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IMPLEMENTATION COMPLETION REPORT
(COFN-04170 TF-28371 TF-20552)

ON A

GRANT

IN THE AMOUNT OF US\$ 4,08 MILLION

TO THE

ASSOCIATION POUR LE DEVELOPPEMENT DE L'INFORMATION ENVIRONNEMENTALE

FOR A REGIONAL ENVIRONMENTAL INFORMATION MANAGEMENT PROGRAM

REIMP(CEN.ENV.,INFO)

June 25, 2004

CURRENCY EQUIVALENTS

(Exchange Rate Effective :November 7, 1997)

Currency Unit = CFA franc (CFAF)

CFAF 1.00 = US\$ 0.0017

US\$ 1.00 = CFAF 580

FISCAL YEAR

January 1 December 31

ABBREVIATIONS AND ACRONYMS

ADIE	Association pour le Développement de l'Information Environnementale dans la sous-région du Bassin du Congo/ Congo Basin Association for Environmental Information Development
AfDB	African Development Bank
CAR	Central African Republic
CARPE	Central African Régional Program for the Environment (USAID)
CEMAC	Communauté Économique et Monétaire de l'Afrique Centrale
CIDA/ACDI	Canadian International Development Agency
COMIFAC	Conférence des Ministres en charge des Forêts d'Afrique Centrale (Conference of Central African Forest Ministers)
DESS	Diplômes d'Etudes Supérieures Spécialisées
DRC	Democratic Republic of Congo
ECOFAC	Conservation et Utilisation Rationnelle des ECOsystemes Forestiers d'Afrique Centrale/Conservation and Rational Use of Forest Ecosystems in Central Africa
EIA	Environmental Impact Assessment
ERR	Economic Rate of Return
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
FORAC	Central Africa Forest Observatory
GEF	Global Environment Facility
GFIS	Global Forest Information Service
IABIN	Inter-American Biodiversity Information Network
ICR	Implementation Completion Report
IFAD	International Fund for Agricultural Development of the United Nations
IUFRO	International Union of Forest Research Organization
JRC	Joint Research Center
NEAP	National Environmental Action Plan
NGO	Non Governmental Organization
NRM	Natural Resource Management
NWG	National Work Group
PCD	Project Concept Document
PFE	Projet Forêt Environnement/Forest Environment Project (Gabon)
PIU	Project Implementation Unit
REDDA	Réseau pour l'Environnement et le Développement Durable en Afrique
REFLI	Regional Fund for Local Initiatives
REIMP	Regional Environment Information Management Program
SADC	Southern Africa Development Community
SAR	Staff Appraisal Report
TFAP	Tropical Forest Action Plan
UNEP	United Nations Environment Program
UNGC	Unité Nationale de Gestion et de Coordination

WCS
WWF

Wildlife Conservation Society
WorldWide Fund for Nature

Vice President:	Callisto E. Madavo
Country Director	Ali M. Khadr
Sector Manager	Joseph Baah-Dwomoh
Task Team Leader/Task Manager:	Francois Rantrua

**AFRICA
REIMP(CEN.ENV.,INFO)**

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<i>Project ID:</i> P000003	<i>Project Name:</i> REIMP(CEN.ENV.,INFO)
<i>Team Leader:</i> Francois Rantrua	<i>TL Unit:</i> AFTS3
<i>ICR Type:</i> Core ICR	<i>Report Date:</i> June 29, 2004

1. Project Data

Name: REIMP(CEN.ENV.,INFO)

L/C/TF Number: COFN-04170; TF-28371;
TF-20552

Country/Department: AFRICA

Region: Africa Regional Office

Sector/subsector: General public administration sector (70%); General information and communications sector (20%); Other social services (10%)

Theme: Biodiversity (P); Environmental policies and institutions (P); Land management (P)

KEY DATES

PCD: 06/25/1993
Appraisal: 03/09/1997
Approval: 12/18/1997

	<i>Original</i>	<i>Revised/Actual</i>
<i>Effective:</i>	03/24/1998	04/21/1998
<i>MTR:</i>	05/28/2001	05/28/2001
<i>Closing:</i>	06/30/2003	06/30/2003

Borrower/Implementing Agency: ASSOC. POUR LE DEV. DE L'INFORMATION ENV/ASSOC. POUR LE DEVLPMT. DE L'INFORMATION ENVIRONNEMENTALE

Other Partners:

STAFF	Current	At Appraisal
<i>Vice President:</i>	Callisto E. Madavo	Callisto E. Madavo & Jean-Louis Sarbib
<i>Country Director:</i>	Ali M. Khadr	Serge Michailof & Nils T. Cheyan
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<i>Team Leader at ICR:</i>	Francois Rantrua	Francois Rantrua
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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:

Project at Risk at Any Time: No

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

3.1 Original Objective:

The primary goal of the REIMP identified in 1995 (which can be assimilated to a development objective or a global objective) was to improve planning and management of natural resources in the Congo Basin, with specific focus on biodiversity conservation, by providing the various stakeholders with appropriate information on the environment in response to the needs they identify. Forest ecosystems in the Congo Basin are regarded as global biodiversity "hot spots" and raise many concerns. Several donor agencies have undertaken efforts to assist national governments in addressing these concerns within the framework of the Convention on Biodiversity (Rio 1992). A study of a number of initiatives in the region identified a critical problem in this field as the lack of comprehensive and accurate environmental information, and the difficulty, if not the impossibility, of access to it. The REIMP addresses this situation by creating a regional network of public, private and non-governmental agencies based in Central Africa willing to share information and capitalize their experiences and lessons learned. To add flexibility and allow the implementation of small scale activities relevant to the project objectives, the project also included a fund for local initiatives for the promotion of micro-projects in forestry, agriculture and the environment.

More specifically, the project had the following five objectives:

- Ensure the circulation of environmental information and optimize benefits from existing initiatives;
- Foster involvement of decision-makers in environmental information use and facilitate sound land use planning in the Congo Basin;
- Provide users (Public and private sectors, NGOs, sub-regional and international organisations) with environmental information meeting their demand;
- Strengthen national capacities for environmental information management;
- Implement a Regional Fund for Local Initiatives (REFLI).

In order to implement the REIMP, six governments in the Congo Basin (Cameroon, CAR, Congo, DRC, Equatorial Guinea and Gabon) signed a regional memorandum of understanding in 1997 creating the "*Association pour le Développement de l'Information Environnementale*" (ADIE) as the implementing agency for the REIMP. The Government of Chad joined the ADIE in 2001. The ADIE was organized into (i) a regional unit located in Libreville (Gabon) and responsible for the project regional coordination, the management of funds, the dialogue with donors and other regional institutions and the management of regional activities, and (ii) national units located in each of the seven countries (including Gabon) and responsible for the implementation of REIMP national agendas, the management of national networks, the monitoring of REFLI activities and the dialogue with Governments.

3.2 Revised Objective:

The original objectives were recognized as pertinent throughout implementation and therefore did not need to be revised.

3.3 Original Components:

In order to achieve its objectives, the project had the following five components (from SAR):

Component 1: Network Creation and Service (Cost: US\$ 35,000 All costs per component are GEF financing only)

Objective: To ensure information circulation and optimize benefits from existing initiatives.

