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IMPLEMENTATION COMPLETION REPORT
(TF-21707)

ON A

GRANT FROM THE GLOBAL ENVIRONMENT FACILITY TRUST FUND
IN THE AMOUNT OF SDR 4 MILLION (US\$ 5.61 MILLION EQUIVALENT)

TO DJIBOUTI, EGYPT, JORDAN, SAUDI ARABIA 1/,
NORTHERN SOMALI COAST, SUDAN AND YEMEN

RED SEA AND GULF OF ADEN

FOR REGIONAL PROJECT FOR THE IMPLEMENTATION OF THE STRATEGIC ACTION
PROGRAM (SAP) FOR THE RED SEA AND GULF OF ADEN

WORLD BANK COMPONENTS:

- COMPONENT 2: REDUCTION OF NAVIGATION RISKS AND
MARITIME POLLUTION
- COMPONENT 6: SUPPORT FOR INTEGRATED COASTAL ZONE
MANAGEMENT (ICZM)

December 29, 2005

1/Non-GEF Resources

CURRENCY EQUIVALENTS

(Exchange Rate Effective)

Currency Unit = US\$

FISCAL YEAR

January 1 - December 31

ABBREVIATIONS AND ACRONYMS

AIS	Automatic Identification System
CEDARE	Center for Environment and Development for the Arab Region and Europe
CTA	Chief Technical Advisor
DNV	Det Norske Veritas
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
GEF	Global Environment Facility
GIS	Geographic Information System
GMDSS	Global Maritime Distress and Safety System
GPS	Global Positioning System
GRT	Gross Registered Tonnage
IALA	International Association of Lighthouse Authorities
ICR	Implementation Completion Report
ICRI	International Coral Reef Initiative
ICZM	Integrated Coastal Zone Management
ICZM WG	ICZM Working Group
IDA	International Development Association
IFAD	International Fund for Agricultural Development
IIMS	Integrated Information Management System
ILO	International Labor Organization
IMO	International Maritime Organization of the United Nations
IOMoU	Memorandum of Understanding on Port State Control in the Indian Ocean
IsDB	Islamic Development Bank
IUCN	World Conservation Union (formerly International Union for the Conservation of Nature)
QAG	Quality Assurance Group
LACI	Loan Administration Change Initiative
LS	Lead Specialist
MAA	Maritime Affairs Authority (Yemen)
MARPOL	International Convention for the Prevention of Pollution from Ships
MEMAC	Marine Emergency Mutual Aid Center
MoU	Memorandum of Understanding
MPA	Marine Protected Area
NGO	Non-governmental Organization
nm	Nautical mile (1 international nautical mile = 1.852 km = 1,508 miles)
NEAP	National Environmental Action Plan
NOAA	National Oceanographic and Atmospheric Administration (United States of America)
NPC	National Program Coordinator
NWG	Navigation Working Group
PFS	Procurement and Finance Specialist
PC	Program Coordinator
PCU	Program Coordination Unit

PDF	Project Development Facility
PEMSEA	Partnership for Environmental Monitoring in the Southern Asian Seas
PERSGA	Regional Organization for the Conservation of the Environment of the Red Sea and Gulf of Aden
PMT	Project Management Team
PSC	Port State Control
SAP	Strategic Action Program for the Red Sea and Gulf of Aden
ROPME	Regional Organization for the Protection of the Marine Environment (Kuwait Action Plan)
SDR	Special Drawing Rights
SocMon	Global Socioeconomic Monitoring Initiative for Coastal Management
SOLAS	Safety of Life at Sea Convention
TBD	To Be Determined
TF	Task Force
TSS	Traffic Separation Schemes
UKHO	United Kingdom Hydrographic Office
UNDP	United Nations Development Programme
UNDP-PC	UNDP Program Coordinator
UNEP	United Nations Environment Programme
VHF	Very High Frequency
VTS	Vessel Traffic System
WB	World Bank
WG	Working Group

Vice President:	Christiaan J. Poortman
Sector Director	Inger Andersen
Sector Manager	Vijay Jagannathan
Task Team Leader/Task Manager:	John B. Collier

**RED SEA AND GULF OF ADEN
REG'L RED SEA SAP**

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<i>Project ID:</i> P063717	<i>Project Name:</i> REG'L RED SEA SAP
<i>Team Leader:</i> John Bryant Collier	<i>TL Unit:</i> MNSRE
<i>ICR Type:</i> Core ICR	<i>Report Date:</i> December 30, 2005

1. Project Data

Name: REG'L RED SEA SAP *L/C/TF Number:* TF-21707
Country/Department: RED SEA AND GULF OF ADEN *Region:* Middle East and North Africa Region

Sector/subsector: Central government administration (61%); Ports, waterways and shipping (39%)
Theme: Pollution management and environmental health (P); Water resource management (P); Environmental policies and institutions (P); Participation and civic engagement (S); Biodiversity (S)

KEY DATES

	<i>Original</i>	<i>Revised/Actual</i>
<i>PCD:</i> 10/15/1997	<i>Effective:</i> 04/01/1999	09/21/1999
<i>Appraisal:</i> 12/12/1998	<i>MTR:</i>	07/03/2002
<i>Approval:</i> 02/23/1999	<i>Closing:</i> 03/21/2003	06/30/2005

Borrower/Implementing Agency: DJIBOUTI, EGYPT, JORDAN, NORTHERN SOMALI COAST, SUDAN, YEMEN/PERSGA- REGIONAL ORGANIZATION FOR CONSERVATION OF THE ENVIRONMENT OF THE RED SEA AND GULF OF ADEN

Other Partners: United Nations Development Programme (UNDP) and United Nations Environment Programme (UNEP)

STAFF

	<i>Current</i>	<i>At Appraisal</i>
<i>Vice President:</i>	Christiaan J. Poortman	Kemal Dervis
<i>Country Manager/Director:</i>	Inger Andersen	Inder K. Sud
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<i>Team Leader at ICR:</i>	John Bryant Collier	Stephen F. Lintner
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2. Principal Performance Ratings

(HS=Highly Satisfactory, S=Satisfactory, U=Unsatisfactory, HL=Highly Likely, L=Likely, UN=Unlikely, HUN=Highly Unlikely, HU=Highly Unsatisfactory, H=High, SU=Substantial, M=Modest, N=Negligible)

Outcome: S
Sustainability: UN
Institutional Development Impact: M
Bank Performance: S
Borrower Performance: S

QAG (if available) *ICR*
Quality at Entry: S S
Project at Risk at Any Time: No

The rating for borrower Performance refers to PERSGA and not the individual member countries.

3. Assessment of Development Objective and Design, and of Quality at Entry

3.1 Original Objective:

The Project Development Objective (PDO) is “to improve coastal and marine environments of the Red Sea and Gulf of Aden through a range of activities under the SAP (Strategic Action Plan), of which Components 2 and 6 would be carried out under the GEF/Bank administered Project”, as follows:

SAP Components and lead GEF Implementing Agency Responsibility

Component	Description	GEF Implementing Agency
1	Institutional strengthening to facilitate regional cooperation	UNEP
2	Reduction of navigation risks and maritime pollution	World Bank
3	Habitat and biodiversity conservation	UNDP
4	Sustainable use and management of living marine resources	UNDP
5	Development of a Regional Network of Marine Protected Areas (MPAs)	UNDP
6	Support for Integrated Coastal Zone Management (ICZM)	World Bank
7	Enhancement of public awareness and participation	UNDP
8	Monitoring and evaluation of program impacts – and support for Project Management Team costs	UNDP

This ICR focuses on the delivery of Components 2 and 6 for which the Bank served as the GEF Implementing Agency,, within the overall framework of the Project.

The PDO is clear, realistic and tremendously important for the region in view of the strategic geographic location and vulnerable environmental and resource situation. The Red Sea and Gulf of Aden contains some of the world’s most important coastal and marine environments and resources, complex ecosystems and high biological diversity. A major maritime route that supports 7% of global trade, it is increasingly threatened by major navigation risks requiring close management and control and marine pollution, notably from transport of petroleum products. Environmental degradation from rapid coastal zone tourism and other development and over-fishing of shared fish stocks have led to habitat destruction leading to loss of important species and threat to sustainability. The PDO is consistent with the Bank and GEF’s development strategy in this region which aims to put in place a multi-national policy and institutional arrangements and technical support to help its operation through SAP and its Components.

3.2 Revised Objective:

There was no revision of the original objective.

3.3 Original Components:

Component 2: Reduction of navigation risks and maritime pollution (US\$3.5 million at appraisal)

This Component aimed to reduce the risk of maritime accidents and resulting marine pollution in the region through (a) the implementation of conventions and port state control; (b) introduction of new traffic separation schemes; (c) conduct of a hydrographic survey and installation of a new navigation aid (lighthouse); (d) conduct of a regional assessment and training on vessel traffic systems; and (e) support for the preparation and adoption of a regional oil spill prevention and management strategy.

Component 6: Support for Integrated Coastal Zone Management (ICZM) (US\$2.11 million at appraisal)

This Component aimed to introduce ICZM as a management tool for participating countries through (a)

regional networking and training on ICZM; (b) support for regional and national Geographical Information Systems (GIS), including the development of a GIS database on coastal environment; (c) preparation of model ICZM plans in the four southern countries (Djibouti, Northern Coast of Somalia, Sudan, and Yemen); and (d) implementation of ICZM activities in the four southern countries.

3.4 Revised Components:

The Components were not revised although some output indicators (see Annex 1) were amended after the mid-term evaluation – for instance, for Component 6, ICZM activities had to be omitted for Somalia due to political instability; however, specialists from the northern coast of Somalia participated in all regional activities.

3.5 Quality at Entry:

The ICR team concurs with the Quality Assurance Group (QAG)'s November 1999 assessment (albeit of the entire SAP) that quality at entry was **Satisfactory**. The SAP was prepared by the Regional Organization for the Protection of the Environment of the Red Sea and Gulf of Aden (PERSGA), which is also the Secretariat of the 1992 Jeddah Convention on the conservation of the marine environment and coastal areas in the Red Sea and Gulf of Aden. PERSGA was responsive to the circumstances and the best placed to identify the urgent development needs, priorities and activities to be carried out through regional cooperation among its members. PERSGA's evaluation and analysis of the institutional and environmental issues was done in a competent and professional manner. The two Components supported by the GEF through Bank implementation were carefully appraised and designed for implementation within the multi-country institutional framework. Throughout its design and execution, the Project was an outstanding example of Bank-UNDP cooperation.

