complete three activities (parents may help). Upon completion of the activities, turn your Junior Ranger Guide in to the Sea Camp visitor center, located near the Sea Camp dock or the mainland visitor center. A ranger will check your answers and sign the certificate of achievement and a Jr. Ranger badge will be awarded to successful participants. Enjoy your discoveries!

Interpretive program: _____

Leader's signature: _____
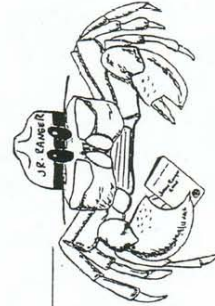
Ice House Museum Tour

The Ice House Museum (located at the Dungeness dock) portrays the human occupation of Cumberland Island. Look through the museum to find the answers to the questions below.

What was built from the live oaks growing on the island?

What material was the Greene-Miller family mansion made from?

What was the name of a Native American tribe who lived on Cumberland Island?

Name three countries that tried to settle here.

What year did "Light Horse Harry" Lee die? Whose father was he?

What two families lived in mansions named Dungeness?

General Nathaniel Greene fought in which war?

What is a National Park?

Our national parks are areas of natural or cultural importance, to be preserved for use and enjoyment of the American people now and for future generations.

Which of the items below might be found in a national park? (Circle your choices)

trees	mountains	buildings
people	pollution	rangers
animals	government	beaches
trash	grass	computers
lakes	others: _____	

Name a national park near your home.

Sandy Shores

For many people, the beach is the most popular place on the island. Ocean waves constantly erode and rebuild the coastline. The beach can be a harsh environment for animals living in the grinding surf.

Investigate the beach by completing the scavenger hunt. Check off the items listed below that you find.

___ knobbed whelk

___ coquina clam

___ horseshoe crab

___ shark tooth
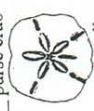
___ purse crab

___ lettered olive shell

___ seaweed

___ sand dollar

___ whelk egg case

___ trash

___ driftwood
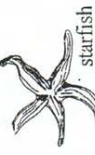
___ starfish

What is the state shell of Georgia?

Dynamic Dunes

Sand dunes are a very important part of barrier islands like Cumberland Island. They help protect the island by blocking the wind and water during strong storms. The coarse grass (called Sea Oats) that grows on the dunes helps stabilize them and provides food for many native species. Sea turtles and shorebirds lay their eggs in the dunes. Rain collects in between the dunes in pools called freshwater sloughs. This is a good source of fresh water in an area surrounded by salt water.

Can you identify the animals that can be found here by looking at their tracks? Choose from the list of animals below. Write the name beside its track.

Deer	Armadillo
Turkey	Lizard
Beetle	Bobcat
Raccoon	

As you follow the trail through the dunes, watch for any of these tracks.
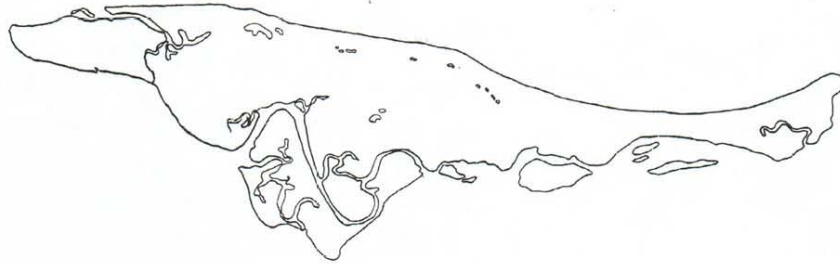
Wild by Nature

The northern half of Cumberland Island is designated as a wilderness area. This is an area set aside to be governed by nature's rules. There is limited access by vehicles to keep the area as natural as possible.

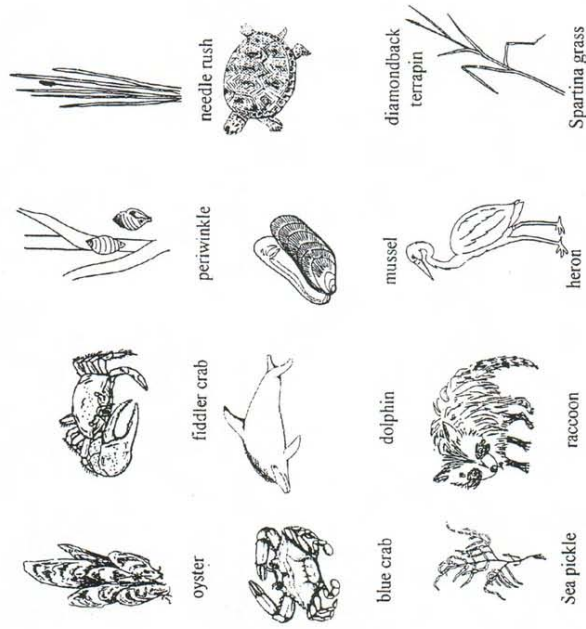Why would a national park need to have a wilderness area?

Choose activities from the list below that would be appropriate to do in a wilderness area.