Actors involved in natural resource management in the Congo Basin agreed that better dissemination of existing information was an important objective. In that context, this component was set up to enable users and decision-makers to take advantage of the large amount of environmental information already available. The following activities were to be carried out:

- Set up the primary network. During the preparation phase, several public, private and non-governmental agencies were selected by National Work Groups (NWG) in each country to constitute an initial primary network. Selection criteria were: (i) having a national or regional mandate which makes them key actors in collecting, processing, storing and disseminating environmental information, (ii) having the technical and human capacity to participate effectively in the project, and (iii) being actively involved in the preparation phase.
- Enlist new agencies to the network during the course of the project.
- Promote and harmonize standards for data collection and integration.
- Implement or improve telecommunication infrastructure including Internet facilities.
- Develop information services, in particular:
 - an archive database including existing maps and reports related to Natural Resource Management (NRM) in each country;
 - national and regional libraries on the environment in order to satisfy external requests for information;
 - compile national laws and rules related to NRM, especially within countries subject to new environmental regulations.
- Develop catalogues and rosters. This activity, essential for promoting accessibility to data, services, and human skills in Central Africa, includes:
 - development of a meta-database (database that includes other databases created by projects and international organizations, paper documents such as photographs, reports, maps, as well as socio-economic data sources for users interested in taking into account interactions between environmental and socio-economic factors (e.g. urbanization rates, poverty levels and deforestation);
 - elaboration of a REIMP roster of experts to meet managers' demand for skills in basic and thematic mapping, database management, and biodiversity and forest resource management; and
 - publication of a directory of products and services provided by the REIMP.

Component 2: Decision-Making and Communication (Cost: US\$ 146,000)

Objective: To encourage decision-makers to use environmental information and to facilitate sound planning for land use in the Congo Basin.

The involvement of decision-makers in using environmental information was identified by the major stakeholders in natural resources management as an important issue to be addressed by the REIMP. Therefore, this component was set up to help decision-makers, mainly at the national and regional levels, to use information on natural resources in planning and monitoring. The following activities were defined accordingly:

- Organize workshops on communication and raise awareness for decision-makers.
- Develop user-friendly information tools and elaborate a regional report on the environment.
- Develop communication tools for rural populations.
- Elaborate communication tools for the public.

Component 3: User-Oriented Production (Cost: US\$ 2,177,000)

Objective: To provide users with environmental information meeting their demand.

In spite of the huge amount of information on natural resources in reports, inventories, maps, aerial photographs, and satellite images already available, serious gaps remained and affected decision-making. This component was identified to fill such gaps through the following activities:

- Produce and update basic environmental information with the following end products:
 - border-to-border radar coverage of the entire region (4 million km²) to provide users with cost-effective background information necessary for cartographic and inventory applications;
 - topographical and land cover databases and maps at a scale of 1:200,000 in the areas where basic landscape information is in high demand: intensive forest logging areas (500,000 km²), biologically sensitive areas (300,000 km²), urban and suburban areas (50,000 km²), and coastal zones (300,000 km²) --the realization of these maps could be reinforced with optical and radar satellite images (LANDSAT, SPOT, ERS, JERS etc.); and
 - databases and geometrically corrected photos for the major urban centers at a scale of 1:50,000, using aerial photography or aerial videography.
- Produce and update information on forestry and biodiversity including:
 - elaboration of forest zoning plans, as recommended by most national forest strategies;
 - develop local biodiversity conservation plans to orient and control future investments and conservation activities with the participation of local population in seven biologically sensitive areas in the Congo Basin.
- Produce and update information on agriculture and rural development.
- Produce information on geological resources and mining extraction.

Component 4: Capacity Building (Cost: US\$ 158,000)

Objective: To strengthen national capacities.

The three components above would not have been properly implemented without appropriate equipment, technical assistance and training of local staff. Thus, a capacity building component was included to allow the training of sub-regional representatives, not only to support other project objectives, but also provide local experts with an opportunity to serve other projects and clients within the region. The activities listed below were identified to achieve the component's objective:

- Equip local agencies with computer, hardware and software and office supplies.
- Provide technical assistance and training.
- Promote marketing of services provided by the national agencies and experts.

Component 5: Regional coordination of the project and financing of a Regional Fund for Local Initiatives (REFLI) (Cost: US\$ 1,502,000)

Objective: To set up management tools and implement a REFLI.

After setting up the first four components, two dimensions of the project remained to be efficiently fulfilled: the management of the project and the link with local populations and local NGOs. This component was designed to cover these aspects and the following activities were identified:

- Set up management tools.
- Provide support to the regional executing agency.
- Finance and implement a Regional Fund for Local Initiatives that supports environmental micro-projects set up by local populations and NGOs.

3.4 Revised Components:

Although there was no formal revision of components, in the course of the project, the map-based activity (component 3) was dropped in response to user demand; it appeared that requests were more for the processing of data than for its production.

3.5 Quality at Entry:

The project was not submitted to a quality at entry process by the Bank's Quality Assurance Group. The project was approved on December 1997. At that time, the Quality Assurance Group did not exist yet.

However, a brief review of the project design conducted during the ICR mission showed that although highly innovative, objectives and activities were conceived consequently to help improving the management of information related to natural resources. Besides, the institutional arrangement, with a regional bureau and 7 local representations, was adequate to manage such a project. The multi-donor dimension of the project and the quality of the collaboration among donors was also a positive element. Nevertheless, this project had an ambitious long-term agenda. The process for reaching this agenda has been initiated, but will require sustained effort from

member countries and donor organizations. The project was innovative, and as such required very specific descriptions of roles, which could have been better defined in the project implementation manual.

During project preparation, extensive review and support was provided by the Bank's GEF Division.

4. Achievement of Objective and Outputs

4.1 Outcome/achievement of objective:

As already stated, the REIMP was a multi-donor project and as for the Bank/GEF side, the REIMP was funded by the GEF only; IDA funds were not mobilized for the project. Consequently outcomes and outputs declined below are those of the GEF operation except for the component 5 where some IFAD and Belgian Cooperation funds were made available through the World Bank as well.

Achievement of Outcomes under the REIMP was satisfactory. While the project has not yet improved the management of natural resources in the Congo Basin, it has put in place a process and established a basis for a better management of information related to natural resources. The project collected, organized and set means to disseminate information used in decision-making processes. This dynamic, which is a change of mindset, is ongoing and will take some time to be effective. The REIMP enabled it by facilitating:

- a better understanding of the region's needs in terms of environmental, scientific and social knowledge and in terms of management of environmental information;
- the assessment of the willingness of countries to implement information systems in order to better manage natural resources along with the promotion of forest information management systems;
- the set up of tools to archive and manage information;
- the promotion of the involvement of local communities in the management of natural resources; and
- the building of capacities.

At a strategic level, the achievements of the REIMP and the enthusiasm observed around the project largely confirmed its initial hypothesis and approach, the lack of organized and shared information was hampering the sustainable management of natural resources. These achievements that have generated valuable lessons for future operations can be summarized as follows:

Information as a Key to Improved Environmental Management. Addressing environmental issues from the angle of information constituted a major challenge and an innovative approach that the REIMP tried to meet. The REIMP paradigm is that information opens up social, economic and technical opportunities, provided it is widely shared and circulated. Information sharing and circulation help break isolation faced by local stakeholders, avoid duplication of efforts, increase transparency, take advantage of previous mistakes, and therefore optimize investments. In the context of environmental management in the Congo Basin, better and more widely available information was expected to improve the quality of resource management, promote coordinated action for biodiversity conservation, and empower all stakeholders. In this context the organization of stakeholders into networks of users within each of the seven ADIE countries and the development of tools to organize (meta-database) and circulate data (environmental libraries, catalogs) supported the REIMP approach.

The regional dimension of the ADIE. Throughout the REIMP implementation, the ADIE succeeded in attracting new international institutions to work in the Congo Basin, institutions which found in the ADIE a reliable interlocutor for the region, and a partner who could help them implement successful operations. Foremost among these institutions are the United Nations Environment Program (UNEP), the European Joint Research Centre (JRC), the International Union of Forest Research Organization (IUFRO), as well as various European and North American universities with which ADIE signed conventions. It is highly probable that without such a regional structure as ADIE, these institutions, with limited knowledge of the Congo Basin, would have been unwilling to work in Central Africa.