At appraisal, the following Risks were correctly assessed:

- The anticipated non-GEF financing did not materialize, preventing full delivery of some of the UNDP-GEF components. However, PERSGA was able to mobilize additional in kind funding from the International Maritime Organization (IMO) – see section 4.2 below.
- Some PERSGA countries remain unwilling to allow GIS data to be made publicly available via the web although they are now willing share the information among the PERSGA member countries through a password controlled link on the PERSGA website.

What was not (and could not be) anticipated was the heightened security concerns caused by terrorist attacks in several cooperating countries including actions against ships, insecurity in the aftermath of September 11, 2001, “Operation Desert Fox” and the subsequent Iraq war and continued political instability in Somalia. These factors considerably hampered travel within the Region and caused considerable delays in implementation.

4. Achievement of Objective and Outputs

4.1 Outcome/achievement of objective:

Achievement of the Project objectives is rated: **Satisfactory**. Despite the clearly complex and risky nature of such a multi-country operation, the Project made significant headway towards achieving its objectives in terms of helping to put in place two major Components of the SAP program. Achievement of the Project (Components 2 and 6) objectives is measured by (a) reduction in shipping accidents and oil spills; and (b) adoption by selected local communities of integrated coastal zone management plans prepared under the Project. The first of the two listed indicators is difficult to measure, as it needs to be measured by examination of the reduction of risk and there were no major marine accidents or oil spills in the years immediately leading up to the Project. The second indicator is measurable under the Project and was, in

fact, successfully achieved in Yemen, Sudan and Djibouti.

Although it is difficult to measure the impact of the Project's contribution to SAP's broad global objectives in the space of five years, the Project has contributed considerably to reducing the risk of contamination of international waters from maritime shipping and marine accidents (Component 2) and improving the environmental integrity of the coastal and marine ecosystems of the Red Sea and Gulf of Aden (Component 6). Major achievements include the following:

(a) The establishment of new Traffic Separation Schemes (TSS) is a major achievement, particularly as they cover restricted shipping lanes north of Baab al Mandaab where 85 million tons of oil transit annually. The new TSS will help reduce the risk of maritime accidents resulting either from vessel collisions, "near misses", or vessel groundings. The TSS is already being used by mariners, as observed by during a supervision mission visiting Hanish al Kobrah in the spring of 2005.

(b) The Project has increased awareness of the importance of maritime conventions, as evidenced the subsequent ratification of another 32 International Maritime Organization (IMO) Conventions, a 34% increase across the Region, as follows:

Regional State	IMO Conventions Ratified in 1999	IMO Conventions Ratified in November 2005	Percent Change
Djibouti	08	10	25
Egypt	32	33	3
Jordan	07	18	157
Saudi Arabia	18	25	39
Somalia	02	02	0
Sudan	04	09	125
Yemen	17	19	12
(Eritrea)*	06	10	67
Total	94	126	34

*Eritrea is not currently a PERSGA member state, but participated as an observer in most regional activities undertaken by the project.

In addition, the MARPOL 73/78 Convention (the main international convention covering prevention of pollution of the marine environment by ships) is expected to be ratified soon by Saudi Arabia, Yemen and Jordan, which will allow them to move forward in ratifying other key conventions related to pollution.

(c) PERSGA, in collaboration with the Regional Organization for the Protection of the Marine Environment (ROPME) in the Arabian Gulf region, has developed two additional protocols to the Jeddah Convention relating to (i) marine protected areas and biological diversity conservation in the Red Sea and Gulf of Aden, and (ii) the protection of the marine environment from land-based sources of pollution. These protocols are yet to be adopted.

(d) The region's ports and shipping are safer, due to emphasis on Port State Control actions – for example, in Jordan, 299 ships were inspected and 17 placed in detention in 2004 – while in 1999, only 52 were inspected. Additionally, 37% of ships calling at Egyptian ports are inspected and 15% of ships calling at Sudanese and Yemeni ports are inspected.

(e) The model Integrated Coastal Zone Management activities in Djibouti, Sudan and Yemen provides recommendations for improved use of the coastal and marine resources along the Red Sea and Gulf of Aden Coast. Decision makers now have new tools for

preventing or reducing unnecessary adverse impacts from development activities.

4.2 Outputs by components:

Component 2: Reduction of navigation risks and maritime pollution (Rating: Satisfactory)

Outputs of this Component are rated **Satisfactory** because of the significant reductions of risk to marine navigation accomplished, particularly through the introduction of the new TSS. Despite the Unsatisfactory rating for Element E (Support for the preparation and adoption of the regional oil spill contingency strategy) because the final plan is not yet adopted, there have been important achievements for the overall Component in terms of the Project's contribution to having moved the agenda significantly forward during the life of the Project. Project resources have also been supplemented by significant in-kind co-financing that PERSGA raised from the International Maritime Organization (IMO) of the United Nations to support the delivery of several activities of this Component.

The Navigation Working Group's (NWG) work formed the basis for the success of Component 2 - it provided a forum for national delegates to meet, discuss, refine and agree on the actions to be taken to increase marine safety, both in national and international waters. The NWG met during the course of project preparation seven times over the course of the Project and remains active even after the Project period; it recently participated in an IMO-sponsored training at PERSGA in November 2005. At the national level, NWG members lead efforts for increased Port State Control and build awareness for the need to ratify IMO Conventions. Moreover, NWG members assisted PERSGA in raising significant amounts of in kind co-financing from the IMO for the delivery of several activities.

Element A - Implementation of Conventions and Port State Control (Rating: Satisfactory)

Under this sub-Component, PERSGA raised awareness among its members on the importance of ratifying and implementing IMO Conventions through the Navigation Working Group, PERSGA Task Force, and PERSGA Council. At least partially because of PERSGA's efforts, a further 32 IMO Conventions have been ratified, a 34% increase across the Region (see paragraph 4.1 (a) above). Additionally, inspectors, port officers, and NWG members were trained on international standards in Port State Control.

Port State Control, established by IMO, authorizes Ports to inspect national and foreign ships to ensure that they meet required safety, construction, equipment and manning standards and to detain violators. As a result of the greater awareness of Port State Control brought about by PERSGA, the number of ship inspections in the region is increasing.

The NWG has recommended that all PERSGA member states join the Indian Ocean Memorandum of Understanding (MOU) on Port State Control, as it allows for a broader exchange of data because of its large membership; however, this has not yet been fully accomplished due to the existence of various precursor MoUs. Sudan and Yemen are members of the Indian Ocean MoU and Djibouti has expressed interest in joining them. Egypt and Jordan are members of the Mediterranean MoU, and Saudi Arabia is a member of the Arabian Gulf MoU.

Since Project start-up, international demands for better maritime security after the *USS Cole* and *Limberg* terrorist incidents, as well as the events of September 11, 2001, had a major impact on ports, particularly their regulations and entry requirements via the IMO International Ship and Port Security (ISPS) Code. All major ports in the region now comply with this Code, which was translated into Arabic by IMO for regional use.

**Element B - Traffic Separation Schemes (Rating: Highly Satisfactory) and
Element C - Hydrographic Surveys and Navigation Aids (Rating: Highly Satisfactory)**

Since elements B and C are interlinked, the reports are combined below.

Establishment by International Maritime Organization (IMO) of two new Traffic Separation Schemes; and printing of updated charts –With the congestion and heavy maritime traffic in the Red Sea and Gulf of Aden, it is estimated that some 500,000 potential ‘end on’ situations are likely each year. The Traffic Separation Schemes introduced by IMO for use in international shipping can only be established following rigorous hydrographic surveys, which have been completed (see paragraph below). With these and the use of modern satellite-based navigation aids, ships would be able to navigate accurately and safely. New routing measures were submitted to IMO in July 2002 by Yemen (with support from Djibouti and Eritrea) and adopted by the IMO Maritime Safety Committee in December 2002. Seven charts, showing the new routing measures, were published by United Kingdom Hydrographic Office (UKHO), which maintains the charts for the Red Sea and Gulf of Aden under international agreements, in early 2003 and came into force for use by international shipping on 01 July 2003. The IMO Routing Measures book and the Annual Notice to Mariners 2004 now describe these new routes, which are mandatory for all ships transiting the southern Red Sea.

Hydrographic Surveys - - Hydrographic surveys in many parts of the Red Sea and Gulf of Aden dated from the 1800’s and details of coastlines, positions and water depths were found to be significantly in error when re-checked under the Project using modern equipment. Hydrographic survey, done in collaboration with UKHO in two priority areas, enabled the establishment of new routes at the ship traffic ‘choke point’ in the shallow waters of the southern Red Sea around the Hanish Islands; these charts have been made available to and used by mariners since 2002. Additionally, the survey found and precisely measured the Avocet Rock, just north of the new TSS, making it possible to accurately chart this previously uncharted hazard. PERSGA’s work has been complimented at international conferences and by the International Hydrographic Organization at their web site (<http://www.iho.shom.fr/>). These achievements are an example of cooperation between the World Bank, PERSGA and UKHO that has benefited the international community.

Installation of one navigational aid - Navigational aids - A survey of the existing navigation aids in the Hanish Islands showed that three of the four lights were not working. A new state-of-the-art lighthouse was built in 2004, fitted with a main and stand-by lights and, more importantly, a state of the art Automatic Identification Transponder that transmits the position of the lighthouse over a range of some 50-60 miles in any condition of visibility. It is solar powered and linked by VHF to a computer-based monitoring system at Mokha and by land line to the Yemen’s Maritime Affairs Authority (MAA) office in Hodeidah.

