

*United Nations Environment Programme  
(UNEP)*

**GF/6010-00-16**

**Medium-sized project “Development and Protection  
of the Coastal and Marine Environment in  
Sub-Saharan Africa”**

**Final review and evaluation**

Magnus Ngoile

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Evaluation and Oversight Unit

## Contents

List of acronyms .....	iv
Executive summary .....	1
A. Background .....	1
B. Review .....	1
C. Outputs .....	1
D. Assessment.....	2
E. Lessons and experiences .....	3
F. Recommendations .....	3
I. Introduction .....	1
A. Background .....	1
B. Terms of reference for the final evaluation .....	2
C. Methodology .....	2
II. Review .....	3
A. Project approach.....	3
B. Effectiveness and efficiency.....	7
C. Project institutional capacity .....	10
III. Findings and assessment .....	11
A. Findings.....	11
B. Assessment.....	16
IV. Lessons and experiences .....	21
A. Good practices:.....	21
B. Lesson learned:.....	22
V. Recommendations .....	22
A. Policy .....	22
B. Institutional .....	23
B. Technical.....	25
C. Financial.....	25
D. Sustainability.....	26
<b>Annexes</b>	
I. Terms of reference for the final review and evaluation of the GEF medium-sized project for the development and protection of the coastal and marine environment in sub-Saharan Africa (GF/6010-00-16) .....	27
II. Stakeholders interviewed .....	34
III. Questions guiding consultations with project stakeholders.....	39
IV. Regional coordinators and associated experts for phase II of the project .....	41
V. Evaluation of how and to what extent the project objectives (goal and purposes) have been met utilizing the verifiable indicators set out in the logical framework/project matrix.....	43
VI. Extracts of commitments made during the Partnership Conference by heads of State and others.....	46
VII. Assessment of project outputs .....	48
VIII. Project activities implementation plan .....	49
IX. Financial analysis of the utilization of project funds.....	50
X. Project revision authorization.....	51
XI. Stakeholder participation in the African Process .....	53
XII. List of national coordinators for phase II of the project .....	56

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XIII. List of project proposals and their relevance to the Abidjan and Nairobi Conventions and GPA.....	58
XIV. List of documents consulted during the final review and evaluation .....	63
XV. Time frame and budget for the proposed projects for the development and protection of the coastal and marine environment in sub-Saharan Africa.....	65
XVI. Comparison between sites identified as hot spots/sensitive areas and sites identified for the implementation of project proposals .....	67
XVII. Consultancy fees paid, listed bycountry .....	71

## List of acronyms

ACOPS	Advisory Committee on Protection of the Sea
AMCEN	African Ministerial Conference on the Environment
ECOWAS	Economic Community of West African States
FAO	Food and Agriculture Organization of the United Nations
GEF	Global Environment Facility
GEF MSP	Global Environment Facility medium-sized project
GIWA	Global International Waters Assessment
GPA	Global Programme of Action for the Protection of the Marine Environment from Land-Based Activities
GOOS	Global Ocean Observing System
IOC	Intergovernmental Oceanographic Commission of the United Nations Educational, Scientific and Cultural Organization
IMO	International Maritime Organization
IOCEA	IOC Regional Committee for the Central Eastern Atlantic
IOCWNCIO	IOC Committee for Cooperative Investigation in the North and Central Western Indian Ocean
IUCN	World Conservation Union
LOICZ	Land Ocean Interactions in the Coastal Zone
MSP	Medium-sized project
NEPAD	The New Partnership for Africa's Development
NOAA	United States National Ocean and Atmospheric Administration
OAU	Organization of African Unity
PC	Preparatory Committee for the Partnership Conference on the Development and Protection of the Coastal and Marine Environment in Sub-Saharan Africa
SEACAM	Secretariat for the Eastern Africa Coastal Area Management Programme
SG	Project Steering Group
UNEP	United Nations Environment Programme
UNIDO	United Nations Industrial Development Organization
UNDP	United Nations Development Programme
WGIPA	Working group on Integrated Problem Analysis
WGPI	Working Group on the Programme of Interventions

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## Executive summary

### A. Background

1. The project, Development and Protection of the Coastal and Marine Environment in sub-Saharan Africa, was formulated and received funding from UNEP-GEF and other donors to support an innovative initiative by sub-Saharan coastal states on the sustainable development and conservation of coastal and marine resources (the African Process). This initiative was conceptualized during the Pan-African Conference on Sustainable Integrated Coastal Management (Maputo Conference) (Maputo July, 2008) and the Conference on Cooperation for Development and Protection of the Coastal and Marine Environment in sub-Saharan Africa (Cape Town Conference) (Cape Town, November/December 1998). It received endorsement by the Organization of African Unity at its summit in Algiers in July 1999. The implementing and executing agencies of the project were the United Nations Environment Programme (UNEP) and the Advisory Committee on the Protection of the Sea (ACOPS), respectively. The total cost of the project was \$2,014,000, of which \$750,000 and \$1,147,000 was co-financing. Initially, the project duration was up to January 2002. However, in response to a request made by heads of State to hold the Partnership Conference on the Development and Protection of the Coastal and Marine Environment in sub-Saharan Africa (the Partnership Conference) during the World Summit on Sustainable Development (the Johannesburg Summit) in Johannesburg, South Africa in September 2002, and with concurrence from the implementing agency, the project was extended to December 2002.