The associative and network approach. Bringing together private, public and non-governmental institutions into a flexible structure such as the ADIE was another strategic achievement of the REIMP. This approach brought the different members of ADIE to a better mutual understanding and has led some of them to continue their relations outside the inner circle of the REIMP. The set up of a regional board including representatives of civil society, private sector and public sector of each country was a key achievement that fostered the regional network established by ADIE through the REIMP.

At the technical level, the REIMP improved information circulation within the sub-region through setting up a network of users and gathering and disseminating existing information, through the development of mechanisms and tools such as the meta-database, the environmental libraries and the catalogs.

The project promoted the use of information in decision-making processes through the organization of workshops for decision-makers, the development of tools such as the environmental dashboard and the development of communication media such as brochures, videos and audio tapes. The realization of a web site was fundamental in the REIMP communication strategy.

In order to provide users with necessary information, the REIMP promoted the setup of information systems and observatories. An observatory of forest fires was successfully developed

in CAR. A forestry management information system was designed in Gabon. The REIMP set up the first information system for monitoring environmental projects in the sub-region, which was then used by other projects.

To capitalize and to favor the sustainability of mechanisms and tools developed and promoted, the REIMP put a particular emphasis on capacity building. The training of sub-regional representatives was at the center of the project and in that context, specific environmental management curricula, internationally accredited, were developed in collaboration with Gabonese and French universities.

REIMP achievements were realized despite a combination of factors that could have hampered project completion, particularly: (i) the innovativeness of the REIMP which was the first project of its kind, (ii) the absence of successful regional operations in the Congo Basin, (iii) the conflicts of leadership between certain Nations, (iv) the civil troubles in Central African Republic, DRC and in Republic of Congo, and (v) the involvement of several donors with different approaches and procedures.

The positive results of the REIMP and the good operational relations developed between countries through the project were recognized by the participating governments when they upgraded its status from a non-governmental association to an inter-governmental agency (Agence Internationale pour le Développement de l'Information Environnementale) on March 27, 2003. The agency was mandated by the Congo Basin countries and sub-regional organizations, in particular CEMAC and COMIFAC (the orientation, coordination and decision-making organization for sustainable management of forest ecosystems in the Congo Basin), to be responsible for all questions related to the management of environmental information and to provide or to develop necessary tools for decision-makers.

Close links exist between ADIE and COMIFAC. In June 2002 the second meeting of COMIFAC was held in Yaoundé (Cameroon). That meeting was the occasion to adopt COMIFAC legal documents in which it was clearly mentioned that within the context of COMIFAC, ADIE was in charge of the management and the dissemination of information related to natural resources in the Congo Basin. This was considered a huge step forward and a major success for the REIMP implementation, in a region where priorities were not often in the information management sector.

Another feature of REIMP achievements was the central role played by the ADIE in the development of the Central Africa Forest Observatory (FORAC). ADIE was given, by the European Union, the responsibility to implement the preparatory works for the establishment of FORAC with a view to ultimately manage the observatory. FORAC benefits from REIMP activities particularly biodiversity inventories of sub-regional species such as reptiles and birds.

4.2 Outputs by components:

The outputs of the project can be detailed for each component. It is important to mention that after project completion, costs per component are different from those estimated at the appraisal for two reasons: (i) the removal of the activity that aimed to purchase aerial photographs, and (ii)

the reallocation among the grant categories done in 2002. The reallocation was made necessary to better reflect the real needs and priorities expressed by regional stakeholders. The overall cost of the GEF project did not change.

Component 1: Network Creation and Service (Cost: US\$ 588,491)

Objective: To ensure information circulation and to optimize benefits from existing initiatives.

This component is rated Satisfactory. The project set up a regional network of actors involved in natural resources management for a better use of information collected and organized through the REIMP. This network included 127 agencies (NGOs, private and public institutions) working in the management of environmental information. The network was divided into country networks animated by REIMP local executing agencies (UNGCs). Some of the network members were particularly active, such as the representative of the Gabonese private sector (Internet Gabon) whose manager and founder was the Vice-president of the ADIE board.

The meta-database was operationalized and made accessible in eighteen (18) institutions within the sub-region. This database, the first ever in the region, included (as of end of June 2003 during the ICR mission) 2900 references of which: 1677 reports, 335 mapping data, 195 institutions, 140 experts, 26 projects and 599 contacts. Some of the data were made available on the ADIE web site www.adie-prgie.net. The establishment of this database was an opportunity to set up standard methods for collecting and storing information and data. Short-term training on database management was organized in order to provide experts from National Management and Coordination Units (UNGCs) with the required skills.

Environmental libraries were established in all countries involved in the project. A total of 18,000 documents were available at the time of project closure. In addition, a regional environmental library located in Libreville was set up. This library included 200 documents such as reports of studies and forestry /environmental laws. A total of 27 experts were trained in the management of libraries including the use of library management software.

The data gathered and organized by the project through the meta database and environmental libraries established within each ADIE country (within universities and other existing libraries mainly) were consulted by students, researchers and other projects (ECOFAC, PFE, Cameroon Biodiversity project, CARPE,...) and major NGOs (WWF, WCS,...) for their missions of biodiversity preservation and implementation of better models of natural resources management. They were also used to support GFIS and REDDA activities in the Congo Basin.

However, the most innovative achievement of the REIMP was the implementation of “thematic families” focusing on biodiversity conservation, sustainable forest management, mapping engineering, environmental evaluation, culture and environment, and coastal zone management. They consist of discussion groups on the Internet for the exchange of experiences and knowledge on Natural Resource Management. In their respective sectors, thematic families aimed to:

- establish and maintain up-to-date directories of experts, professionals and practitioners;
- facilitate exchange of knowledge and experiences among stakeholders;

- moderate discussions; and
- identify information gaps and design appropriate methodologies to fill them.

300 people participated in the thematic families, which organized in 2000 an international workshop on the management of wildlife in forest concessions in Central Africa. This workshop enabled the launching of sub-regional debates on biodiversity conservation within forest concessions.

Component 2: Decision-Making and Communication (Cost: US\$ 868,555)

Objective: To Encourage decision-makers to use environmental information and to facilitate sound planning for land use in the Congo Basin.

This component is rated Satisfactory. Its objective was to communicate broadly and efficiently on the REIMP products in order to encourage decision-makers to use environmental information as well as tools set up by the project. Despite the absence of a communication plan, regional workshops were organized to the attention of decision-makers like the one on the management of wildlife in forest concessions in Central Africa or the workshop that led to the adoption of a methodology for the execution of Environmental Impact studies. Moreover, the ADIE developed some noteworthy communication instruments (62 video tapes, 66 audio tapes and several brochures) for the public and rural populations, the most important of which was the Web site (www.adie-prgie.net). These tools, particularly the brochures allowed communicating at all levels on REIMP missions and achievements. The REIMP annual workshops organized to assess the implementation of the previous annual work plan and discuss the content of the next one, with all stakeholders and other interested environmental actors, were used efficiently to present and discuss REIMP achievements. An environmental dashboard (report presenting the state of the environment with focus on biodiversity) was drafted and served as the principal basis for FORAC. Indeed, biodiversity inventories that were intended to feed the environmental dashboard were further capitalized in the context of FORAC (www.forac.net).

Component 3: User-Oriented Production (Cost: US\$ 432,733)

Objective: To provide users with environmental information meeting their demand.