Element D - Vessel Traffic Systems (Rating: Satisfactory)

Regional Training on the operation of Vessel Traffic Systems (VTS) as well as Automatic Identification Systems (AIS) – A regional training on the use of VTS and AIS for marine traffic control was conducted in Egypt in October 2003. At Project launch, an automated VTS was the standard approach for monitoring traffic in shipping lanes; however, the introduction of AIS technology on ships since 1999 (mandatory as of 2004), rendered much of the VTS technology planned at Project launch obsolete. Therefore, at Project mid-term, the Component output was modified to conduct training on VTS and AIS. The training is

beneficial to maritime authorities in the region because a new VTS is being planned in the Port of Aden, which will join the ranks of VTS being set up in many parts of the world, including those by Egypt in the Gulf of Suez. Along the Yemeni mainland coast, radar stations and AIS receivers are being established by the new coastguard service to monitor shipping. AIS is often combined with radar systems and their targets often merged to allow radar targets to be easily identified.

Element E - Oil Spill Prevention and Management (rating: unsatisfactory)

It is critically important to have a regional contingency plan for dealing with oil pollution incidents in the event of accidents involving tankers. Fortunately, so far, this Region has escaped the effects of a major oil, or chemical, pollution incident. Unfortunately, due to the high volume of shipping, the probability that such an incident will take place one day in the region remains high.

Preparation and adoption of Regional Oil Spill Contingency Plan - PERSGA Council of Ministers approved a “Draft Action Plan for the Development of National Systems and Regional Mechanism for Preparedness and Response to Major Marine Oil Spills in the Red Sea and Gulf of Aden” in 2003 and four workshops on contingency planning were held during the course of the Project. However, significant work remains before a regional oil spill contingency plan is finalized and adopted by the member countries. PERSGA will continue to work with its member countries to harmonize oil spill contingency plans and will use the MEMAC center as a focus for those efforts.

Establishment of a regional Marine Emergency Mutual Aid Centre (MEMAC) to be supervised by PERSGA – The Government of Egypt has provided PERSGA with premises for its location at Hurgadah. Two senior staff members (one from Egypt and one from Yemen) have been appointed. The operation of the regional MEMAC is a priority under PERSGA’s upcoming Five Year Action Plan (2006-2010).

Transfer of Djibouti MEMAC Stockpile (Stockpile in this context refers to the storage of oil spill combating material such as floating booms and oil dispersant chemicals). *to PERSGA Supervision* - The Project had provided that the equipment from the Djibouti MEMAC should be transferred to PERSGA. PERSGA is still discussing the advantages, if any, of taking over this equipment as much of the equipment is outdated. In retrospect, the issue of whether a regional secretariat is the appropriate body for managing a locally-based stockpile of equipment should have been given more careful consideration before making it an objective of the Component.

Component 6: Support for Integrated Coastal Zone Management (ICZM) (Rating: Satisfactory)

Work on this Component only began in 2001 with the unexpected resignation of the first ICZM Lead Specialist in 2000 and after his replacements were identified. The outputs are described below:

Element A - Regional Networking and Training (Rating: Satisfactory)

Establishment of a Regional ICZM working Group – Through a series of meetings and training activities, PERSGA successfully established a core network of ICZM specialists in the form of an ICZM Working Group (ICZM WG). Over the course of implementation, the membership of the ICZM WG expanded from government representatives to include other national experts as well as representatives of NGOs and local communities. The working group met five times during the Project and remains active, with their last meeting in December 2005 in Jeddah.

Regional ICZM Training - Three training courses were held for the ICZM WG, whose members also

attended several ICZM-related events to present their work and share experiences; the February 2005 Sea to Sea conference in Cairo was an excellent example of their participation.

ICZM Study Tour - Members of the WG participated in a study tour organized by the Partnerships for Environmental Management in the Seas of East Asia (PEMSEA). The group visited the Philippines and China in April 2005 to share lessons learned by the two Projects on ICZM. Since this study tour, experts from PERSGA and PEMSEA are frequently in contact and continue to exchange information and knowledge on ICZM issues facing the two regions.

Development of a “regional shared vision and confidence program”- The program envisages a forward-looking approach to stakeholder involvement in PERSGA and ensuring long-term relevance of the PERSGA Mission for its member countries. A concept paper was prepared and disseminated to all WG and PERSGA Task Force Members as well as key focal points in member countries. The concept paper served as the background paper for a regional retreat conducted in May 2005 for decision makers from each of the PERSGA Countries. Two reports were produced and electronically disseminated following the retreat: the Retreat’s *Word-to-Word* Report and the Workshop Report (which includes the main outcomes of the Retreat).

Element B - Geographic Information Systems (Rating: Unsatisfactory)

GIS System for PERSGA Region – PERSGA established a regional GIS database at its headquarters and upgraded it into a web-based Integrated Information Management System (IIMS), which includes data from all SAP Project Components and surveys as well as an on-line-library and a photographic library. A GIS station containing national data was also installed at the Ministry of Environment in Djibouti. However, the system is not fully complete with respect to content. Other limitations include the fact that internet access is needed to use the system (a limiting factor for some collaborating countries) and made available to registered users, due to concerns about potentially nationally sensitive data.

Establishment of a GIS Working Group – the Regional GIS WG was established to assist PERSGA in prioritizing data and liaise with member governments on the GIS system. Two training workshops at the Center for Environment and Development for the Arab Region and Europe (CEDARE) were conducted.

Element C - Model ICZM Plans (Rating: Highly Satisfactory) and Element D - ICZM Activities in the Four Southern Countries (Rating: Unsatisfactory)

Since the activities under element C and D are closely related, the outputs are reported together, by country.

The outputs defined were (a) develop model ICZM Plans, (b) establishment of national ICZM Working Groups in Djibouti, Sudan, and Yemen, (c) conduct training, based on ICZM Model Plans and activities in Djibouti, Sudan and Yemen, and (d) launch implementation of ICZM Model activities in Djibouti, Sudan and Yemen. The outputs were revised as a result of changes adopted following the MTR.

Overall, ICZM Plans that provided recommendations for optimal use of the coastal and marine resources were finalized and ready for implementation at the Project’s close. However, while the hard work of the PERSGA Team produced well prepared, locally owned ICZM plans the delay in the Component’s start-up prevented the launch of the implementation activities, except in Yemen where some have been initiated.

An important feature of the ICZM planning processes supported by the Project was the effective

engagement of sub-national and municipal government organizations, academic organizations, community based organizations and nongovernmental organizations in these activities. This is a particularly significant achievement in the Red Sea and Gulf of Aden given the traditional of highly centralized planning processes with no or very limited participation of governmental or public stakeholders.

Yemen – The national ICZM team was established and trained. The Aden governorate was chosen for the Model ICZM activity and the Coastal Profile for Aden was prepared and published in Arabic and used as a basis for developing the ICZM Plan. Developing the plan involved several public participation and consultation workshops with stakeholders. It took two years before the Plan was adopted by a cabinet decree in May 2005. Although this delay meant that the Plan could not be implemented during the Project period, several “pre-implementation” activities have taken place as follows: An implementation manual was developed; an ICZM public information center was established in Aden to inform stakeholders about the plan; three ICZM coordination units funded by the SAP Project were created; five public awareness seminars on the ICZM Aden Plan for decision makers were held; and a land use map was formally adopted – this map was used as a key input document for the Master Plan for Aden prepared under the International Development Association (IDA)-financed Port Cities Development Program.

Sudan – It was decided to implement the ICZM activities along the entire Sudanese coast. A national ICZM team was established and trained. The ICZM team prepared and published a coastal profile for Sudan in Arabic and conducted several public participation and consultation workshops at the local and national level. Though initiated in early 2004, the formal adoption process of the ICZM plan by cabinet has not been finalized; hence implementation could not take place under the Project. As in Yemen, several “capacity building actions” to lay the groundwork for its future implementation have been undertaken, including the establishment of an information center, training local stakeholders in Conflict Resolution and Negotiation skills in Coastal Management and training on communication skills for stakeholders. A Socioeconomic Baseline Assessment Study for pilot areas in Port Sudan was conducted in partnership with the National Oceanographic and Atmospheric Administration (NOAA) of the United States under the Global Socioeconomic Monitoring Initiative for Coastal Management (SocMon) in order to give local decision makers more complete information for making development planning decisions.

Djibouti – A national ICZM team was established and trained in ICZM tools and techniques, both through training sessions and on-the-job. The coastal profile of Djibouti was published in French. The preparation of the plan had included several public participation and consultation workshops at the local and national level. In April 2005, the national ICZM plan was approved by the Council of Ministers and is in the process of being adopted by Parliament. Due to its late adoption, the plan could not be implemented during the Project period, although public awareness and media campaigns have familiarized all stakeholders with the plan, in readiness for its implementation.

Northern Coast of Somalia – Though an ICZM plan and model activity program was to have been undertaken, it was clear by mid-term review that political unrest had made implementation of this program untenable. However, Somali representatives attended all training sessions except in situations where visas were declined. An attempt to work with the newly-appointed National Government as well as the local governments in Puntland and Northwest Somalia to develop a special ICZM activity in February 2005 was again suspended due to political unrest and insecurity.

Regional and Sub-Regional ICZM activities accomplished under the ICZM Component:

- *Northern Countries: Egypt, Jordan, and Saudi Arabia* – Working groups set up in each of these

countries prepared a Country Report on their ICZM experience and recommendations to make ICZM more effective, nationally and for the Region. The Country Reports made important recommendations and were presented to the Regional Seminar on Integrated Coastal Zone Management and Planning held in Jordan, in December 2003.

- *Study on Public Participation and ICZM* – This study investigated the effectiveness of the ICZM plans in promoting good governance and public participation and made recommendations for a best practice model for public participation in ICZM for the region. The study helped introduce the concept of public decision making and stakeholder participation to local decision makers in the PERSGA Countries.

4.3 Net Present Value/Economic rate of return:

Not applicable.

4.4 Financial rate of return:

Not applicable.