2. After the closure of the project, UNEP, in accord with its normal practice, commissioned an in-depth final review and evaluation of the project. The purpose of the final review and evaluation is to establish the impact of the project in terms of the implementation of planned project activities, outputs and outcomes and actual results. The evaluation was undertaken in accordance with UNEP guidelines<sup>1</sup> and was conducted during the period from 27 January to 24 March, 2003. Interviews with stakeholders were conducted during the twenty-second session of the UNEP Governing Council/ Global ministerial Forum (Nairobi 3–7 February, 2003) and a thematic workshop on the sustainable use of marine, coastal and freshwater resources held in Abuja, Nigeria, on 24 and 25 February 2003 under the aegis of the New Partnership for Africa's Development (NEPAD).

### B. Review

3. The project was implemented using a modified Global International Waters Assessment (GIWA) methodology in the identification of hot spots and sensitive areas as well as in the application of a causal chain analysis to establish the root causes for environmental degradation, depletion of resources and loss of biodiversity. Experts from sub-Saharan Africa modified the GIWA methodology to fit the prevailing conditions in the region. In addition, a certain level of expert judgment was exercised in the application of the methodology to meet the specific context of individual countries, transboundary issues, and availability of data and information. Specific guidelines and criteria were prepared to assist in the formulation and selection of projects. (The modified methodology as utilized for the project is referred to in this report as the "African Process methodology" to differentiate it from the GIWA methodology.)

4. Implementation of the project was managed through a steering group (the Steering Group) and a preparatory committee (the Preparatory Committee) established for the Partnership Conference on the Development and Protection of the Coastal and Marine Environment in sub-Saharan Africa (the Partnership Conference)<sup>2</sup>, working groups (teams of African experts), workshops, meetings and consultants. On the whole, the project was implemented as presented in the GEF project document. The participating experts, executing agency and the implementing agency mutually agreed on any variation to the approach presented in the project document.

### C. Outputs

5. The project under review generated the following outputs:

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<sup>1</sup> Project Formulation, Approval, Monitoring and Evaluation Manual, revised edition, December 2000

<sup>2</sup> Both the Steering Group and the Preparatory Committee were composed of members at the ministerial level.

- (a) Eleven national reports containing comprehensive assessments of (i) regionally or nationally significant sites already affected by degradation (hot spots) or at risk of suffering degradation (sensitive areas), (ii) priority issues requiring urgent intervention, (iii) severity of impact of identified issues upon critical ecosystems and related human communities from an environmental, social and economic perspective, and (iv) the main causes of environmental degradation through root cause analysis;
- (b) A regional consolidated analysis report which presents common and transboundary issues as well as a prioritization of interventions to reverse negative impacts;
- (c) Nineteen project proposals containing over 140 sub-projects in five thematic areas: coastal erosion, management of key habitats, sustainable use of living resources, coastal tourism and pollution;
- (d) A programme of interventions;
- (e) Workshop proceedings and meeting reports;
- (f) Capacity-building. Over 87 experts from the eleven participating sub-Saharan coastal States;
- (g) Awareness among stakeholders on the need to sustainably use marine and coastal resources.

#### **D. Assessment**

6. The national reports are sound and they provide reference information for the development of national projects. However, the thematic approach used in the development of proposals resulted in the loss of details generated by the national reports and therefore the recommendations from national reports were not fully considered, particularly regarding the non-inclusion of some of the suggested hot spots and sensitive areas in the proposed project sites. In addition, the project proposals only provide concepts and therefore need to be reformulated to cater for the needs of participating countries, individual donors and development partners.
7. The eleven participating countries endorsed the prioritized hot spots and sensitive areas, the portfolio of project proposals and the programme of interventions during the Johannesburg Summit. The programme of interventions has been embraced by NEPAD. This is highly commendable on the side of African governments. However, although the partnership conference received commitment for support to the programme of interventions, by the time the project ended in December 2002, those commitments had not been translated into funding to implement the programme of interventions except for Norwegian funding to UNEP. Efforts are continuing to solicit support for the implementation of the African Process from the donor community.
8. The project was successful in sourcing co-financing to the tune of \$1,147,000 against \$975,000 anticipated at the time of project formulation. UNEP provided \$120,000 as co-financing to facilitate the participation of the Gambia, Mauritius and Senegal, while the UNEP Global Programme of Action for the Protection of the Marine Environment from Land-based Activities (GPA) provided \$40,000 for the participation of Tanzania. The number of participating countries thus increased from seven to eleven. The number of workshops was increased in order to provide for participation, feedback, quality control of outputs and capacity-building. The African Process has enhanced awareness, including that of African leaders and the international community, on the need for sustainable development of coastal, marine and freshwater resources in sub-Saharan Africa.
9. The project has assisted in building capacity in the eleven participating countries as well as in sub-Saharan Africa in general. The project engaged more than 87 African experts, 54 during phase I of the project and 33 during phase II. These technical experts, along with the members of the Steering Group and Preparatory Committee who oversaw the project, are now conversant in and supportive of the African Process.
10. The development of the project proposals drew from the experiences of, and made linkages to, existing national and regional projects and programmes being implemented in sub-Saharan Africa. More important, the project proposals address the new UNEP water policy and the Global Environment Facility (GEF) operational programmes on biodiversity, water body-based, integrated land and water

multiple focal areas, contaminant-based and integrated ecosystem management. Implementation of the portfolio of project proposals will contribute to the achievement of the objectives of these GEF operational programmes

**Commented [CRP1]:** Para. 7: This is a bit unclear; I can't tell how many programmes are being referred to here and, if more than one, what they are called.