This component is rated Satisfactory, although an important part of this component, particularly the map-based activity, was dropped because of a shift of needs from production to processing. The subcomponent on the production of agricultural, rural development, geological and mining information was also underdeveloped. However the promotion of Forestry Information Systems was successfully achieved in Congo Basin countries, owing to the forestry management information system developed in Gabon in collaboration with a former Bank operation (Projet Forêt Environnement – PFE). At the same time, an observatory of forest fires was implemented in CAR fulfilling an important need expressed by the Government of CAR. The observatory of forest fires enabled the reduction of fires within the country by 60%. Although forest information systems were not developed, the REIMP served to widely launch the concept and bring consciousness for a need of these tools for a better management of natural resources. As of today,

every country in the region wants to implement a forestry information system.

A project on the mitigation of impacts caused by logging activities was conducted in collaboration with the FAO. A report on how to minimize the impact of logging in Central Africa (“Comment minimiser l’impact de l’exploitation forestière en Afrique Centrale”) was produced. The report’s recommendations focused mainly on:

- the respect of rural populations,
- the improvement of living conditions for rural populations,
- the reduction of impacts on flora and fauna.

Three major biodiversity inventories were conducted and led to the production of three catalogs on sub-regional species: birds, amphibians and reptiles. In addition, an index of forestry and environmental laws was produced, as well as a report on the management of urban infrastructures and space in DRC. A general map on DRC was also produced. These catalogs and reports are available online at www.forac.net and in the regional environmental library.

Component 4: Capacity Building (Cost: US\$ 339,685)

Objective: Strengthen national capacities.

This component is rated Satisfactory and it is the biggest success of the REIMP. The project initiated and implemented with complete success high level training on environmental information management practices in collaboration with Omar Bongo University of Gabon, the National School of Forests of Gabon and a number of French universities (Université de Marne-La-Vallée, Université de Bordeaux III, Université de Bordeaux IV and Université de Paris VI) and French schools (Ecole Nationale des Sciences Géographiques and Institut National Agronomique Paris Grignon). The training led to a Master equivalent degree (DESS) for about 52 people (all from the sub-region). At project closing, the ADIE was preparing the development of more environmentally focused training within the sub-region particularly with Cameroonian and Congolese institutions. From 2001 to 2003, the students were trained in new environmental curricula completely designed under the project. The people trained were from public administration or private sector. After graduation, they went back to their organizations, which, in most cases funded the training.

Several small training sessions for ADIE staff and for some network members were organized, particularly on project monitoring, project management, meta-database and environmental library management. A total of 55 people were trained in these sessions.

The regional experts were fully promoted and in many cases given charge of projects as was the case in the context of EIAs managed by the advisory unit of the ADIE. A total of 7 EIAs were executed by regional experts from the ADIE network: 2 EIAs for SHELL Gabon (oil company), 4 EIAs for PERENCO Gabon (oil company), 1 EIA for a gabonese program of lodgings building (PROgrame national de Construction de Logements des Agents Civil de l’Etat), 1 EIA for WWF (sub-regional office) and 1 EIA for the Gabonese ministry in charge of public health. Experts from

the network trained staff of forestry companies (Leroy Gabon, SBL Gabon) on GIS and remote sensing techniques and provided several consultations in satellite images processing (implementation of a pilot project on the use of satellite images in forestry management plans for the Equatorial Forestry Company).

On a more practical side, REIMP agencies were provided with necessary equipments. In that context, 54 computers and 21 printers were purchased and allocated in all the 7 national ADIE agencies and the regional unit. The allocation started in 2000. It was implemented gradually and was linked to the execution of major project like the set up of the meta database and the establishment of environmental libraries. For the observatory of forest fires in CAR, the project acquired a NOAA-AVHRR, a World Fire Web system, which is a unit for satellite image processing.

Component 5: Regional coordination of the project and financing of a Regional Fund for Local Initiatives (REFLI) (Cost: US\$ 2,007,500)

Objective: To set up management tools and to implement of a REFLI.

This component is rated Satisfactory. The implementation of the Regional Fund for Local Initiatives financed by IFAD and the Belgian Cooperation through the Bank was well executed. A total of 26 micro-projects on forestry, agriculture and environmental topics were implemented for a total amount of 375,000,000 F CFA (US\$ 625,000). These micro-projects allowed the beneficiaries to develop or use various improved techniques of sustainable natural resources management.

Micro-projects were also meant to demonstrate that better access to information and information infrastructure by local populations opens up social and economic opportunities, which, in return, help to improve livelihood. In that respect, the REFLI supported the execution of micro-projects as diverse as the implementation of rural telephony, market price listings, environmental newsletters, training workshops for rural women, or practical guides. The REFLI happened to be an effective tool to communicate with local communities on a sustainable management of their environment. It served to catalyze a consciousness at local level and that can be assessed by the type of projects that communities identified to promote a better use of natural resources. Moreover a survey of beneficiaries conducted during the mid term review revealed that 88% of people were satisfied by the REFLI activity. However, one can regret the fact that replicable projects and case studies were not prioritized.

A monitoring and evaluation system for development projects was implemented (the first ever in Central Africa) to monitor project activities. The system also served to monitor REFLI micro-projects. This system was extended to other projects in the region. The monitoring and evaluation system was well designed and the implementation manual was concise. However, some of the indicators supposed to fill the system happened to be inappropriate over the course of the project. They were not readapted with certain change of activities due to the flexibility of the project and the shift of needs (map-based activities).

GEF funding was also used to support staff from the regional unit and the Chad national unit who were not civil servants. This support was particularly important in allowing the other donors to invest directly in activities.

4.3 Net Present Value/Economic rate of return:

There was no calculation of an Economic Rate of Return (ERR) owing to the nature of the project and its objective, which cannot be quantified.

4.4 Financial rate of return:

No financial analysis was done for the project as a whole. However, the financial rate of return calculated at appraisal was based on the sale of marketable products (supposed to bring US\$ 0.45 million per year) and membership fees from ADIE membership. Marketable products were limited to catalogs from biodiversity inventories. The sale of only these listings will not generate US\$ 0.45 million per year. Furthermore, despite the 127 members from the ADIE network, membership fees remain marginal (about US\$ 50,000 per year). Thus, the full recovery of project recurrent costs (US\$ 1,160,873 in 5 years) by year five, after project completion (2008), will not be possible because basically, the only source of funds is membership fees.

4.5 Institutional development impact:

The institutional development impact was Modest in a sub-region where environmental matters were initially given a very low priority. The REIMP supported the development of an improved perception of natural resource management through the introduction of information systems within administrations in charge of the management of natural resources. In fact, thanks to the REIMP several sub-regional administrations in charge of the management of natural resources launched processes to develop or to improve their forestry and biodiversity information management systems. Because of its regional nature, the REIMP has also facilitated relations between administrations across countries. Within countries, the establishment of networks of users has enabled the improvement of relationships between public administrations, private companies and NGOs involved in the natural resources sector. The ADIE is an international organization headquartered in Gabon, with a Steering Committee as its highest governing body, headed by a President, and an Executive Secretariat as its managerial entity. A separate Executive Secretariat is present in each member country, hosted in that country's ministry of environment, or, if this does not exist, in the ministry of forestry or natural resources. As such, the integration of information in decision-making is greatly facilitated for these ministries.

5. Major Factors Affecting Implementation and Outcome

5.1 Factors outside the control of government or implementing agency:

Three principal factors affected the implementation of the project that were not under the control of Government or the implementing agency: (i) the inability of one of the donors to meet its obligations for ADIE national units, (ii) problems with long-term technical assistance, and (iii) civil strife.