4.5 Institutional development impact:

(Rating: Modest)

The Project has enabled PERSGA to advance considerably as a regional coordinating body for the development of an improved perception of coastal and marine resources in the region. The institutional development impact has also extended beyond PERSGA to the national and local agencies and stakeholders involved in the Project's various activities. Among its achievements, PERSGA has:

- Strengthened the management structure and skills of PERSGA thereby moving the organization from a coastal and marine "science focus" to a "management focus".
- Created regional networks of professionals including those for Navigation and Integrated Coastal Zone Management.
- Initiated the establishment of an Integrated Information Management System for all data collected under the SAP. Though currently hosted by PERSGA, the system can be expanded to serve all member countries and the MEMAC, although this would still require considerable development and future support for completion.
- Adopted an automated financial management system capable of handling all aspects of PERSGA operations including accounting, travel, procurement and human resource management, which has helped to improve efficiency of transactions, recording and enhance transparency.
- Undertaken a review of all environment-related legislation in the region and supported successful actions that have built awareness among member governments of the importance of ratifying and conforming to environment and maritime conventions.
- Planned and undertaken a series of outreach activities around SAP activities through a variety of mechanisms and media to increase government and public awareness of coastal and marine management issues. These public awareness campaigns involved local and national stakeholders including schools, fishing cooperatives, chambers of commerce, and the general public.
- Through this Project, PERSGA's work on two important Components of the SAP Program has helped increase PERSGA's effectiveness in facilitating relations among member countries, and improved regional cooperation through the identification of navigation and ICZM focal points for sharing regional knowledge and successfully bringing key issues to attention of decision makers.
- Developed and launched a five year plan to continue and expand on activities begun under the Project. PERSGA has done this in the months since the close of the Project by hiring additional regional professional staff, providing budget for program activities and successfully putting the MEMAC at Hurgadah into operation.

5. Major Factors Affecting Implementation and Outcome

5.1 Factors outside the control of government or implementing agency:

The major factor that was not under the control of Governments or the implementing agency but which adversely affected Project implementation were the rise of terrorist actions including September 11, 2001, the bombing of the *USS Cole* in October 2000, the attack on the *Limberg* at sea in October 2002, and the attack on the US Consulate in Jeddah in 2004. These events were compounded by the security issues triggered by hostilities over Iraq including “Operation Desert Fox” and the 2003 invasion of Iraq. These events restricted travel within the Region, slowed down planning activities and caused delays with the conduct of several workshops and fielding of consultants. These events also increased concerns about public access to what was perceived as sensitive data concerning the coastal and marine environment. In addition, increased political unrest and security risk after Project startup caused the cancellation of ICZM activities on the northern coast of Somalia because of the emerging political and security risks.

The political situation described above resulted in a significant reduction in donor grant support for regional activities for coastal and marine management, given their new priorities to provide grant assistance to other parts of the Middle East and North Africa as well as for reconstruction of Somalia.

5.2 Factors generally subject to government control:

The principal factor within the control of governments that impacted Project implementation and outcome was the weak commitment from some of the member countries, for example:

- Failure of most member Governments, particularly in the first four years of the Project, to meet their financial commitments to PERSGA, such that their contribution totaled only US\$1.35 million of the US\$4.6 million promised as co-financing during Project launch. Yemen was the only country to consistently meet its annual commitments to PERSGA during the six years of implementation.
- Failure of member Governments to facilitate travel and participation of consultant specialists such that Project implementation was often delayed, particularly in the early years of the Project. Examples of this were the difficulty of obtaining visas for Somalia and unnecessary detention and interrogation of Lead specialists or denial of their entry to meetings in Egypt and Yemen.
- Lack of commitment by individual countries to provide additional support such as local transportation and facilities to support Project activities on the ground (such as training and survey work).
- Poor selection of country-nominated staff with inadequate qualification or skills for training opportunities under the Project. This situation seems to have improved as PERSGA increasingly takes a role in selecting properly-qualified candidates for training - for example, PERSGA nominees for the last IMO Training in November, 2005 were all accepted for the course.

5.3 Factors generally subject to implementing agency control:

The factors over which PERSGA had control and could have resolved earlier in the Project period included tenure and management of staff travel, recruitment of staff and the communication between the regional unit and country units.

For the first five years of the Project, PERSGA’s Secretary General held the position as a part time appointment. This adversely affected the internal communication and exchange of information between PERSGA Headquarters, the national project offices and with high level counterparts from the member governments which was often discontinuous and slow. A full time incumbent would have maintained greater communication with and buy-in from member governments. Over the last Project year, however, this issue appears to have been better addressed, as the current Secretary General is full time at PERSGA

and has been successful at garnering member country financing.

In the early years of the Project, PERSGA Lead Specialists were not authorized by management to travel as much as was needed to support the implementation of the Project Components. The situation improved in the later Project years.

The long and inefficient procedures for staff recruitment further delayed implementation progress. Some PERSGA Lead specialists had to double for others not yet recruited and could not properly fulfill their own work programs. Poor administrative and clerical support from PERSGA administration also detracted from the technical and coordination tasks for which the Lead Specialists were hired.

5.4 Costs and financing:

The planned and actual Project financing is as follows:

Source	PLANNED			ACTUAL		
	Local	Foreign	Total	Local	Foreign	Total
GEF (Bank Managed)	0	5.610	5.610	0	5.584	5.584
GEF (UNDP & UNEP)	0	13.390	13.390	0	13.185	13.185
Governments (in-kind)	2.000	0	2.000	2.000	0	2.000
PERSGA	4.600	0	4.600	1.349	0	1.349
Islamic Development Bank	0	5.000	5.000	0	0.500	0.500
European Commission	0	6.000	6.000	0	0	0
IMO (in-kind)	0	0	0	0	0.232	0.232
Total	6.600	30.232	36.832	3.349	19.501	22.853

PERSGA contribution was a third of what was envisaged due to the aforementioned lack of financial support from member governments and the European Commission contribution was not forthcoming due to changing donor priorities. Thanks to the efforts of the Navigation Lead Specialist and consultant, the IMO provided significant technical assistance to the Navigation Working Group (IMO staff and IMO consultants attended the working group meetings and workshops). Smaller amounts of in kind support were also provided through NOAA ICZM related activities.

The Grant Agreement between the World Bank and PERSGA was modified to reflect a reallocation of resources from Component 6 to Component 2 in the amount of US\$200,000.00 as Component 6 was significantly delayed and Component 2 was short of funds due to the expense of the hydrographic surveys.

	Initial Allocation (US\$ millions)	Revised Allocation (US\$ millions)
Component 2	3.5	3.7
Component 6	2.1	1.9

6. Sustainability

6.1 Rationale for sustainability rating:

The Project's sustainability is rated as **Unlikely**, based on the following assessment of PERSGA's performance and the outcomes of Components 2 and 6:

In the past year, under a newly appointed Secretary General, PERSGA has succeeded in developing a long-term plan and ensuring regular financing from its members. The future prospects to sustain PERSGA and the SAP financially are thereby improved, albeit at a reduced level. Since June, 2005, PERSGA's core

budget has been able to fund close to twenty professional and support staff at headquarters and at the MEMAC. PERSGA is also able to fund core programming activities to maintain activities initiated under the SAP Project. The budget for 2006 is currently set at US\$2.0 million. It is too early to tell if this reversal in direction seen in the past year will be sustained but based on the experience over the past six years, the sustainability of PERSGA and the SAP activities is rated **Unlikely**.

Sustainability for Component 2 is rated as **likely**. It satisfactorily utilized its funding to carry out the plan that was developed in 1998 for Navigation Risks and it is anticipated that support from IMO will continue with further ratification of Conventions within the Region. However, much work remains to be done to improve navigation survey data and charts for international shipping, improve navigation aids, separate and monitor traffic in transit through the area, reduce the risk of maritime incidents and marine pollution, and ensure the adoption, harmonization and effective coordination of national oil spill contingency plans. This work is recognized among the four post-SAP priorities listed in the PERSGA action plan for the next 5 years. The MEMAC Center has been established in 2005, though the details of how the Center will function as the coordinator of a regional response in the event of oil spills and be financed in the long-term remain unclear.

Sustainability for **Component 6** is also rated as **Unlikely**. Although the importance of PERSGA's work on ICZM, particularly among the Southern countries, in the latter years of the Project is recognized, it is unclear how the diminished resources to support ICZM in the post-Project period can sustain the implementation of the ICZM frameworks that have been created in the three Southern countries. Of these, only Sudan chosen to maintain a CZM office under the Ministry of Environment located in Port Sudan. It is unlikely that the pace of work on ICZM under the Project can be maintained after the Project, unless a follow-on project is planned to continue with this work.

6.2 Transition arrangement to regular operations:

Over the next five years (2006-2010), PERSGA will focus on the following priorities:

- Capacity Building and Leadership - to achieve effective and adequately resourced leadership for the management and sustainable use of coastal resources.
- Marine and Coastal Science Research - to continue undertaking quantitative and qualitative assessment of habitat and biodiversity and of marine environment pollution in the coastal areas.
- Socioeconomic Initiative and Stakeholder Participation - to enhance social and economic effects of marine and coastal conservation, particularly in terms of poverty alleviation and public participation and good governance.
- Navigation and Maritime Pollution – to continue coordinating the work of reducing risk of maritime incidents and marine pollution, in particular, harmonization of oil spill contingency planning and response operations at strategic locations throughout the region.

To meet these objectives, PERSGA has expanded its professional staff through a regional, transparent, competitive selection process whereby staff represents all member countries and is gender-balanced.

Currently, PERSGA country contributions finance a US\$2.0 million dollar annual budget that is evenly split between program activities and staff and administrative costs for headquarters and the MEMAC Center. PERSGA continues to seek additional support for expanding their existing program activities in the four priority areas.

7. Bank and Borrower Performance

Bank

7.1 Lending:

Bank performance during project identification and preparation was **Satisfactory**. The Bank played an important role in identifying the partner agencies in PERSGA member countries that collaborated in project preparation and implementation and the specific Project Components that they would undertake as an integral part of the Strategic Action Plan for the Red Sea and the Gulf of Aden. The Bank mobilized funds to help with Project preparation and provided technical support to the PERSGA team during preparation and implementation and applied lessons learnt from the fore-runner GEF International Waters Projects to help ensure efficient cooperation and management among the three GEF implementing agencies that provided support for the different Project Components (see Table in paragraph 3.1).