## E. Lessons and experiences

11. The implementation of the African Process has provided positive lessons and experiences, including optimization of time and resources, the building of multidisciplinary teams and teamwork and participatory processes, and has earned political support at the level of heads of State. Particular achievements include the following:

(a) The use of African experts to address issues of coastal and marine environment and resources has enhanced capacity, ownership and respect in sub-Saharan Africa;

(b) The engagement of multidisciplinary teams of social and natural scientists working together at the national level has ensured that the identification of hot spots, sensitive areas and root causes has taken into consideration both natural and social dimensions;

(c) The adaptation of the GIWA methodology during phase I of the project provided synergy and efficiency in terms of optimization of time, use of expertise and avoiding duplication of efforts and reinventing the wheel. However, while some of the national teams focused on sites throughout the analysis, others teams worked with sites only for the prioritization exercise, and they analysed impacts and causes with respect to issues as they affected the whole country. This allowed for inconsistencies in the process;

(d) The organization of workshops for presentation of the outputs has assisted in capacity-building, awareness creation and consolidation of the 87 participating African experts and constituted a feedback mechanism for quality control. The African Process has been participatory, engaging stakeholders at all levels and especially at the highest political level - the heads of State, thus providing an opportunity for political stakeholders to appreciate and support the sustainable use of coastal and marine resources;

(e) Linking the African Process to NEPAD, the African Union and the Johannesburg Summit has promoted the importance of coastal and marine resources development issues and therefore support by national Governments and the international community. This has also ensured sustainability of the African Process;

(f) The African Process has provided a platform for the forging of partnerships with development partners committed to support the initiatives;

(g) The agenda of the African Process did not include discussion and consensus building on regional institutional arrangements for implementing the portfolio of projects and programme of interventions. This has caused confusion and misunderstanding in follow-up activities as well as weak leadership and direction.

## F. Recommendations

### *Recommendation one*

12. The implementation of the African Process should be guided by the policies of the Convention for Cooperation in the Protection and Development of the Marine and Coastal Environment of the West and Central African Region (the Abidjan Convention), the Convention for the Protection, Management, and Development of the Marine and Coastal Environment of the Eastern African Region (the Nairobi Convention), NEPAD and other relevant global agreements. UNEP, through its joint implementation unit for the two conventions, should provide the institutional framework in collaboration with other intergovernmental organizations, bilateral and multilateral organizations, private sector and non-governmental organizations. The reporting mechanism should be through NEPAD and the UNEP Governing Council. Development projects, i.e., those requiring heavy investment, such as the construction of centralized wastewater treatment plants and beach abatement structures, should be steered by NEPAD.

**Commented [CRP2]:** What is beach abatement? Should it be beach erosion abatement? (Note this occurs twice; second occurrence in para. 134.)

***Recommendation two***

13. NEPAD, in implementing its work plan on the conservation of coastal, marine and freshwater resources, should apply the African Process methodology. There is, however, a great need to enhance the collection of socio-economic data and information in order to improve the quality and usefulness of project proposals as well as their implementation. The UNEP joint implementation unit for the Nairobi and Abidjan Conventions should promote the collection of this information and data through the work programmes of these conventions.

***Recommendation three***

14. A broad range of stakeholders and partners should be involved at the very beginning and throughout the project cycle and sufficient time should be allocated for participatory processes.

***Recommendation four***

15. Mechanisms should be developed to enhance and maintain the network of African experts who were involved in the African Process. The joint implementation unit of the Nairobi and Abidjan Conventions could facilitate the network through the conventions' work programmes.

***Recommendation five***

16. A strategy should be developed by NEPAD and UNEP to assist sub-Saharan maritime States to source funds to support the African Process. The strategy should include the reformulation and packaging of projects to suit the specific desires of participating sub-Saharan African States and funding agencies. UNEP, through the joint implementation unit for the Abidjan and Nairobi Conventions, should take the lead in assisting the Governments of sub-Saharan Africa in the repackaging of proposals relevant to the objectives and work plans of the two conventions. NEPAD should take the lead in the repackaging of development project proposals.

***Recommendation six***

17. In the course of implementation of the projects, the participating countries should be encouraged to provide their support (counterpart finances) in accordance with the commitments they made during the African Process.



## **I. Introduction**

### **A. Background**

18. The importance of marine and coastal resources to the economies and livelihoods of the coastal states of sub-Saharan Africa has been discussed in many forums, including the Abidjan and Nairobi Convention processes, the Maputo Conference, the summits of the Organization of African Unity (Algiers, 12-14 July 1999 and Lusaka July 2001) and now the NEPAD processes on the sub-theme “sustainable use of coastal, marine and freshwater resources”.

19. The driving forces for these concerted efforts have arisen from the recognition that on one hand:

- (a) There is a great potential for economic development and support to livelihoods being provided by coastal and marine resources such as living marine resources (e.g., fisheries, mangroves), oil and gas and minerals such as diamonds, sand and limestone;
- (b) The majority of industries are sited in the coastal zone;
- (c) Most commodities are trafficked through ports sited in coastal areas;
- (d) Tourism makes an important contribution to the economies of the coastal states in sub-Saharan Africa.

20. And yet the coastal states of sub-Saharan Africa are facing a host of problems, such as:

- (a) Coastal areas that are the most densely populated and rural communities that are very poor;
- (b) Over-exploitation of fisheries resources due to poor legislation, inappropriate quotas, selective harvesting of species and the use of destructive fishing methods;
- (c) High rates of mineral exploitation, causing serious environmental degradation in coastal zones;
- (d) Increased pollution in coastal waters caused by poorly planned coastal development, which renders these areas unsuitable for tourism and mariculture development and accelerates the loss of biodiversity and habitats.