The functioning of local implementing agencies was planned to be funded by the EU. After a couple of years, these local agencies were not financially supported as expected, leading to a

critical staff drain that made it more difficult to implement the project. Only staff directly paid by Governments remained in the project and in some countries only the national coordinator remained. Consequently, project performance was affected.

Some donors, particularly the EU, provided technical experts to the project and paid them directly without involving the management of the project. This situation created two groups within the project: the sub-regional staff and the technical experts who did not consider themselves as part of the project team but rather as donor representatives. This lack of harmony impacted the cohesion of the team, particularly in the early period of the project. However, this weakness was entirely resolved by June 2001, following staff changes in ADIE.

Civil strife that disturbed project implementation to some extent, particularly at the beginning, took place in Central African Republic (CAR), in the Republic of Congo (RC) and in the Democratic Republic of Congo (DRC). Social and political trouble in CAR started in 1996 and never ceased completely. In RC, a civil war shook the country from 1998 to 1999. The uprisings in the eastern part of the Democratic Republic of Congo (DRC) did not significantly affect the implementation of the project. It is noteworthy that the project continued to function in all countries throughout these difficult times and that it developed into a cross-national professional and technical support group of great importance to its members.

5.2 Factors generally subject to government control:

Two factors within the control of governments impacted project implementation and outcome: (i) the appointment of staff, and (ii) the financing of local executing agencies.

Some staff appointed to local executing agencies had other occupations within the administration. It is a credit to these members of staff that they shared their time between their two functions as well as they could, but the timetable of some activities suffered from this particular circumstance.

Moreover, counterpart funds from Governments were not always forthcoming. This affected the functioning of local executing agencies negatively.

5.3 Factors generally subject to implementing agency control:

Four types of factors were controlled by the implementing agency and might have affected the project implementation: (i) the management of donors' procedures, (ii) the recruitment of local consultants or staff, (iii) the fragile communication between the regional unit and country units, and (iv) the designation of sub-regional staff to work with technical assistants.

The management of donors' procedures, particularly the management of financial procedures, was weak and had an impact on the speed with which financial and procurement operations were processed. The multiplicity of donors may have contributed to this situation, but on the other hand the project did not recruit and train financial specialists in order to allow a smooth and easy management of funds.

The recruitment of local consultants or staff may have been another critical factor. Very little competitive bidding was launched in order to recruit the required skills. Consequently the quality of some staff was an issue and this may have negatively affected the delivery of certain project outputs.

The internal communication or the exchange of information between the regional unit and the decentralized ones was sometimes not as easy as wished. This situation was created by the fact that ADIE staff (regional and national) was learning how to manage a network and how to work while being part of a system and a team. This weakness did not facilitate the fluidity of exchanges, particularly at the beginning of the project.

The designation of sub-regional staff to work with technical assistants in order to ensure a sustainable transfer of knowledge was not effective. It took some time before the ADIE realized that the technical assistants were not effectively transferring any of the knowledge to regional or local staff. Nevertheless, by the end of the project, this issue was clearly understood local staffs were hired to work with technical assistants.

5.4 Costs and financing:

Total project costs was within the amount forecast at the appraisal, though slightly lower. Adjustments had to be made in the cost composition since one of the components had to be scaled down. The project was not extended from its original five-year period and cost of 4.08 million dollars (GEF financing only). The GEF funding was fully disbursed. The total cost was US\$ 18.5 million, compared to the Appraisal amount of US\$ 19.41 million.).

Table 2: **Financial Planning: GEF Grant and Co-financing**

Co financing (Type/Source)	GEF Grant (mill US\$)		Bank: IBRD/IDA (mill US\$)		Government (mill US\$)		Other* (mill US\$)		Total (mill US\$)	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Grants	4.08	4.08	N.A	N.A	2.57	1.72	12.76	12.26	19.41	18.06
Loans	N.A	N.A	N.A	N.A	N.A	N.A	N.A	N.A	N.A	N.A
Credits	N.A	N.A	N.A	N.A	N.A	N.A	N.A	N.A	N.A	N.A
Equity investments	N.A	N.A	N.A	N.A	N.A	N.A	N.A	N.A	N.A	N.A
In-kind support	N.A	N.A	N.A	N.A	N.A	N.A	N.A	N.A	N.A	N.A
Other	N.A	N.A	N.A	N.A	N.A	384	N.A	066	N.A	0.45
Totals	4.08	4.08			2.57	2.10	12.76	12.32	19.41	18.5

The following donors participated in the REIMP implementation

- African Development Bank
- Belgian Cooperation
- Canadian Funds for Local Initiatives
- CIDA
- European Commission
- French Cooperation
- French Funds for Environment

- Fonds Francophones pour les Inforoutes
- GEF
- GFIS
- Governments
- IFAD
- Sweden Cooperation

6. Sustainability

6.1 Rationale for sustainability rating:

The project sustainability is rated unlikely. The REIMP implementing agency, the ADIE, has been set up as a permanent institution and its status has been improved as described previously.

Besides, in the context of its new mission the ADIE is going to use the tools and methodologies developed during the REIMP implementation in particular, the meta-database, the web site, the environmental libraries, the methodology for the production of EIAs, the methodology for the implementation of observatories and the different information systems. The network of environmental actors established within the sub-region is likely to remain established and grow within and beyond the Congo Basin given the new status of the ADIE. Training activities will continue and will be expanded to other countries in the region. At project closure, the ADIE was working on the auto-financing mechanism for this activity. In 2003 the auto-financing rate was 40% (training fees). However, the financial independency of the ADIE, necessary to sustainably maintain the investments made under the REIMP has not been achieved yet. The ADIE remains weak and the agency has started a fund raising campaign that could be supported at first by the financial involvement of member governments (they have engaged themselves to contribute for about US\$ 20,000 per year to the functioning of the inter-governmental agency) and later by the implementation of new projects that the Agency is planning to prepare and to implement with the support of various donors. The preparation of a second phase of the REIMP is being discussed between ADIE and donors particularly between ADIE and the World Bank/GEF.

6.2 Transition arrangement to regular operations:

No particular transitional arrangement to regular operations have been made. Almost all the REIMP activities are already integrated in the regular operations of the ADIE and the ADIE is trying to maintain normal operation, after project closure through annual contributions from member states. However, a number of additional activities as well as consolidation of what was done in the first phase would be necessary. The REIMP was the first phase of a process and it may be useful to follow up with a second operation whose the preparation is being discussed between the World Bank/GEF and the ADIE.

7. Bank and Borrower Performance

Bank

7.1 Lending:

Bank performance during project identification and preparation was Satisfactory. First, the identification and the introduction of an innovative approach to better manage natural resources,

based on the management of information was well handled by the preparation team, which, through the organization of several workshops, successfully disseminated the new concept. The Bank was able to mobilize sub-regional representatives at technical and decisional levels, from private and public sectors as well as civil society, to prepare the project, and to make sure that all actors were involved and committed despite civil war in three of the seven countries and despite the fact that some of these countries did not have at that time an active portfolio with the Bank (Equatorial Guinea, Congo, DRC & CAR).

Second, during the same phase, the Bank successfully mobilized project preparation funds from other donors such as the Belgian Cooperation and ensured the involvement in the project of major donors in this sub-region such as the French Cooperation, the European Commission and the African Development Bank. The Bank played a catalytic donor coordination role that proved to be essential in involving traditional donors and bringing new ones in the sub-region.

Third, in a region where conflict of leadership was hampering a fruitful and operational collaboration, a regional executing agency was successfully set up with the participation of all countries.