7.2 Supervision:

The Bank's supervision performance is rated **Satisfactory**. Bank supervision missions were regularly conducted by technical teams to provide detailed advice and recommendations on relevant issues related to project management, financial management, procurement, improved communication, technical improvement and advice on adjustment of Project plans to better link Project activities with the PDO and expected outcomes. The team included a Task Team Leader who is a former naval officer, which proved useful for the discussions and evaluation on Component 2. ICZM specialists supported the team throughout and joined supervision missions during critical junctures for Component 6. The team also included Procurement, Financial Management, and Legal specialists.

Bank supervision was coordinated with the supervision by other GEF implementing agencies and with PERSGA member country task force meetings on all aspects of project implementation and supervision and its aide-memoires were shared with these implementation partners.

7.3 Overall Bank performance:

Given its catalytic role during project design and implementation, the overall Bank performance is rated **Satisfactory**. Key factors in determining this rating include:

- Close coordination it maintained among the three GEF Implementing agencies during preparation and supervision of the Project;
- Regular supervision and substantive dialogue it maintained with PERSGA; and
- Frank discussion of short-comings, particularly the lack of counterpart financing between the Bank and the PERSGA during supervision.

Borrower

7.4 Preparation:

PERSGA's performance during Preparation is rated as **Satisfactory**, both for its inputs into Regional Project/SAP design and implementation. Despite its limited staff and financial resources, PERSGA assigned its staff and effectively mobilized decision-makers at national levels to help prepare the Project. As a regional organization hosted by the Saudi Government, PERSGA's pioneering efforts for gender equality for staff were truly remarkable. PERSGA continues to encourage women to apply for professional and support staff positions and remains committed to ensuring gender balance within the organization. PERSGA should be recognized for its role and significant achievements in this regard

The performance of the regional Governments was also rated **Satisfactory**, as they assisted with the preparation of National Reports as well as providing national and technical input into the SAP.

7.5 Government implementation performance:

The government implementation performance is rated **Unsatisfactory**. The PERSGA Council of Ministers, comprising the Ministers of Environment from all member countries, did play an active role and took decisions to enable the Secretariat to fulfill its duties under the Project. The PERSGA Council is supported by the PERSGA Task Force, a working-level body comprising representatives of the national environment agencies and providing over-sight for the SAP. Member governments also supported the Project through the ratification/accession to IMO Conventions, staffing and organization of training activities, and other commitments to further implement the SAP.

Despite the foregoing, PERSGA member countries provided only US\$1.35 million of the US\$4.6 million they had committed towards Project financing. Yemen was the only country to consistently and fully meet its financial obligations to PERSGA over the course of the Project. Saudi Arabia provided emergency assistance from time to time to cover PERSGA's core budget, has met its annual contribution since 2003 and pledged to make-up on its arrears. It is only in the last Project year that PERSGA management has secured either payment or firm commitments for the payment of the 2005 obligations from all member governments (except Somalia). Three of these 7 countries have now included PERSGA contributions as a line item in their annual budgets.

7.6 Implementing Agency:

For Components 2 and 6, PERSGA's performance is rated **Satisfactory**. PERSGA and its staff played a catalytic role in coordinating Project activities and handling Project management and monitoring. PERSGA Lead Specialists for both Components consistently delivered quality work in accordance with their terms of reference. A problematic Lead Specialist for ICZM was replaced by two part-time co-Lead Specialists who demonstrated exceptional ability to provide regional leadership. Working Groups from the two Components met regularly and completed their tasks successfully. PERSGA also followed World Bank procurement guidelines and implements a financial management system meets Bank requirements.

Delivery of some Project activities fell behind schedule, particularly during the Project's early years. PERSGA was able to partially make up for delayed implementation of some activities over time and the overall outcomes have been positive. PERSGA internalized lessons from the Special review (2001), Mid-term Evaluation (July 2002), and the Terminal Evaluation (April 2004) in defining follow-up activities.

Under the leadership of its new Secretary General, PERSGA has developed a long-term plan and ensured financial commitment from its members, thereby improving the future prospects to sustain its work. PERSGA's core budget for 2006 of US\$2 million supports nearly twenty professional and support staff at headquarters and at the MEMAC, as well as core programming activities that continue work initiated under the Project. PERSGA's staff is now skilled, representative of its member countries, gender-balanced and committed to PERSGA's mission.

7.7 Overall Borrower performance:

PERSGA performance is rated as **Satisfactory**. Key factors in determining the rating include:

- Component 2 is a significant example of outcome achievement and technical excellence. Without question, the success of improved Vessel Traffic Navigation and Safety in the Red Sea and Gulf of Aden will go a long way in preventing maritime accidents now and in the future.
- Component 6 demonstrated PERSGA's ability to adapt to challenges and deliver expected results.
- PERSGA delivered a multi-million dollar project in a professional, transparent manner, meeting all expected Bank standards for financial management and procurement.
- PERSGA was pro-active in promoting gender balance, particularly among professional staff.

8. Lessons Learned

Lessons learnt that can be applied to future Bank and GEF project design and implementation include:

1. **The Principle of Subsidiarity in Regional Projects.** The principle of subsidiarity in the GEF International Waters Project context suggests that decisions on the implementation of a particular policy should be made at the lowest appropriate level, whether it is local, national or regional. Therefore, the subsidiarity principle can help identify areas where a regional institution will have a comparative advantage over well-established national and local agencies, which are also charged with working on these matters. A key question to ask is whether an action in this field is part of the core mandate and whether a transnational approach is the most appropriate way to tackle a particular issue. As a result of experience with this SAP, future regional project design by GEF and the Bank should consider the time needed during preparation to explore detail how national connections and commitments can be made stronger and earlier in the process.

2. The need for clear financial commitment to ensure **Sustainability and Replicability.** GEF financing is designed to cover incremental costs on development activities supported by member governments and other donors. The lack of counterpart or additional donor financing in this Project point to the need to secure upfront commitment from participating countries at appraisal that they would fund their expected portion of project costs, and agreement to sustaining their inputs after the Project period. Effective implementation of transboundary projects requires pre-project work to build close coordination between a regional coordinating agency and competent local authorities around shared goals so that project activities can be completed within the project period. GEF-funded projects typically address development issues of shared resources at holistic and eco-system level, while requiring coordinated transboundary actions locally, at the levels of national and local governments and local communities. The experience of this Project suggests that while an entity such as PERSGA can coordinate, communicate and educate across a region, sustainability lies in strengthening and obtaining the commitment of participating national governments collectively towards achieving common goals. Therefore, if governments demonstrate commitment through the up-front assurance of counterpart financial contributions ahead of implementation, this model could be replicated for other regional environmental issues.

3. **Expanded Reliance on Regional and National Experts.** The intent of this Project was to depart from the extensive use of international experts and to make greater use of regional and national experts both in PERSGA and within the cooperating countries. This approach significantly increased the capacity of PERSGA and its counterpart organizations, created ownership of the process, and allowed for internalization of plans and approaches. It should be recognized that at the same time the recruitment, selection and retention of such professionals from within the region was complicated by a number of factors, including relocation to the required duty station, issuance of residency visas and work permits, length of appointment and salaries needed to attract the highest qualified candidates. The PERSGA experience shows the importance of recognizing and addressing the constraints for the recruitment of regional and national experts for GEF projects that seek to reduce the over excessive use of international consultants.

4. **The Careful Twinning of International Experts with Lead Specialists.** An approach of careful twinning of international experts with Lead Specialists was undertaken for the selected Components of the Project. An international expert in living marine resources and marine protected areas who had supported the design of Components 3, 4 and 5 was appointed to serve as the resident Chief Technical Advisor. This arrangement was effective in building the capacity of the PERSGA Lead Specialist and stayed in place until mid-term when PERSGA replaced the international expert with a regional project manager. In the

case of Component 2 an international specialist in marine navigation risk management, who had supported the design of Component 2, provided regular support through short and medium term visits and worked closely with highly capable regional and national expertise. The positive experience that the PERSGA staff had with peers from the PEMSEA (see Section 4.2, Component 6) further emphasizes the importance in linking with international counterparts. An important lesson for the GEF to consider in future project design of regional transboundary programs is how to get an effective balance between international, regional and national expertise and how to more carefully select specialists and use them in an advisory role so they do not displace staff from the cooperating parties in making decisions and undertaking work.

5. Potential Follow-on Investments. The experience gained during a complex project such as SAP can be used to identify complementary development projects which support the objective of sustainable environmental development while ensuring livelihood opportunities, food security and income generation, resource development and poverty alleviation in the project areas. An example from the Regional Project is the use of coastal zone information to help regulate the exploitation and use of marine and other natural resources in sustainable ways that can support local livelihood. Beyond ecosystem protection, the use of navigational aids and knowledge relevant to the management of traffic in ecologically sensitive areas can be used to help map out areas appropriate for fisheries, tourism, and other environmentally-compatible economic development. Examples from this Project include the IDA financed Yemen Fisheries Resource Management and Conservation Project and Yemen Port Cities Development Program, each of which benefited from the Project's investments.

6. Decision-support Technology and Associated Risks. The wisdom of installing costly technology that cannot be properly maintained after the Project period is a lesson from the Project. While sophisticated technology such as GIS tools and integrated information management systems can handle complex information that can support decision making at national and regional level, SAP's experience demonstrates that the high cost (capital outlay, maintenance, unanticipated transactions costs of working with poorly trained counterpart staff) delays the use of a system when it is needed the most. Outputs are not readily available when needed, or the decision support technology maintenance is not serviced in a timely manner, and these may eventually cause its abandonment after the Project period. The potential mismatch between expensive modern technology and local institutional capacity to use its products needs to be carefully evaluated during project preparation.

9. Partner Comments

(a) Borrower/implementing agency:

The Regional Organization for the Conservation of the Red Sea and Gulf of Aden Environment (PERSGA)

Recipient Contribution to the Implementation Completion Report (ICR) For the Regional Project for the Implementation of the Strategic Action Program for the Red Sea and Gulf of Aden - Components 2 & 6 - The following is a note on the overall implementation of components two and six of the SAP project which were funded by GEF and supervised by the World Bank. This note aims to highlight the outputs of the two components and focuses on long term outcomes. It also stresses the way forward in order to insure the sustainability and effectiveness of the SAP process.