Hiking	Picking flowers	Taking pictures
Cutting trees	Sunbathing	Birdwatching
Camping	Fishing	Bike riding
Polluting	Feeding the wildlife	Beachcombing

Island Wildlife

Cumberland Island is home to many different plants and animals. Some of these organisms are endangered species - in danger of completely dying out. Others are considered exotics – brought to the island from other places. Fifteen different animals are hidden in the puzzle below. Find at least six of them and circle them. Write the names below as you find them.

```
M  I  Y  B  G  F  R  P  W  K  Q  L  I
A  R  M  A  D  I  L  L  O  J  B  M  A
N  I  F  T  E  R  N  K  O  F  S  C  L
A  G  V  S  L  W  I  L  D  H  O  G  D
T  T  R  A  T  T  L  E  S  N  A  K  E
E  W  A  L  L  I  G  A  T  O  R  B  A
E  H  F  E  R  A  L  H  O  R  S  E  G
R  A  C  C  O  O  N  C  R  A  B  O  L
L  L  B  R  S  H  A  R  K  S  N  P  E
D  E  E  R  X  T  E  I  L  S  L  P  Y
```

Marsh Finds

The salt marsh is one of the most productive habitats on earth. Millions of plants and animals thrive in the brackish tidal waters. Most creatures are visitors looking for shelter or food among the grasses or along the water's edge. Camouflage is the name of the game for survival. Take a stroll on the boardwalk looking for evidence of the life in the marsh. Circle the ones you find.

needle rush

periwinkle

fiddler crab

diamondback terrapin

mussel

dolphin

Spartina grass

heron

raccoon

oyster

blue crab

Sea pickle

Forest Frolic

The maritime forest covers a large part of Cumberland Island. Maritime means near the sea. This forest is shaped by the salty winds from the ocean. The tender shoots at the top are killed as the wind blows salts across the island. The live oak limbs stretch sideways to reach for the sun. This creates a thick **canopy** (the leafy layer overhead) and a shady **understory** (the bushy layer surrounding you). Leaves crunch under foot as you walk on the **ground floor**. These layers of the forest provide good habitat for many creatures and plants.

Discover more of the inhabitants of the maritime forest as you help the squirrel find acorns. Beware of predators! How many of the objects below can you pass in the maze without being eaten?
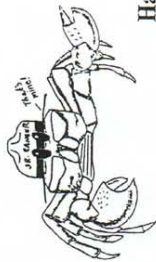
Grape vine

Resurrection fern

Spanish moss

Saw palmetto

Lichen

Habitat Match

Habitats are places where animals live. Habitats fulfill animals' needs for survival: food, water, shelter, and space. Draw a line from the animal to its appropriate habitat. (Hint: There can be more than one habitat per animal and more than one animal per habitat.)

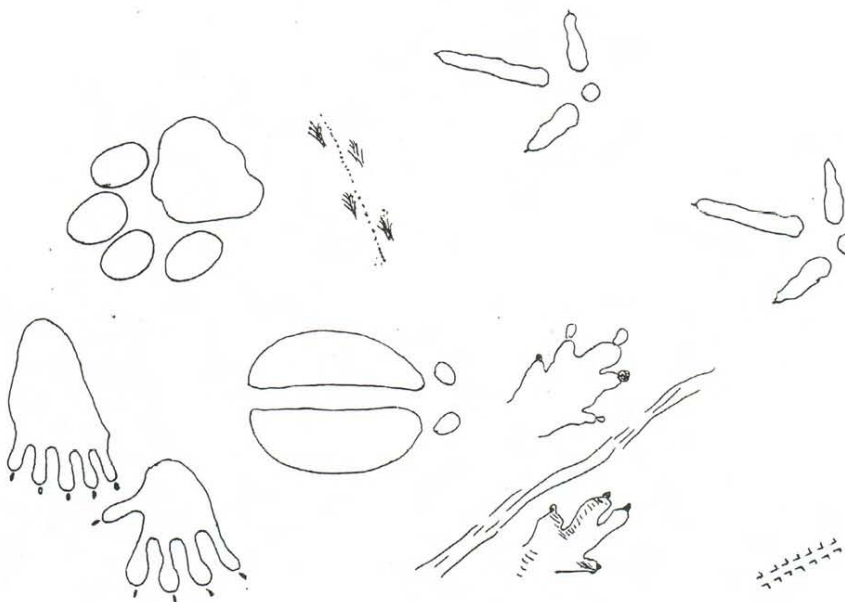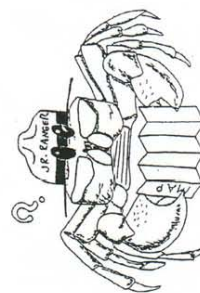| ANIMAL	HABITAT
EGRET	FRESH WATER SLOUGH
SEA STAR	BEACH
ARMADILLO	OCEAN
WILD TURKEY	DUNES
ALLIGATOR	FOREST
HORSESHOE CRAB	SALT MARSH

Where are you?

Cumberland Island is about 17.5 miles long. You will probably see only a small part of it. Using the map on the next page, "explore" the island by marking the areas below. Refer to the Cumberland Island brochure map or a map posted at one of the visitor centers.

1 - Please mark the Dungeness dock with a +.

2 - Show the Dungeness ruins with a ◆.

3 - Mark the Atlantic Ocean with a fish.

4 - Place a square at the Sea Camp campground.

5 - Mark the Sea Camp Visitor Center with a star.

6 - Show where you are now with an X.

7 - Circle Christmas Creek.

8 -. Please show the four backcountry campsites with a triangle.

9 - Draw an arrow pointing North.

10 – Mark Lake Whitney with a •.

Annex 11. Comments by stakeholders (only in case of discrepancies with evaluation findings and conclusions)