7.2 Supervision:

The Bank supervision performance is rated Satisfactory in light of the results achieved by the project. Bank supervision missions were regular and were executed by strong technical teams that produced detailed aide-memoires with operational recommendations in order to correct project shortcomings. These recommendations were always focused on domains such as: (i) general management, (ii) financial management, (iii) communication, (iv) technical improvement, (v) networking, and (vi) donor's platform management. To improve coordination between donors and therefore the overall supervision of the REIMP, the Bank systematically invited other funding agencies to join its own supervision missions in so-called multi-donor missions.

However, despite detailed recommendations regarding financial issues and meetings organized with the project financial auditor, it might have been worth involving a financial specialist in Bank missions. This aspect had not been satisfactorily handled.. The supervision of technical aspects, including the REFLI, in the other hand was well conducted.

7.3 Overall Bank performance:

Considering the results achieved by the project as well as the catalytic role played by the Bank in developing and disseminating the project concept and involving other donors, the overall Bank performance is rated Satisfactory.

Borrower

7.4 Preparation:

The borrower performance during Preparation is rated Satisfactory. During the preparation phase

the Governments of the Congo Basin countries were completely mobilized and assigned their experts to prepare the project. When needed, decisional or political level actors contributed successfully to the preparation process. Moreover, despite the new approach to development targeted by the REIMP, regional executives quickly picked up and assimilated the project objectives. The creation of a regional organization to implement the REIMP was a key result of the countries' willingness to go forward.

7.5 Government implementation performance:

Even though the sub-regional Governments were involved to a very limited extent in project implementation, their performance is rated Satisfactory. The ADIE had a Board that was chaired in turn by one of the environment ministries of the region. The Board played an active role and took critical decisions to correct shortcomings in the management of the ADIE and the REIMP. For instance, the Board changed the ADIE coordinator in 2001 to resolve recurrent management issues. It is a tribute to cooperation between the member Governments that REIMP execution took place harmoniously.

7.6 Implementing Agency:

The implementing agency performance is rated Satisfactory. The change of status and the recognition from regional institutions like CEMAC and COMIFAC can be understood as a consequence of the successful implementation of the REIMP. Regional representatives demonstrated exceptional ability to handle new topics and to take regional leadership in all questions related to the management of environmental information.

Although some weaknesses were noticed in the management of donors' procedures and in the conception of an efficient communication strategy, ADIE was successful in establishing and managing one of the first regional initiatives within the sub-region. In addition, important technical results were achieved.

7.7 Overall Borrower performance:

The overall Recipient (Implementing agency, Governments) performance is rated Satisfactory by taking into account the results achieved both in preparation and implementation phases. Despite the mistakes that were made early in the project, the willingness and the technical ability of regional and local teams as well as of the Governments were key in the accomplishment of project objectives.

8. Lessons Learned

The lessons learned from the REIMP experience can be grouped under the following categories:

Category 1: Information as a key to improve environmental management

- The theme of promoting development by providing information proved to be a good way of bringing people together in a region that was lacking a common tradition.

- It is possible to successfully introduce innovative development topics in a region by widely involving every active stakeholder from the very beginning. This was done very early during the preparation phase and was a key element of success.
- New, non-traditional project themes can be successfully introduced. The value of an information management project was recognised in the region, in spite of being the first regional project of its kind and in spite the fact that the region responded slowly to this non-traditional operation.
- Information as a key to improve environmental management requires an important adaptation of mindset. This could be done only by having groups of people sharing the same objective and having the same vision. Though, the management and the organization of decision groups should be a priority in the context of information projects.
- The needs of information users vary considerably over the time. Frequent user surveys should be done to make sure that the information produced and the support used to spread it are the most suitable.

Category 2: Regional approach

- A regional approach has the advantage to enable economies of scale in creating and sharing information and knowledge
- A regional approach is an effective plat-form for donors coordination and allows to avoid duplication of initiatives.
- This approach, based on concrete cooperation on technical subjects, facilitates the development of regional integration.

Category 3: Sustainability and Support to the ADIE

- The financing of the implementing agency should be part of an agreement with donors.
- Sustainability mechanisms should be treated as priority and their appropriateness should be revised and discussed during the MTR.

Category 4: Management

- Management of projects should put more emphasis on linking financial management and monitoring & evaluation. The REIMP achieved a lot in this regard by putting in place early in the preparation phase an integrated financial and M&E system.
- In an innovative project good management of communication is necessary to show project results and to create a dynamic whereby more and more stakeholders as well as additional donors became supporters of the new approach thus increasing the chance of its sustainability and replicability.
- In the context of regional projects, the good functioning of local agencies is an important part of success and decentralized units should be funded and managed efficiently
- The project utilised a light and flexible management structure that proved practical (central

project office with decentralized national offices), which can be repeated in other projects, or continued in this project in the event of a second phase of financing.

- The regular execution of supervision missions, externally by the Bank, internally by the project implementation unit, and jointly with other donors ensured successful implementation, and should be retained in future.
- Project implementation units should retain sufficient flexibility to respond to immediate needs. The project successfully adapted at mid-term when it was realized that the processing of satellite data was more important than the production of new data

Category 5: Technical assistants and transfer of knowledge

- Technical experts recruited or appointed in project implementing agencies should ensure an adequate transfer of knowledge towards local executives.
- In order to ensure cohesion in teams, technical assistants should be managed by the Project Implementation Unit and report to the beneficiaries
- In future, the project should ensure better links with the private sector, as this sector is a key recipient of the information disseminated and produced by the project, and should include feedback mechanisms from the private sector, especially as it includes sectors with potentially high environmental impact e.g. manufacturing, transport, extraction and logging. Likewise, the project should set up mechanisms to ensure feedback of information from all stakeholders (government agencies, general public, NGOs, conservation groups, educational institutions, donors).

All these lessons, would be capitalized in the context of a follow up project that the ADIE would prepare as stated in its strategy for the period 2004-2009, which was sent to the major donors of the REIMP.

9. Partner Comments

(a) Borrower/implementing agency:

The implementing agency judged the project Satisfactory and was pleased with the catalytic role played by the REIMP in making clear the importance of better management of decisional information to reach a sustainable management of natural resources. The key role played by the Bank in bringing other donors around the table as well as making Trust Funds available through various Bank partnerships was recognized. Moreover, the financial support of the GEF that permitted the functioning of the regional unit and the flexibility of the Bank in reallocating GEF funds were very much appreciated. Nevertheless the ADIE wished to have smoother Bank procedures in particular the principle of non-objection that was considered to have sometimes slowed activities. The ADIE also wished more Bank guidance on financial management, which was clearly recognized as a weakness, along with communication.

(b) Cofinanciers:

The REIMP co-financiers met during the ICR mission in Libreville were satisfied by the project achievements and seemed mobilized to support a follow-up operation, to be proposed by ADIE.

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

No formal consultation of stakeholders was conducted. However, some stakeholders, particularly those from Gabon and DRC were met during the ICR mission. Although they were satisfied with REIMP achievements given the uneasy regional context, they expressed the need to have a follow up operation in order to consolidate and develop REIMP achievements. They recognized the ambitiousness of the project and affirmed that it needed more than 5 years to complete the agenda assigned to the project.

10. Additional Information

GEF Review Criteria

In general, having been set during the preparation phase, the REIMP logical framework did not change significantly except for the suspension of the activity that aimed to purchase aerial photographs. This suspension was due to an evolution of user needs. At first, the photographs were destined to go to the observatory of forest fires. After the observatory acquired the equipment needed to produce its own photographs, it no longer required them from ADIE. It migrated to the need for processing images rather than purchasing them. Second, aerial photographs were also needed for the urban observatory. This activity was financed by another donor (AfDB) who planned the necessary budget to cover all needs in aerial images.