This note provides PERSGA Comments for the ICR for the Project (P063717, GEF-WB TF 21707)

The note is structured as follows

1. Project performance and achievements;
2. Project outcomes;
3. Future and the way forward.

The overall SAP achievements and progress are very well documented. The external evaluation reports were prepared and disseminated to all stakeholders during the whole period of the project implementation phase.

Project performance and achievements

Institutional aspects

During the first phase of the project (1999-2002) efforts were made to better involve the countries in project implementation. However, that task revealed to be more complex than expected. PERSGA implemented the project activities in spite of serious difficulties at some stages. After delivery of component 2 and 6 and other activities, PERSGA was able to secure the involvement of Member Countries, which can best be described through the payment of their annual dues to PERSGA, starting from 2004.

Project Management

From the basic management point of view all project documentation is fully available. Implementation of activities followed the Logical Framework of the NRMP and ICZM components. The activities were delivered professionally according to the World Bank Procedures. All procurement and financial aspects were handled according to the regulations of the World Bank. Full project documentation and financial records are available. Evaluation was conducted on a regular basis by the World Bank and is documented in aide memoires and follow up letters forwarded by the Bank to PERSGA following each supervision mission.

Project management lessons

- Financial arrangements were organized in such a manner that the Regional Office (PERSGA Secretariat) was in charge of the whole processes for procurement and financial monitoring, allowing the countries to concentrate on deliverables rather than financial and procurement processes. Although, this imposed a considerable burden on the PERSGA staff, it helped build the capacity of the organization which is now able to manage operations and multi-countries activities ;
- The breadth, diversity and geographical spread of the activities tested and stretched the capacity of PERSGA to both deliver practical outcomes and oversee NRMP and ICZM in the RSGA region. PERSGA has now gained exceptional experience in this field and has the capacity to deliver this experience to other regions.
- Adaptive management was used during the GEF-funded SAP implementation phase and revealed to be a useful and important Project management tool as PERSGA is working in areas with either no or very limited experience in this field;

Sustainability

The new PERSGA leadership has adapted a new meaning for sustainability to ensure that PERSGA becomes self-sustaining after the first GEF-supported SAP implementation phase.

PERSGA, as an organization, is now much stronger and in addition to the partnership with the World Bank and other UN Agencies which assisted in the first GEF SAP, has also benefited from the following partnerships which were developed, and successfully implemented:

- Partnership with Regional Seas and GPA
- Partnership with IMO
- With UNIDO – GEF POPs Project
- With the private sector – ARAMCO in Saudi Arabia
- Partnership with NOAA

In addition, PERSGA is working towards the preparation of a new project that will be proposed for GEF and the WB financing. This new proposal is being prepared and would build on the first GEF assist Project. The main objective of the new proposal would be to sustain the outcomes of the first project and help shape the long-term financial and technical sustainability of PERSGA and its member countries to address the various environmental and social challenges facing the Red Sea and Gulf of Aden Area.

Institutional and financial capacities are critical to the sustainability of the SAP. Financial sustainability is not an end by itself; rather it is both an output and an outcome of good technical work. PERSGA prepared a Sustainability Plan in 2002, yet no solid actions were taken towards implementing this plan within the lifetime of the SAP project.

Project Outcomes

Component 2:

In terms of effectiveness and value added, Component 2 was successful. Its outcomes reflect the international face of the SAP, as the outcomes have had very significant impacts on international shipping using the main maritime trade route through the Red Sea and Gulf of Aden, reducing hazards and potential negative impacts on the overall Red Sea and Gulf of Aden environment. The routing measures for ships designed and surveyed by the component were adopted by the International Maritime Organization (IMO) in July 2003 and are now used by all ships in transit along this route, around 25,000 ships per year and rising. The seven new charts produced by the agency responsible for charting this region, the United Kingdom Hydrographic Office (UKHO), are in use by all ships operating between the Suez Canal and Socotra, and on routes between regional ports that pass through the southern Red Sea. Similarly, the new lighthouse built on Hanish Al Kubra provides a day mark and light for ships passing east and west of the Hanish Island group, marking a critical part of the route to the south west of these islands where there are many navigation hazards.

As ships continue to grow in size and speed, accurate charting of the waters over which they are passing is highly important to their safety and to the environmental protection of international waters. Making available electronic charts of the region is also critical to the effective use of the integrated navigation systems fitted on most modern vessels, and these charts depend on accurate surveys to modern standards.

The most significant expenditure under the Component was allocated for the hydrographic survey, which cost around US \$1.8 million in total. It may be estimated that the operating costs for ships in transit through the Red Sea and Gulf of Aden is in excess of \$4 billion annually, discounting the value of the cargo carried. As another measure, the cost of salvaging and repairing a new container ship that grounded on Mayyun Island, due to an error by a navigating officer, is of the order of \$20 million, paid by the ship's insurers and eventually by the shipping industry.

With regard to the reduction of marine pollution, the Action Plan prepared by IMO Consultants gives PERSGA the framework for improving, where necessary, and putting in place where these do not yet exist, national contingency plans for preparedness and response to major marine oil spills that continue to threaten the region. These plans will benefit from the recent decision by PERSGA to initiate the work of the MEMAC at Hurghada (Egypt), which is intended to put national efforts into a regional context.

Training in the various aspects of Component 2 was provided throughout the SAP by bringing together regional representatives, harbor masters, port officers, environmentalists, and bringing in outside expertise to make presentations on what is happening in other parts of the world and what new technologies, such as Automatic Identification Systems (AIS) for ships, were becoming available. It is important that the value of the regional meetings of the Navigation Working Group (NWG) should be recognized, providing as a mechanism for bringing together highly qualified delegates and giving them opportunities for 'continuing professional development', as they are exposed to changes in the maritime field that impact their work and performance of the institutions they belong to..

What might have been done differently? Better communications with the members of the NWG could have been established from the beginning, and an early appreciation of the implication of a change in the leadership of the Maritime Affairs Authority in Yemen on the establishment of the new lighthouse, and what corrective action was needed when this happened to brief the new leader, would have been very beneficial. At the project design stage, tying outputs to specific technology should have been avoided, as technological advances overtook the original document.

But overall the elements of Component 2 remain entirely relevant to navigation safety and the reduction of marine pollution in the region. It is evident that efforts need to be maintained to sustain the benefits of the activities implemented under this component. The lessons learned from Phase I of the SAP have provided a core group of regional experts, and PERSGA, with valuable experience for future action and have given the World Bank a viable template for actions in other parts of the maritime world.

Component 6: Integrated Coastal Zone Management

Effectiveness and value added: initiatives towards implementing ICZM in this region have been taken place with the GEF support. As a component it was delivered and the desired outputs were endorsed by stakeholders. However, their long term effectiveness can only be measured during the strategic planning period beyond that of this project. In order to measure this, we are presently in the preparation process of an evaluation matrix (attached). This is being adapted from a model currently being developed by the EU. It contains indicators and will measure on a five year basis

on the following three milestones: before the project 2000, completion in 2005 and 2010.

Local specificity: The hidden intangibles of local power structures and cultural factors are most difficult to manage in development projects. Through adaptive management, we have absorbed these intangibles and used them as part of the process. Work was done almost entirely using regional resources in terms of staffing and consultants and this is a sign of capacity building on national and regional levels. More specifically major benefits and lessons learned from the ICZM component are:

- Administrative systems - PERSGA invested in enhancing the capacity of local administrative systems. This was an investment of fundamental value to achieving the long term sustainability of the outcomes of this investment. PERSGA ensured that the activities be implemented with full collaboration of local administrations, taking into account the capacity and maturity of local systems instead of relying on foreign models which often reveal not adapted to local circumstances.
- The legal framework – Legal frameworks vary enormously in each country, although they are within the same region. Therefore a single legal template for ICZM was not possible. Presently, PERSGA is working towards reflecting the different legal contexts in the Evaluation Matrix. Yemen, Djibouti and in the near future, Sudan will join the few number of countries that have developed an integrated coastal zone management legislation.
- Lack of dissemination at international level – The project has not been shared with other regions at the international level in the field of ICZM. PERSGA has now practical experience to offer, particularly to countries sharing international waters to use SAP approach to ICZM and/or compare it with other alternatives. International dissemination is crucial to the sustainability of the component's activities.
- Project champions and leaders - these have been critical to the success of our activities and should never be underestimated.
- Public participation (PP) - PP should be seen as an integral part of both ICZM and the poverty reduction agenda. The community development projects are clear evidence on this fact. ICZM is not just about the environment or a technical exercise, but it is also about people, socio-economic values and place. Acknowledging this fact was instrumental in achieving the component's deliverables.
- The Role of indicators - Effective ICZM requires information that is 'fit for the purpose'. It is clear that hard decisions require hard science. PERSGA learned that it is of crucial importance that meaningful and comprehensive data that are fit for the purpose are essential to effective management and protection of coastal zone and their resources.

Future and the way forward

Accelerated Activities

At the completion point of the GEF-funded SAP project, PERSGA took the following accelerated actions:

- 1 - Developing an effective organizational structure and the organization manual:
 - a- PERSGA contracted The Arab Administrative Development Organization

(ARADO) to develop a new structure along with a new organizational manual;

b- Gaining fresh momentum - The Regional Shared Vision and Confidence Building Programme has been launched and a brain-storming retreat held. The feedback from the retreat has been strongly reflected in the work of ARADO.

2 – Establishing a new organizational culture

Having a secretariat, which is small and staffed with properly qualified, competent and highly motivated personnel with recognized interpersonal skills, is essential for the success of a regional programme. Following the completion of the SAP, PERSGA faced a shortage of technical staff members. Keeping in mind the above mentioned criteria, new staff members were hired based on a transparent and impartial recruitment process. Applications were received in response to the advertisements and recruitments were based on qualifications and regional representation, with priority given to those who had previous experience with SAP implementation. The gender balance was a further important criterion. Currently all PERSGA Member States are represented within the PERSGA Secretariat.