21. Despite a growing awareness among African coastal states of the need to develop an integrated approach to the utilization and conservation of coastal and marine resources and the environment, individual actions have not yielded visible impacts for a number of reasons. A key reason is inadequate coordination and cooperation among existing programmes and projects, resulting in duplication of efforts, inefficient utilization of human and financial resources and failure to capture successful experiences.

22. Improved performance in the sustainable development of coastal and marine resources in sub-Saharan Africa was the theme of discussion during the Maputo and Cape Town Conferences, where the need for a sub-Saharan-wide and integrative initiative was strongly expressed. The two conferences recommended among other things establishment of the African Process, which was conceived as a process that would lead to the mobilization of resources to support strategically identified interventions to reverse the deterioration and deprivation of economic opportunities presented by coastal and marine resources in sub-Saharan Africa.

23. To effectively steer the African Process, the Preparatory Committee was established under the chairmanship of South Africa and with facilitation by ACOPS. The purpose of the Preparatory Committee was to organize the Partnership Conference, which was intended to bring together sub-Saharan coastal states and development partners to discuss and support strategic interventions under the philosophy of revitalization of the Abidjan and Nairobi Conventions.

24. At the request of the Preparatory Committee and UNEP, ACOPS prepared a proposal and submitted it to GEF in March 2000 to fund a medium-sized project (MSP) on the development and protection of the coastal and marine environment in sub-Saharan Africa<sup>3</sup>. The overall goal of the project is to assist sub-Saharan African coastal States in achieving sustainable management of their coastal and marine environment and resources.

25. The MSP project documentation was signed in August 2000 and the project was implemented for 29 months, ending in December 2002. The participating countries were: Cote d'Ivoire, Gambia, Ghana, Nigeria and Senegal from West Africa and Kenya, Mauritius, Mozambique, Seychelles, South Africa and Tanzania from Eastern Africa. After the completion of the project in December 2002, UNEP, through its Evaluation and Oversight Unit, commissioned an in-depth final evaluation on the project in order to establish the project's impact as well as review and evaluate planned project activities, outputs and outcomes against actual results, as agreed in paragraph 4.2 of the project document.

## **B. Terms of reference for the final evaluation**

26. The objective of the final review and evaluation is to establish the impact of the project by reviewing and evaluating planned project activities, outputs and outcomes against the actual results, *i.e.*, evaluating the efficiency of project management, including delivery of outputs and activities, in terms of quality, quantity and timeliness. The detailed terms of reference for the evaluation are presented in annex I.

## **C. Methodology**

27. This review was conducted in consultation with the experts who participated in the implementation of the project and ACOPS staff. The review was conducted under the supervision of the Chief of the UNEP Evaluation and Oversight Unit and was guided by the Director of the UNEP Division of GEF Coordination (DGEF) in consultation with the project coordinator, the DGEF international waters Programme Officer for the project, the DGEF international waters Senior Programme Officer, the DGEF Programme Officer for medium-sized projects, the UNEP Division of Environmental Conventions (DEC) Senior Programme Officer and the DEC Programme Officer for regional seas conventions and GPA.

28. The evaluator utilized the opportunity of the twenty-second session of the UNEP Governing Council/Global Ministerial Forum and the February 2003 NEPAD thematic workshop on the sustainable use of marine coastal and freshwater resources to meet with technical experts and decision makers who participated in the implementation of the project (annex II). Key players who were not present during the above meetings were contacted by e-mail for their inputs. The questions set out in annex III guided the consultations in order to promote consistency in the views expressed by the interviewees.

29. During the session of the Council/Forum, consultations were conducted with representatives of DGEF, GPA, DEC, the Intergovernmental Oceanographic Commission of the United Nations Educational, Scientific and Cultural Organization (IOC) and the World Conservation Union (IUCN). The UNEP Evaluation and Oversight Unit provided clarification on the nature and conduct of the evaluation. Additional documentation was received during this period. Other relevant documents were downloaded from the ACOPS web site, specifically the documents related to the Partnership Conference. A list of the documents consulted is presented in Annex XIV.

30. The evaluation was undertaken in accordance with UNEP guidelines<sup>4</sup>. The evaluation consisted of the following:

(a) A desk study to review the documentation generated during the implementation of the project, including country reports, a regional consolidated analysis report<sup>5</sup>, project proposals, the programme of interventions, workshop proceedings, meeting reports, financial reports and other communications (annex XIV);

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<sup>3</sup> GEF MSP "Development and Protection of the Coastal and Marine Environment in Sub-Saharan Africa", project #GF/6010-00-16.

<sup>4</sup> Project Formulation, Approval, Monitoring and Evaluation Manual (Revised December 2000. Programme Coordination and Management Unit, UNEP).

<sup>5</sup> Regional Consolidated Analysis of the First Phase of the GEF MSP for Sub-Saharan Africa, June 2002.

(b) Interviews with stakeholders who participated in the twenty-second session of the UNEP Governing Council/Global Ministerial Environmental Forum and the NEPAD thematic workshop on the sustainable use of coastal, marine and freshwater resources;

(c) A questionnaire administered through electronic communication (annex III).

31. The consulted stakeholders were drawn from the groups which participated in the implementation of the project at different levels, i.e.:

(a) Eleven multidisciplinary national teams of experts led by 11 national team leaders during phase I;

(b) Five thematic/regional coordinators assisted by ten regional experts (two for each of the five themes) during phase II;

(c) Eleven national coordinators during phase II;

(d) Members of the Preparatory Committee and Steering Group.