Overall, the logical framework appeared to be perfectly adapted to the missions assigned to the project. It was set in accordance with needs assessed during the preparation phase with stakeholders from the Congo Basin. Later, it was enriched by lessons learned from ongoing operations at that time in the region, in particular: GEF Congo, GEF Cameroon and PFE Gabon. As presented in Section 4.2 (Outputs by components) project objectives, which was GEF objectives as well since the project did not include IDA funds, were met even though, the project ambitious agenda could not have been totally completed in 5 years.

a. Country Ownership and public involvement

The commitment and ownership of Governments was extensive and critical through the preparation and the implementation phase since the REIMP was a response to national NEAPs. During the preparation phase Governments were mobilized at technical and political levels and to implement the project highly qualified Government representatives (former ministers) were appointed both regionally and locally. In terms of financial commitment, although not a government agency, the PIU was located in Libreville (Gabon) in a building whose rent was paid by the Gabonese Government. The local implementing agencies were also housed in buildings

owned by the ministries in charge of the management of natural resources. Private sector and NGOs were also active. The workshops organized were attended by every stakeholder involved either in the management of natural resources or in the communication sector. The Project Implementation Unit (PIU) created to manage the project required the approval of each participating government and expressed the willingness and the commitment of stakeholders.

Throughout implementation, beneficiaries' involvement remained strong and was reflected in the ADIE board (the board consisted in 3 representatives of each country composed by 1 member from the public administration, 1 member from the private sector, 1 member from the local NGOs community), where public and private sectors as well as NGOs from each sub-regional country were represented. The board was chaired by a minister from one of the 7 countries and played an important role in the management of the ADIE, and consequently in the management of the project. The network of actors established by the REIMP included 127 agencies. Several of them benefited from either technical assistance or funds from the REFLI. REFLI beneficiaries were frequently met during Bank supervision missions. Experts from the network were often used in the context of EIAs. It is worth mentioning that the project was in accordance with NEAPS and TFAPs produced in the region.

b. Replication of the approach

The REIMP is a well-regarded project in terms of knowledge transfer inside and outside the African continent. Indeed, the concept captured the attention of other regions and the results, undoubtedly, supported this conviction. The SADC Region (Southern Africa) and the West African Region expressed a desire to implement a project similar to the REIMP in their own regions.

Outside the African continent, a project named Inter-American Biodiversity Information Network (IABIN) is in preparation. This project is very similar to the REIMP and the Bank's team in charge of the REIMP was asked to provide guidance for the IABIN preparation (peer review the PCD). Although, objectives and activities in similar projects may be different from those of the REIMP, it's the REIMP innovative approach based on a better management and dissemination of information to improve, in turn, the management of biodiversity that holds attention.

c. Financial Planning

All the project costs are given in the Annex 2 of the present ICR.

- **Identification of co-financing sources**

With the support provided by the Bank, the ADIE was able to identify several sources of co-financing funds as presented above in Table 2.

On the other hand, the project did not raise a lot of Leveraged Resources Leveraged Resources are

additional resources-beyond those committed to the project itself at the time of approval-that are mobilized later as a direct result of the project. with the exception of approximately US\$ 84,000 from the Gabonese Government through the PFE to support the implementation of high-level training in environmental topics, counterpart funds of approximately US\$ 300,000 from communities implementing REFLI projects, US\$ 66,000 from GFIS (ADIE is a node of the GFIS network) and US\$ 15,000 from REDDA.

- Financial control

Even though the executing agency was able to disburse project funds, the financial management was weak, particularly the planning of available resources and their efficient use. This situation was created by the lack of a confirmed expert in finance, the lack of a financial dashboard and a weakness in the complete mastery of the financial management software.

- Due diligence

The financial audits were executed in accordance with the grant agreement and with Bank procedures. Although not often on time, annual audit reports were always transmitted to the Bank. No major issues were raised in the reports.

d. Cost-effectiveness

- Compliance with the incremental criteria

In agreement with the incremental criteria, GEF funds were used with others as stated in Table 2. In addition they served to finance activities that would not have been financed otherwise, such as the development of project management tools, the support to the regional coordination or the development of the environmental dashboard.

The GEF role allowed the creation of a hub from which other donors started their own action.

- Completion of planned activities

The GEF project was completed on time. It lasted 5 years and the GEF funding of US \$4.08 million was fully disbursed at closing.

e. Monitoring & Evaluation

Monitoring and evaluation was one of the strengths of the project and served to monitor project activities as well as micro-project financed by the REFLI. The project implemented one of the first monitoring and evaluation systems within the sub-region and hired the first expert on monitoring systems from the sub-region. The system was established at regional and national units. Each country hired a M&E person who was trained by the regional expert. A monitoring and evaluation implementation manual was produced to describe the functioning of the system and present the indicators that would be used during the project. The system allowed the frequent production of monitoring reports (monthly, quarterly, semesterly and annually) that permitted the supervision teams to assess the evolution of activities and to correct shortcomings that occurred during

project implementation. The system was replicated in other projects within the sub-region like the PFE Gabon. Experts from the REIMP supported the installation of the system and provided the necessary training. Although, the REIMP and the ADIE succeeded in promoting M&E systems in the Congo Basin, it is worth mentioning that the early days were not easy because actors involved in the project were discovering this new system of accountability.

Annex 1. Key Performance Indicators/Log Frame Matrix

Outcome / Impact Indicators:

Indicator/Matrix	Projected in last PSR ¹	Actual/Latest Estimate
A01 - Number of membership requests to the Regional Implementing Agency (Number of requests per year.)	(Target value at appraisal: 10) 197	103
A03 - Information requests received by ADIE's Metadata information system (number of monthly requests)	(200) 500	516
B02 - Number of requests received by ADIE from decision-makers related to land use planning (Number of requests per year)	(10) 130	82
B03 - Number of main legal documents quoting ADIE (laws, decrees, regulations, national plans, per year and per country)	(5) 30	17
B06 - Turnover from general-public products sales (per year, US \$ equivalent)	(50,000) 80,000	10,000
C01 - Turnover from product and services sales (per year, US \$ equivalent)	(200,000) 150,000	40,000
D02 - Turnover of REIMP agencies (per year, US \$ equivalent)	(200,000) 350,000	80,000
E03 - Number of REFLI requests received (Number of requests per year)	(25) 30	64

Output Indicators:

Indicator/Matrix	Projected in last PSR ¹	Actual/Latest Estimate
A02 - Bendings to the Data Exchange Policy (Number of bendings constated, per year)	(<5) <20	<35
A04 - Average delay to provide information after requests' reception (Number of hours)	(<7) <12	<12
A05 - Rate of information requests that could be answered (Percentage)	(80%) 100%	100%
B01 - Number of proposal sent by ADIE to decision-makers related to environmental information (Number of requests per year)	(10) 150	213
B04 - Number of copies of Environmental Report disseminated each year per country (Number of copies per year)	(1000) NA	NA
B05 - Quality of the Regional Environmental Report (reviewed by the Scientific Committee) (Quality ratio : from 1 (bad) to 5 (excellent))	(1) NA	NA
C02 - Savings on gross data (Per year, US \$ equivalent)	(600,000) 150,000	NA
C03 - Area covered by topographic and land use maps (scale more than 1 : 200 000) (Percentage of the total region area)	(20%) 6.5 %	6.5%
C04 - Protected areas provided with flora and fauna inventories by the project (Percentage of the region's protected sites area)	(20%) 13.3%	13.3%
C05 - Protected areas provided with biodiversity inventories or conservation plan by the project (Percentage of the region's protected sites area)	(10%) NA	NA
C06 - Area including enough inventoried information for the setting-up of a zoning plan	(40%) NA	NA

or a local development plan (Percentage of the total region area)		
C07 - Area covered with a zoning plan or a local development plan (Percentage of the total region area)	(10%) NA	NA
C08 - Area covered with a local development plan, including biodiversity conservation with neighbouring population rights of use taken into account (Percentage of the total region area)	(3%) NA	NA
D01 - Number of Staff-years of training provided to technicians and decision-makers in the region (Total time (in year unit) for the whole staff)	(240) 300	300
E01 - Percentage of ADIE self-financing part in its annual budget (Rate (margin divided by fixed expenses))	(100%) 12%	40%
E02 - ADIE's Overhead costs rate (Rate (overhead divided by total expense))	(<10%) 13%	17%
E04 - Delay to answer to REFLI requests (Number of days)	(20) 30	60
E05 - Numbers of REFLI requests implemented (Number of implemented requests per year)	(NA) 40	26
E06 - External dynamic : Number of agencies under ADIE paying service contract (Number of agencies per country)	(NA) 15	3