3 – Preparing the Framework of Action 2006 - 2010

PERSGA has prepared its Framework of Action for 2006-2010. This document states clear and limited objectives for PERSGA to work on. The Framework will be discussed thoroughly during the Regional Working Groups meeting in Dec 15, 2005. The final document will be officially adapted by PERSGA council in Feb 2006.

The Framework will be implemented along the following basic Principles/cross cutting themes:

- *Poverty alleviation*
- *Good governance and public participation*
- *On the ground activities*

In general, PERSGA will implement its activities through small-scale projects on the ground. These projects will be designed in such a manner to support the implementation of the PERSGA Framework of Action and result in tangible improvements to the environment and support poverty alleviation efforts in the region.

The main focus of the Framework of Action will be to strengthen and enhance all activities related to:

- Capacity Building and Leadership
- Marine and coastal Science Research
- Socioeconomic initiative and stakeholder participation
- Navigation and Maritime pollution control

Conclusion

Although PERSGA was established before the preparation and adoption of the SAP, the

implementation of this latter helped a great deal to shape PERSGA as an effective organization and to strengthen its ability to perform its duties and mandates under the Jeddah Convention and other international conventions related to the protection and conservation of marine environment in the Red Sea. As such, it might be seen as a direct output of the SAP. The RSGA SAP was one of the first GEF IW projects and as Dr. Al Duda spelled out to us recently ‘as much as we both (referring to PERSGA and GEF) share the success we do share the responsibility of what did not work well, it was a learning experience for both sides’.

The breadth, diversity and geographical spread of the SAP activities have tested and stretched the capacity of PERSGA to both deliver practical outcomes and oversee NRMP and ICZM in the RSGA region. PERSGA has now gained exceptional experience in this field and has the capacity to deliver this experience to other regions and is able to manage operations and multi-countries activities.

During the project implementation, the World Bank made itself and its knowledge available to PERSGA and contributed in a significant manner to the success of the SAP. Bank staff provided feedback whenever it was needed by PERSGA and was responsive when questions and issues were raised. The Bank team also provided a pool of fresh ideas for consideration by PERSGA to ensure the successful completion of the RSGA SAP. Regular contact with the Bank was critical to ensuring progress made throughout the SAP implementation period.

PERSGA has prepared the Framework of Action for 2006-2010 and is planning to establish an Environmental Fund as a sustainable financial mechanism for the Red Sea and Gulf of Aden Environmental Protection and Conservation of its Biological Diversity. Experience gained by PERSGA showed that a well established fund is crucial and a strong regional and international partnership is required to develop this fund and contribute to the protection and conservation of the global environment.

(b) Cofinanciers:

(c) Other partners (NGOs/private sector):

10. Additional Information

List of persons interviewed during ICR Mission

Dr. Ziad	PERSGA, General Secretary
Dr. Mohammed Fawzi	PERSGA, Deputy Secretary General
Kahlan Abu Ghanem	PERSGA, MEMAC Deputy Manager
Abdullah H. Alsuhaibany,	PERSGA, Manager, Natural Resources and Protected Area Unit
Islam Thah Mohamed	PERSGA, IT Manager
Zaher Al-Agwan	PERSGA, Environmental Specialist
Dr. Dirar Nasr	PERSGA, Senior Technical Director
Khulood Tubaishat	PERSGA, Advisor and former ICZM

	co-Lead Specialist
Osama Qurban	Former PERSGA Task Force Member for Saudi Arabia and ICZM co-Lead Specialist
Mohamed Satti	PERSGA/SAP Finance Officer
Najmuddin Awad	PERSGA/SAP Procurement & Administration Officer
CAPT Roy Facey	SAP Navigation Working Group Chair
Abdullah Hamod A. Abo Al-Futooh,	Environment Protection Agency (Yemen), Director General of Natural Resources
Dr. Khaled Hariri	PERSGA Consultant and former Living Marine Resources Lead Specialist
Mahmoud Shidewah	Chairman, Yemen Environmental Protection Authority and member of PERSGA Task Force

Annex 1. Key Performance Indicators/Log Frame Matrix

Narrative summary	Results / Achievements (at end of the project, June 30, 2005)	ICR Rating, Comments & additional information
<p><u>Sector-related SAP Goal:</u></p> <p>Improved Natural Resource Management for the Red Sea and Gulf of Aden.</p> <p><u>GEF Operational Program:</u></p> <p>OP-9 - Integrated Land and Water Multiple focal Area Operational program.</p>	<p>There is on-going regional cooperation and coordination for the environmental protection and conservation of the Red Sea and Gulf of Aden. A major example is the commitment of countries in paying their dues. Also, the fact that the Working Groups are still active is another good example of this on-going regional cooperation.</p> <p>On-the-ground observations of shipping in the area show clearly the advantages of the new separation scheme to ships passing the Hanish Islands which had been an area that was recognized by the IMO as presenting significant navigational risks. Thus, the new separation scheme will clearly help to reduce the risk of maritime accidents. Moreover, the increasing number PSC actions will also help reducing major accidents.</p> <p>PERSGA member states, especially Somalia, Sudan and Djibouti, adopted ICZM plans.</p>	
<p><u>Project Development Objective:</u></p> <p>Improve coastal and marine environments of the Red Sea and Gulf of Aden through a range of activities under the SAP, of which two would be carried out under the GEF/Bank administered project: a program to reduce navigation risks; and support for Integrated Coastal Zone Management.</p>	<p>PERSGA member countries accessed and/or ratified additional international conventions, notably those administered by IMO. Number of additional conventions to which PERSGA member countries accessed and/or ratified range from 1 for Egypt, 2 for Yemen and Djibouti, 5 for Sudan, to 11 for Jordan and 7 for Saudi Arabia. Somalia did not ratify or accessed to any additional conventions. This is a 36 accessions (from 94 to 132), or a 34% increase across the region (<i>component 2</i>).</p> <p>(<i>component 2</i>) PERSGA did not develop a Red Sea and Gulf of Aden specific Memorandum of Understanding on PSC. However, the number of inspections increased. In Jordan,, 299 ships were inspected and 17 placed in detention in 2004 – while in 1999, only 52 were inspected. Currently 37% of ships calling at Egyptian ports are inspected, and 15% of ships calling at Sudanese and Yemeni ports are inspected (<i>component 2</i>).</p> <p>PERSGA member countries have developed two additional protocols to the 1992 Jeddah Convention. These two protocols relate to (i) land based pollution control and (ii) marine protected areas and biological diversity</p> <p>Updated navigation charts were publicized</p>	<p>Before the start of the Project the status of international conventions administered by IMO was as followed: Djibouti (08), Egypt (32), Jordan (07), Saudi Arabia (18), Somalia (02), Sudan (04) and Yemen (17).</p> <p>Some of the PERSGA member countries are already part of PSC-MoU in different regions. For example, Egypt and Jordan are part of the Mediterranean MoU, Sudan and Yemen joined the Indian Ocean MoU and Saudi Arabia is part of the Gulf MoU.</p> <p>Draft protocols are similar to those developed for other regional seas. In addition and in cooperation with FAO, the member countries of PERSGA decided not to develop the additional protocol for transboundary fish stock, as planned in the PIP, and instead to establish a Regional Commission of Fisheries (RECOFI). A Report is being prepared under the</p>

<p>(<i>component 2</i>).</p> <p>There is now an agreement for MEMAC. It is based in Egypt and is now staffed. Moreover, MEMAC is integrated into the PERSGA framework (<i>component 2</i>).</p> <p>Adoption of ICZM Plans by PERSGA for Yemen, Sudan and Djibouti (<i>component 6</i>).</p> <p>The Working Groups established under SAP are still in activity. The Navigation Working met in November 2005 and the ICZM Working Group will meet in December 2005 (<i>components 2 & 6</i>)</p>	<p>responsibility of Sudan and with FAO assistance.</p>
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OUTPUTS - Component 2: Reduction of Navigation Risks and Maritime Pollution

Output indicators	Achievements (at end of the project, 30 June 2005)	Rating	Comments & additional information
2.a.1 - Implement Port State Control in PERSGA Member states	No Port State Control / MoU was developed (see the comments section).		The situation in the region is not easy and developing a MoU was not an easy task. Nevertheless, 3 countries (Eritrea, Sudan and - during the SAP - Yemen) joined the Indian Ocean MoU on Port State Control and 2 are members of the Med'n MoU, Egypt and Jordan.
2.a.2 - Conduct a Port State Control seminar and annual Port State Control training courses <i>was revised to</i> Conduct a regional PSC seminar	An intensive workshop took place in Jeddah 2002. Moreover, it is important to state that the number PSC actions did increase (For example, in Jordan, the Jordan Maritime Authority inspected 229 ships and 17 were place in detentions. In 1999, only 52 were inspected).	Satisfactory	It was decided not to do training because IMO and other organization are providing training for free at the request of the countries.
2.b.1 - Implement proposed Traffic Separation Schemes (TSS)	The implementation of the proposed Traffic Separation Schemes (TSS) was completed	Highly Satisfactory	It is important to note that PERSGA/SAP through this major accomplishment addressed a major regional deficiency.
2.c.1 - Conduct hydrographic survey	A hydrographic survey was conducted.	Highly Satisfactory	
2.c.2 - Conduct lighthouse survey	A lighthouse survey was conducted. The survey showed that three out of four of the lights were not working.	Highly Satisfactory	
2.c.3 - Install lighthouse	The lighthouse is installed.	Satisfactory	
2.d - Conduct	A regional training was conducted in	Satisfactory	The introduction of Automatic

Regional Training on the use of VTS and AIS for marine traffic control (see comments section).	Hurghada, Egypt, on October 2003.		Identification Systems (AIS) on ships since 1999 was an important new development and rapidly made activities linking to VTS obsolete. Thus the outputs 2.d. 1, 2.d.2, 2.d.3 <u>were revised to</u> Conduct Regional Training on the use of VTS and AIS for marine traffic control”.
2.e.1 - Draft regional oil spill contingency Plan study of MEMAC	A “ <i>draft action plan for the development of national systems and regional mechanism for preparedness and response to major marine oil spills in the Red Sea and Gulf of Aden</i> ” was published in 2005. However, work remains to be done to complete the development of national oil spill contingency plans in 3 regional states and to incorporate these plans into a regional oil spill contingency plan.	Unsatisfactory	The subcomponent is rated unsatisfactory because a regional oil spill contingency plan was not finalized.