32. This evaluation is an outcome of the in-depth review of the documentation produced by the African Process made available to the reviewer and consultations with the experts who participated in the implementation of the project. The reviewer made contacts with the consultants who worked closely with ACOPS. The reviewer also sought to discuss the project with the Directors of ACOPS, but was not very successful. The information received from ACOPS was therefore not complete. The institutional memory of the African Process is no longer resident within ACOPS. Therefore, the conclusions reflected in the review have been drawn from the information contained in the documents and provided by the interviewees and through e-mail exchanges.

33. The assessment of project impacts has been limited to process impacts, since the African Process has only reached the stage of generating project proposals. The suggested long-term impacts are, therefore, based on the reviewer's judgment and on the technical adequacy of the project proposals.

34. An attempt has been made to assess the outcomes and sustainability of the African Process on the assumption that the portfolio of project proposals is funded as well as other assumptions proposed by the experts and other stakeholders during the implementation of the project.

## II. Review

### A. Project approach

#### 1. Project design, methodologies, policy and procedures

35. The preparatory committee and representatives of civil society requested ACOPS to prepare and submit to DGEF a proposal to fund a medium-sized project. The proposal was finally submitted to GEF through UNEP in March 2000. The requested funding facilitated the development of a portfolio of project proposals for the development and protection of the coastal and marine environment in sub-Saharan Africa. Initially, seven countries subscribed to the project proposal by providing endorsement letters in accordance with a GEF requirement that the proposal be country driven. These countries were Cote d'Ivoire, Ghana, Kenya, Mozambique, Nigeria, Seychelles and South Africa. Subsequently, four countries were included in the process with additional funding obtained from UNEP and GPA. Since the project had already started, however, these additional four countries did not have to provide the same endorsement as the other seven countries<sup>6</sup>.

**Commented [CRP3]:** There is a blank here where there should be a date.

36. The purposes of phase I of the project were to identify hot spots and sensitive areas; assess impacts and their root causes; and make recommendations for their mitigation. Phase I was executed by 11 teams of national experts (natural and socio-economic scientists) from the participating countries.

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<sup>6</sup>Personal communication with ACOPS.

37. It was recommended at the start of the project that during phase I, the GIWA methodology on integrated problem analysis be used to identify, characterize and select the causes of degradation of environmental hot spots and threats to sensitive areas, resources and amenities. The Steering Group endorsed this approach during a meeting held in The Hague on 26 November 2000.

38. As noted above, the methodology was further developed and refined – becoming the African Process methodology – taking into consideration feedback from the country teams of experts. The refinement occurred during two meetings: one was held in Paris from 5 to 7 December 2000, and the second was held in Mombasa from 12 to 14 March 2001. The Mombasa meeting also provided recommendations on the focus, format, process and outcome of the portfolio of projects to be presented to the Partnership Conference. These were taken as input in the development of phase II of the project.

39. The purpose of phase II of the project was to prepare project proposals on the basis of the outputs of the first phase and to integrate the proposals into a programme of interventions to be presented to the Partnership Conference for its adoption during the Johannesburg Summit.

40. The project proposals were developed under five themes agreed during the launching of phase II at a joint meeting of the Steering Group and the Preparatory Committee held in Cape Town in September 2001. The themes were:

- (a) Sustainable use of coastal and marine resources;
- (b) Coastal erosion;
- (c) Pollution;
- (d) Management of key habitats and ecosystems;
- (e) Coastal and marine tourism.

41. Subsequently, one working group was constituted for the development of project proposals under each of the five themes.

42. Before commencement of the development of the proposals, the consultants in collaboration with IOC were to carry out a donor study in order to identify key donors priorities, budget cycles, and project preparation prerequisites. These would be taken into consideration during the development of the portfolio of projects.

43. The following elements were considered during the evaluation and selection of the concept papers and project proposals for inclusion in the programme of interventions, and it was considered that to be acceptable, a project should:

- (a) Reflect or address a regional priority problem and feature regional representation;
- (b) Be jointly supported by several countries;
- (c) Present a tractable option for remediation or prevention;
- (d) Be potentially replicable or have demonstration value;
- (e) Be the subject of interest by donors, investors and partner organizations;
- (f) Be likely to receive political endorsement by the relevant country, countries or regional organizations;
- (g) Have a financial strategy;
- (h) Have demonstrable institutional capacity;
- (i) Have the support, interest and involvement of stakeholders and communities.

44. The implementation of the project was guided by the following policies:

- (a) The to revitalize the Nairobi and Abidjan Conventions, for which UNEP provides the secretariat services;
- (b) Policies of the African Union and other relevant African regional agreements;
- (c) UNEPS' new water policy;
- (d) GEF operational programmes:
  - (i) OP2 – Biological Diversity;
  - (ii) OP8 – Waterbody-based;
  - (iii) OP9 – Integrated Land and Water Multiple Focal Area;
  - (iv) OP10 – Contaminant-based;
  - (v) OP12 – Integrated Ecosystem Management;
- (e) National policies of participating countries.

45. Procedures to be followed during the two phases of the project were prepared and agreed with the experts and were therefore well understood. The experts had the opportunity to contribute to the improvement of the procedures during periodic meetings. Intensive consultations were employed during the development of the proposals in order to ensure transparency of the selection of the projects to be developed.

## 2. Project objectives (goal and purposes)

### *Goal*

46. The overall goal of the project was to assist sub-Saharan African countries in achieving sustainable management of their coastal and marine environment and resources.