¹ End of project

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
Network creation and service	0.04	0.52	1300
Decision-Making and communication	0.15	0.82	546
User-oriented Production	2.17	0.44	20.3
Capacity building	0.16	0.30	187.5
Regional coordination of the project and financing of a Regional for Local Initiatives	1.56	2.00	133
Total Baseline Cost	4.08	4.08	
Total Project Costs	4.08	4.08	
Total Financing Required	4.08	4.08	

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

Expenditure Category	Procurement Method ¹			N.B.F.	Total Cost
	ICB	NCB	Other ²		
1. Works	0.00 (0.00)	0.00 (0.00)	0.00 (0.00)	0.00 (0.00)	0.00 (0.00)
2. Goods	0.35 (0.27)	0.87 (0.67)	0.00 (0.00)	0.00 (0.00)	1.22 (0.94)
3. Services	0.00 (0.00)	0.00 (0.00)	0.00 (0.00)	0.00 (0.00)	0.00 (0.00)
4. Operational Cost	0.00 (0.00)	0.00 (0.00)	2.63 (2.01)	0.00 (0.00)	2.63 (2.01)
5. Aerial Photograph	0.00 (0.00)	0.00 (0.00)	1.46 (1.12)	0.00 (0.00)	1.46 (1.12)
6. Miscellaneous	0.00 (0.00)	0.00 (0.00)	0.00 (0.00)	0.00 (0.00)	0.00 (0.00)
Total	0.35 (0.27)	0.87 (0.67)	4.09 (3.13)	0.00 (0.00)	5.31 (4.07)

Project Costs by Procurement Arrangements (Actual/Latest Estimate) (US\$ million equivalent)

Expenditure Category	Procurement Method ¹			N.B.F.	Total Cost
	ICB	NCB	Other ²		
1. Works	0.00 (0.00)	0.00 (0.00)	0.00 (0.00)	0.00 (0.00)	0.00 (0.00)
2. Goods	0.00 (0.00)	0.00 (0.00)	0.37 (0.47)	0.00 (0.00)	0.37 (0.47)
3. Services	0.00 (0.00)	0.00 (0.00)	1.63 (2.14)	0.00 (0.00)	1.63 (2.14)

4. Operational Cost	0.00 (0.00)	0.00 (0.00)	2.07 (2.70)	0.00 (0.00)	2.07 (2.70)
5. Aerial Photograph	0.00 (0.00)	0.00 (0.00)	0.00 (0.00)	0.00 (0.00)	0.00 (0.00)
6. Miscellaneous	0.00 (0.00)	0.00 (0.00)	0.00 (0.00)	0.00 (0.00)	0.00 (0.00)
Total	0.00 (0.00)	0.00 (0.00)	4.07 (5.31)	0.00 (0.00)	4.07 (5.31)

^{1/} Figures in parenthesis are the amounts to be financed by the Bank Loan. All costs include contingencies.

^{2/} Includes civil works and goods to be procured through national shopping, consulting services, services of contracted staff of the project management office, training, technical assistance services, and incremental operating costs related to (i) managing the project, and (ii) re-lending project funds to local government units.

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

Component	Appraisal Estimate			Actual/Latest Estimate			Percentage of Appraisal		
	Bank	Govt.	CoF.	Bank	Govt.	CoF.	Bank	Govt.	CoF.
Network creation and service	0.04	0.07	0.92	0.52	0.05	1.36	1300.0	71.4	147.8
Decision-making and communication	0.15	0.24	1.15	0.82	0.16	1.30	546.7	66.7	113.0
User-Oriented Production	2.17	0.94	3.07	0.44	0.63	2.85	20.3	67.0	92.8
Capacity building	0.16	0.60	3.44	0.30	0.40	3.16	187.5	66.7	91.9
Regional coordination of the project and financing of a Regional Fund for Local Initiatives (REFLI)	1.50	0.72	4.18	2.00	0.48	3.65	133.3	66.7	87.3

Annex 3. Economic Costs and Benefits

NA

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 06/1995	5	MISSION LEADER (1) BIODIVERSITY EXPERT (1) INFORMATION SYSTEM EXPERTS (2) AGRO-ECONOMIST (1)	HS	HS
Appraisal/Negotiation 03/1997	15	MISSION LEADER (1) LAWYER (1) FOREST & ENVIRONMENT EXPERTS (6) INFORMATION SYSTEM SPECIALISTS (5) SOCIAL EXPERT (1) ECONOMIST (1)	HS	HS
09/1997	5	MISSION LEADER (1) INFORMATION SYSTEM EXPERTS (3) LAWYER (1)	HS	HS
Supervision 05/1998	1	MISSION LEADER (1)	S	S
09/1998	2	MISSION LEADER (1); INFORMATION SYST. SPEC (1)	S	S
04/1999	3	MISSION LEADER (1) INFORMATION SYSTEM EXPERT (1) ECONOMIST (1)	S	S
06/1999	4	MISSION LEADER (1); INFORMATION SPECIALIST (2); SOCIOLOGIST (1)	S	S
11/1999	2	MISSION LEADER (1); INFORMATION SPECIALIST (1);	S	S
11/2000	3	MISSION LEADER (1); INFORMATION SYSTEM EXPERT (1) FORESTER (1)	S	S
06/2001 (MTR)	3	MISSION LEADER (1) FORESTER (1) INFORMATION SYSTEM	S	S

			EXPERT (1)		
	11/2001	2	MISSION LEADER (1) FORESTER (1)		
	11/2002	3	MISSION LEADER (1) FORESTER (1) INFORMATION SYSTEM EXPERT (1)		
ICR	06/2003	2	MISSION LEADER (1) MEMBER (1)	S	S

(b) Staff:

Stage of Project Cycle	Actual/Latest Estimate	
	No. Staff weeks	US\$ ('000)
Identification/Preparation	80	250
Appraisal/Negotiation	134	150
Supervision	186	401
ICR	7	45
Total	407	846

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 checked="" 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 type="radio"/> M	<input type="radio"/> N	<input checked="" 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 checked="" type="checkbox"/> <i>Financial</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>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 type="checkbox"/> <i>Gender</i>	<input type="radio"/> H	<input type="radio"/> SU	<input type="radio"/> M	<input type="radio"/> N	<input checked="" 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 checked="" 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 checked="" 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 checked="" type="radio"/> S | <input 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 – TF Agreement, September 1997
- Central Africa Region, Regional Environmental Information Management Program – Staff Appraisal report, December 1997, WB
- Project Status Reports from 1998 to 2003
- Supervision aide-memoirs from 1998 to 2003
- Monitoring reports from ADIE
- Rapport synthèse de fin de projet, ADIE – July 2003