Annex 2. Project Costs and Financing

Project Cost by Component (in US\$ million equivalent)

Component	Appraisal Estimate US\$ million	Actual/Latest Estimate US\$ million	Percentage of Appraisal
Reduction of navigation risks and maritime pollution	3.50	3.70	106
Support for Integrated Coastal Zone Management (ICZM)	2.10	1.90	89
Total Baseline Cost	5.60	5.60	
Total Project Costs	5.60	5.60	
Total Financing Required	5.60	5.60	

Project Costs by Procurement Arrangements (Appraisal Estimate) (US\$)

Expenditure Category	Procurement Method			Total Cost (including contingencies)
	ICB	NCB	Other	
<u>1. Goods and Equipment</u>				
<i>a. Computers and Software</i>			360,000.00	
<i>b. Lighthouse installation</i>	80,000.00			
Total				440,000.00
<u>2. Services</u>				
<i>a. Port State Control Training</i>			389,000.00	
<i>b. Hydrographic Survey</i>			1,546,000.00	
<i>c. VTS Feasibility study</i>			100,000.00	
<i>d. VTS Training</i>			30,000.00	
<i>e. Other services and training</i>			1,651,000.00	
Total				3,716,000.00
<u>3. Incremental Operating Costs</u>				
<i>a. Staff salaries, Travel, Operating Expenses, etc.</i>			1,454,000.00	
Total				1,454,000.00
TOTAL	80,000.00	0.00	5,530,000.00	5,610,000.00

Project Costs by Procurement Arrangements (Actual) (US\$)

Expenditure Category	Procurement Method			Total Cost (including contingencies)
	ICB	NCB	Other	
<u>1. Goods and Equipment</u>				
<i>a. Computers and Software</i>			150,000.00	
<i>b. Lighthouse installation</i>	155,396.00			
Total				305,396.00
<u>2. Services</u>				
<i>a. Port State Control Training</i>			7,000.00	
<i>b. Hydrographic Survey</i>			2,817,554.00	
<i>c. Other services and training (including salaries)</i>			2,009,050.00	
Total				4,833,604.00
<u>3. Incremental Operating Costs</u>				
<i>a. Staff salaries, Travel, Operating Expenses, etc.</i>			471,000.00	
Total				471,000.00
<u>TOTAL</u>	155,396.00	0.00	5,454,604.00	5,610,000.00

It should be noted that the planned VTS study was cancelled at mid-term due to changes in standard vessel tracking technology. The VTS/AIS training was covered by in-kind contributions from IMO. Also, professional staff salaries were reported under the services section by the loans department.

	Initial Allocation (US\$ millions)	Revised Allocation (US\$ millions)
Component 2 - <u>Reduction of navigation risks and maritime pollution</u>	3.5	3.7
Component 6 - <u>Support for Integrated Coastal Zone Management</u>	2.1	1.9

Annex 3. Economic Costs and Benefits

No economic cost and benefit analysis was done for the project as this was a regional technical assistance GEF Grant rather than an investment project.

Annex 4. Bank Inputs

(a) Missions:

Stage of Project Cycle	No. of Persons and Specialty (e.g. 2 Economists, 1 FMS, etc.)		Performance Rating	
	Month/Year	Count	Specialty	Implementation Progress
Identification/Preparation 10/15/1997				
Appraisal/Negotiation 11/15/1997 1/08/1999				
Supervision				
11/08/1999	1	SUPERVISION/OPERATIONS (1)	S	S
02/13/2000	1	SUPERVISION/ICZM (1)	S	S
06/07/2000	1	SUPERVISION/OPERATIONS (1)	S	S
10/08/2000	3	CO-TTL (1); PARTNERSHIP (1); ICZM (1)	S	S
04/21/2001	4	MISSION LEADER (1); PARTNERSHIP COORD. (1); BANK TEAM LEADER (1); ICZM (1)	S	S
04/03/2001	1	TEAM LEADER (1)	S	S
05/08/2001	1	TEAM LEADER (1)	S	S
10/24/2002	3	SENIOR ADVISOR (1); LEAD COUNSEL (1); ENV. COORDINATOR (1)	S	S
03/05/2003	1	TEAM LEADER (1)	S	S
07/18/2003	1	TTL (1)	S	S
07/18/2003	2	TTL (1); UNDP TTL (1)	S	S
12/10/2004	1	TTL (1)	S	S
ICR 12/1/2005	3	TEAM LEADER (1); LEAD COUNSEL (1), CONSULTANT (1)	S	S

(b) Staff:

Stage of Project Cycle	Actual/Latest Estimate	
	No. Staff weeks	US\$ ('000)
Identification/Preparation	20	
Appraisal/Negotiation	8	
Supervision	48	
ICR	6	

Total	82
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Annex 5. Ratings for Achievement of Objectives/Outputs of Components

(H=High, SU=Substantial, M=Modest, N=Negligible, NA=Not Applicable)

	<u>Rating</u>				
<input type="checkbox"/> <i>Macro policies</i>	<input type="radio"/> H	<input type="radio"/> SU	<input type="radio"/> M	<input type="radio"/> N	<input checked="" type="radio"/> NA
<input checked="" type="checkbox"/> <i>Sector Policies</i>	<input type="radio"/> H	<input type="radio"/> SU	<input checked="" type="radio"/> M	<input type="radio"/> N	<input type="radio"/> NA
<input checked="" type="checkbox"/> <i>Physical</i>	<input type="radio"/> H	<input checked="" type="radio"/> SU	<input type="radio"/> M	<input type="radio"/> N	<input type="radio"/> NA
<input type="checkbox"/> <i>Financial</i>	<input type="radio"/> H	<input type="radio"/> SU	<input type="radio"/> M	<input type="radio"/> N	<input checked="" type="radio"/> NA
<input checked="" type="checkbox"/> <i>Institutional Development</i>	<input type="radio"/> H	<input type="radio"/> SU	<input checked="" type="radio"/> M	<input type="radio"/> N	<input type="radio"/> NA
<input checked="" type="checkbox"/> <i>Environmental</i>	<input type="radio"/> H	<input checked="" type="radio"/> SU	<input type="radio"/> M	<input type="radio"/> N	<input type="radio"/> NA
<i>Social</i>					
<input type="checkbox"/> <i>Poverty Reduction</i>	<input type="radio"/> H	<input type="radio"/> SU	<input type="radio"/> M	<input type="radio"/> N	<input checked="" type="radio"/> NA
<input checked="" type="checkbox"/> <i>Gender</i>	<input checked="" type="radio"/> H	<input type="radio"/> SU	<input type="radio"/> M	<input type="radio"/> N	<input type="radio"/> NA
<input type="checkbox"/> <i>Other (Please specify)</i>	<input type="radio"/> H	<input type="radio"/> SU	<input type="radio"/> M	<input type="radio"/> N	<input type="radio"/> NA
<input type="checkbox"/> <i>Private sector development</i>	<input type="radio"/> H	<input type="radio"/> SU	<input type="radio"/> M	<input type="radio"/> N	<input checked="" type="radio"/> NA
<input checked="" type="checkbox"/> <i>Public sector management</i>	<input type="radio"/> H	<input type="radio"/> SU	<input checked="" type="radio"/> M	<input type="radio"/> N	<input type="radio"/> NA
<input type="checkbox"/> <i>Other (Please specify)</i>	<input type="radio"/> H	<input type="radio"/> SU	<input type="radio"/> M	<input type="radio"/> N	<input type="radio"/> NA

Annex 6. Ratings of Bank and Borrower Performance

(HS=Highly Satisfactory, S=Satisfactory, U=Unsatisfactory, HU=Highly Unsatisfactory)

6.1 Bank performance

Rating

- | | | | | |
|---|--------------------------|------------------------------------|-------------------------|--------------------------|
| <input checked="" type="checkbox"/> Lending | <input type="radio"/> HS | <input checked="" type="radio"/> S | <input type="radio"/> U | <input type="radio"/> HU |
| <input checked="" type="checkbox"/> Supervision | <input type="radio"/> HS | <input checked="" type="radio"/> S | <input type="radio"/> U | <input type="radio"/> HU |
| <input checked="" type="checkbox"/> Overall | <input type="radio"/> HS | <input checked="" type="radio"/> S | <input type="radio"/> U | <input type="radio"/> HU |

6.2 Borrower performance

Rating

- | | | | | |
|---|--------------------------|------------------------------------|------------------------------------|--------------------------|
| <input checked="" type="checkbox"/> Preparation | <input type="radio"/> HS | <input checked="" type="radio"/> S | <input type="radio"/> U | <input type="radio"/> HU |
| <input checked="" type="checkbox"/> Government implementation performance | <input type="radio"/> HS | <input type="radio"/> S | <input checked="" type="radio"/> U | <input type="radio"/> HU |
| <input checked="" type="checkbox"/> Implementation agency performance | <input type="radio"/> HS | <input checked="" type="radio"/> S | <input type="radio"/> U | <input type="radio"/> HU |
| <input checked="" type="checkbox"/> Overall | <input type="radio"/> HS | <input checked="" type="radio"/> S | <input type="radio"/> U | <input type="radio"/> HU |

Annex 7. List of Supporting Documents

Global Environment Facility - Trust Fund Grant Agreement, March 1999

Global Environment Facility - Trust Fund Grant Agreement, Amendments

Supervision aide-memoires from 1999 to 2005

Project Status Reports (PSRs)

Implementation Status and Results Reports

Final Report of the Mid-Term Evaluation of the GEF – supported Project for the implementation of the Strategic Action Programme for the Red Sea and Gulf of Aden, July 2002

Terminal Evaluation of the GEF – supported Project for the implementation of the Strategic Action Programme for the Red Sea and Gulf of Aden, April 2004

Integrated strategy and business plan (2004-2014), June 2004, PERSGA

Terminal report (1999-2004), November 2004, PERSGA

Final report for component 2, June 2005

Final report for component 6, PERSGA, November 2005

PERSGA Framework of action for the period 2006-2010

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