### *Objectives*

47. The objectives of the project were:

- (a) To identify areas, sites or living resources of regional or global significance that were suffering measurable degradation (i.e., hot spots);
- (b) To determine the sources and causes of the degradation and associated scales of impact (national, regional and global) to provide a basis for calculating incrementally on regional and extra-regional scales;
- (c) To identify areas, sites and resources of regional significance that, although not currently degraded, are threatened with future degradation either because of the sensitivity of the receptor or the magnitude of the activity posing the threat;
- (d) To determine, through root cause analysis, the fundamental causes of the damage or threat posed;
- (e) To design a programme of interventions, including demonstration projects and pre-investment studies, addressing problems of regional priority that could be presented to the Partnership Conference;
- (f) To present the programme of interventions to the Partnership Conference in order to solicit support for the implementation of the programme.

48. At the time of the formulation of the project, a logical framework matrix was developed in order to assist in tracking progress and achievements (annex V). The project was expected to generate four major outcomes: a list of hot spots and areas at risk; an assessment of root causes and recommended measures and interventions; adoption of the list and interventions by

participating countries; and funding of the projects included in the programme of interventions. As stated above, the countries endorsed the lists and programme of interventions at the highest political level, i.e., heads of State (annex VI). During the Partnership Conference, several development partners expressed interest in assisting in the implementation of the programme of interventions. In particular:

- (a) The United States indicated that it was prepared to assist in the African Process through the programmes currently being supported such as the large marine ecosystems, geographic information for sustainable development and “My Community, Our Earth” programmes;
- (b) UNEP indicated that it would continue to provide support to the Abidjan and Nairobi Conventions;
- (c) GEF indicated that it would continue to address environmental concerns in its main focal areas, including coastal and marine resources;
- (d) The World Bank is already providing support to coastal and marine initiatives in several African countries;
- (e) IOC indicated that it would continue to provide its technical support during the implementation phase of the African Process.

49. The project document identified specific activities to achieve the outcomes. These included effective project coordination, production and training on guidelines and criteria for the characterization of hot spots, areas at risk and root causes, and development of a programme of interventions. Regarding coordination, the project had three levels:

(a) During phase one, IOC and ACOPS identified 11 national team coordinators. Each team coordinator had several experts who identified hot spots, conducted the root-cause analysis and provided recommendations on interventions. ACOPS and IOC administered the 11 national teams of experts;

(b) During phase II, five thematic regional coordinators assisted by two experts drawn from the participating countries developed the portfolio of projects and the programme of interventions. The international consultants assisted these five thematic teams. Some of the experts who participated in phase I were retained during phase II. Phase II was mainly administered by ACOPS.

**Commented [CRP5]:** Who was drawn from the participating countries? The regional coordinators, the two experts, or all of them?

(c) The project was guided by the Preparatory Committee and a steering group comprised of representatives of the participating countries together with representatives from UNEP, IOC, the African Ministerial Conference on the Environment (AMCEN) and ACOPS (the Steering Group). Members of the Steering Group also served as members of the Preparatory Committee; this provided continuity as well as optimization of capacity and increased efficiency.

50. At the outset of phase II, guidelines were jointly developed with the experts before adoption for use. This provided understanding on the scope of work and therefore uniformity and transparency in the selection of the projects.

### 3. Scope of project outputs

51. The key outputs which have been generated by the project are:

- (a) Eleven national reports containing comprehensive assessments of (i) regionally or nationally significant sites already affected by degradation (hot spots) or at risk of suffering degradation (sensitive areas), (ii) priority issues that require urgent intervention, (iii) severity of impacts of identified issues upon critical ecosystems and related human communities from an environmental, social and economic perspective, and (iv) the main causes of environmental degradation through root-cause analysis;
- (b) A regional consolidated analysis report which presents common and transboundary issues as well as a prioritization of interventions to reverse negative impacts;
- (c) A programme of interventions;
- (d) Meeting reports as presented in annex XIV;

(e) Nineteen project proposals over 140 sub-projects<sup>10</sup> in the five thematic areas as presented in the table below:

**Number of projects proposals per theme**

Theme	Number
Coastal erosion	3
Management of key habitats	5
Sustainable use of living resources	4
Tourism	4
Pollution	3
<b>Total</b>	<b>19</b>

**4. Modification to the original project design**

52. On the whole, there was no major modification of the original project design during implementation apart from improvement of the GIWA methodology as indicated in section II.A.1, above, and the addition of four countries to participate in the African Process. The additional four countries followed the same procedure and methodology. As a result, they generated the same outputs as the other participants at the national level, i.e., national reports which feed into the synthesis of the regional report, development of project proposals and the programme of interventions.

**5. Assumptions**

53. Successful implementation of the project was dependent on the realization of several assumptions which were set at the time of the formulation of the project. Specifically, the project document called for:

- (a) A high degree of political support and consensus;
- (b) Government endorsement of the identified hot spots and sensitive areas;
- (c) Government endorsement of the portfolio of projects and the programme of intervention;
- (d) Government allocation or earmarking of national resources for the process;
- (e) A willingness by some African countries to regard the environment as an economic resource so as to encourage and stimulate external partners to provide investment;
- (f) Provision of financial resources by development partners for the implementation of the programme of interventions.

**B. Effectiveness and efficiency**

**1. Schedule and implementation timetable**

54. The actual implementation of the project activities against the proposed schedule in the project document is presented in annex VIII.

55. The project was to be concluded by December 2001. However, the period was extended to December 2002. The postponement was prompted by a decision (AHG/Dec.(XXXVII)<sup>11</sup> of the Organization of African Unity at a summit held in Lusaka in July 2001 “to hold the Partnership Conference at the level of heads of State in conjunction with World Summit on Sustainable Development”. UNEP concurred with the postponement of the conclusion of the projects.

<sup>10</sup> Development and Protection of the Coastal and Marine Environment in sub-Saharan Africa: Portfolio of Project Proposals, 19 August, 2002.

<sup>11</sup> Assembly of Heads of State and Governments; Thirty-seventh Ordinary Session/Fifth Ordinary session of the AEC, 9-11 July 2001, Lusaka, Zambia.

56. The schedules for the expert meetings were normally discussed and fixed in previous meetings depending on workload and other considerations. This provided flexibility on participation. For example, the third meeting of the Working Group on Integrated Problem Analysis (WGIPA) was scheduled to take place at the end of April or the beginning of May 2001. That meeting was postponed in order to allow four additional countries to complete the scoping and scaling exercise and as well as the causal chain analysis. The workshop then took place on 10 and 11 September 2001.

57. During the meeting held in Cape Town in September 2001, it was decided that the Working Group on Programme of interventions (WGPI) would meet again in February 2002 in Accra (WGPI II) and then in Abidjan, Cote d'Ivoire in May 2002 (WGPI III), in order to further develop and integrate the portfolio of project proposals. In addition to this, regional coordinators met in April 2002 in Cape Town. These workshops took place as scheduled. The technical workshops culminated in the final meeting of the Preparatory Committee, held in Abuja in June 2002 – the SuperPrepCom – at which potential stakeholders and partners had an opportunity to review the full portfolio of proposals and the programme of interventions.

58. The Partnership Conference was postponed from December 2001 to September 2002 to coincide with the Johannesburg Summit, as indicated above.

59. There were three meetings proposed for the Steering Group<sup>7</sup>. The second and third meetings were staggered by up to seven months, due to the postponement of the Partnership Conference. These meetings were extremely important in providing policy guidance, oversight and decisions with respect to the actions required to effectively implement the process.

60. In the project document, only one technical meeting was planned for phase II. During implementation, four meetings were conducted. The work of WGPI was extended from May 2001 to September 2001.<sup>8</sup>

61. UNEP participated in all project workshops except for meetings in Paris (5–7 December 2000) and Cape Town (12–13 September 2001) (annex XI). UNEP was tracking progress in addition to the normal reporting in accordance with a project requirement by established by ACOPS as the executing agency.

## 2. Output compared with budget cost

62. During the formulation of the project, it was underscored that the total in-kind contribution by the participating sub-Saharan countries would be to the tune of \$220,000 and that other partners, excluding GEF and GPA, would contribute \$755,000. GEF provided \$750,000 to cover the incremental costs pertaining to the “global benefits” that the project would yield.

63. Contributions by the participating countries from sub-Saharan Africa were mostly in-kind and are therefore difficult to assess. The budget spreadsheet provided for assessment did not include finances obtained from the other partners and therefore showed only that of the project. The finances provided for the inclusion of four additional countries are also not included in this analysis. These were disbursed separately by GPA and DEC to ACOPS through memoranda of understanding.

**Commented [CRP6]:** This seems rather unclear, at least to me. If you agree, perhaps the author can clarify.

64. The project finances supported the following activities:

(a) Project coordination, which involved the organization and holding of three Steering Group meetings (activity 1);

(b) The development of the methodology, criteria and guidelines for the identification and prioritization of hot spots and sensitive areas (activity 2);

<sup>7</sup> The first meeting of the Steering Group was held in The Hague, 26 November, 2000. The second meeting of the Steering Group and the fourth meeting of the Preparatory Committee were held jointly in Cape Town on 17 and 18 September 2001. The final Meeting of the Preparatory Committee (SuperPrepCom) was held in Abuja, Nigeria from 17 to 19 June 2002.

<sup>8</sup> Schedule of WGPI Meetings: Meeting of the Regional Coordinators, Cape Town, South Africa, 2-3 April 2001; First Meeting of the Working Group on Programme of Interventions (WGPI – I), Cape Town, South Africa, 12 – 13 September 2001; Second Meeting of the Working Group on Programme of Interventions (WGPI- II), Accra, Ghana, 18-20 February, 2002; Third Meeting of the Working Group on Programme of Interventions (WGPI- III) held in Abidjan, Cote d'Ivoire, 14-16 May 2002.



- (c) Root-cause analysis and recommendations for interventions to address hot spots and sensitive areas (activity 3);
- (d) Identification of hot spots and sensitive areas, resources and amenities (activity 4);
- (e) Development of portfolio of projects and programme of interventions for the Partnership Conference (activity 5);
- (f) Executing agency management and support costs (activity 6);
- (g) Other miscellaneous costs (others).

65. GEF support was directed toward the following countries: Cote d'Ivoire, Ghana, Kenya, Mozambique, Nigeria, Seychelles and South Africa. The co-financing provided by UNEP and GPA assisted Gambia, Mauritius, Senegal and Tanzania to implement activity 2-6

### 3. Financial management

66. Project documentation shows that quarterly financial statements were provided throughout the period of implementation of the project. The disbursement of funds for the period August 2000 to December 2002 was audited and the audit opinion was that:

- (a) Proper books of accounts were maintained;
- (b) Project expenditures were supported by vouchers and adequate documentation,;
- (c) Expenditures were incurred in accordance with the objectives outlined in the project document.

67. The audited accounts, however, only related to GEF trust funds in the amount of \$750,000. ACOPS provided separate accounting statements for the funds provided by UNEP through the three memoranda of understanding and funds provided by other donors. Tanzania accounted for the funds received from GPA.

### 4. Co-financing

68. The proposed level of co-financing, both in-kind and cash, for the project was \$975,000, as indicated in the table below:

Source of co-financing	Proposed in the project document	Actual
ACOPS	75,000	75,000
Cote d'Ivoire	15,000	15,000
Ghana	30,000	30,000
Kenya	30,000	30,000
Mozambique	15,000	15,000
The Netherlands	--	13,000
Nigeria	30,000	30,000
Norway	--	192,000
Portugal	100,000	--
Seychelles	30,000	30,000
South Africa	70,000	70,000
United Kingdom	160,000	145,000
United States of America	200,000	150,000
IOC	70,000	252,000
IUCN	50000	--
GPA	100,000	100,000
<b>Total co-financing</b>	<b>975,000</b>	<b>1,147,000</b>

69. During the implementation of the project, the level of co-financing rose to \$1,147,000, an increase of 20 per cent. The increase in co-financing allowed for the participation of four additional countries, i.e., the Gambia, Mauritius, Senegal and Tanzania, as well as increased funding of project activities in general. Disbursement by UNEP was through two memoranda of understanding, \$50,000 in phase I and another 50,000 in phase II.

## 5. Project budgets

70. Annex IX presents the analysis of budgeted versus actual expenditure of project funds on the core project activities.

71. Through a communication dated 18 April 2002, ACOPS requested UNEP:

(a) To utilize \$50,000 from cost items 3309, 3311 and 3312 to cover new cost items 1228, 1602, 3313, 3314 and 3315;

(b) To extend the duration of the project by 11 months from 29 January to December 2003.

72. This request was accepted by UNEP (annex X).

## C. Project institutional capacity

### 1. Project management and institutional framework

73. The implementation of the project was coordinated by ACOPS as the executive agency. National coordination was realized through teams of experts who were responsible for the preparation of the national reports. The mode of operations was through the engagement of committees, consultants, working groups, workshops and reporting. Contractual agreements were entered into with the experts in order to provide clear assignments to the experts and consultants.

#### ***WGIPA***

74. The identification of hot spots and sensitive areas, causal chain analysis and national recommendations on interventions was carried out by national teams of experts in each of the eleven participating countries. The national teams of experts were multidisciplinary, comprising socio-economists and natural scientists. There were more than 54 experts who participated in phase I of the project.

75. The work of the national teams of experts was guided by the African Process methodology as well as criteria and guidelines set by WGIPA. WGIPA met several times before the finalization of the national reports.

#### ***WGPI***

76. WGPI was composed of members from five thematic working groups. A regional coordinator, assisted by two multidisciplinary experts drawn from the eleven participating countries – a natural scientist and a socio-economic scientist – coordinated each of the thematic working groups (annex IV).

77. The selection of the team of experts in each working group considered multi-disciplinarity as well as regional balance between West and East Africa. The team of experts in each working group was required to conduct a thorough review of national reports, cluster ideas along identified themes and generate project proposals within the thematic areas of coastal erosion, management of key ecosystems and habitats, pollution, sustainable use of living resources and tourism. The working groups were to seek and draw the interest of relevant donors and partners when developing the proposals and were to take into account and look for linkages and cooperation with ongoing or planned projects and programmes. The working groups were to endeavour to ensure compatibility with national priorities and seek synergy with ongoing initiatives, in particular other relevant GEF projects and programmes of GPA, UNEP and IOC, as provided in the national reports. The working groups were to seek additional information from the national coordinators.

78. Four international experts from the implementing, executing and partner organizations backstopped the working groups. The role of the international experts was to assist with organizational affairs, technical issues and project preparation. In addition, and as appropriate, associate experts were invited to participate and/or contribute to the work of the working groups. Overall, a total of 33 experts were involved during the implementation of phase II of the project.

#### ***National coordinators***

79. During Phase II of the project, the development of the portfolio of projects was facilitated at national level by eleven national coordinators, one from each of the participating countries. The roles of the country coordinators were to:

- (a) Gather inputs and information at the national level and provide these to the regional and thematic coordinators;
- (b) Ensure that information and developments within the working groups were presented to relevant authorities and partners at the national level in a timely fashion and that project proposals were eventually endorsed at the national level and mainstreamed into relevant tools and frameworks;
- (c) Mobilize partners in terms of financial support for project implementation and particularly with regard to co-financing requirements;.

#### ***Preparatory Committee / Steering Group***

80. The Partnership Conference was conceived during the Maputo Conference held in July 1998. It was resolved during the Cape Town Conference in December 1998 to establish the Preparatory Committee for the organization of the Partnership Conference. The Preparatory Committee was facilitated by ACOPS and was reported to the Organization of African Unity. The Steering Group guided the implementation of project activities. As noted above, the Steering Group comprised representatives of the participating countries together with representatives from UNEP, IOC, AMCEN and ACOPS, and members of the Steering Group also served as members of the Preparatory Committee in order to provide continuity, optimize capacity and increase efficiency.

81. A sub-committee of the Steering Group was established to assist in the screening, selection and harmonization of project proposals for the programme of interventions. The members of the sub-committee were:

- (a) South Africa, as Chair of the Preparatory Committee;
- (b) Mozambique, as Vice-Chair of the Preparatory Committee;
- (c) Nigeria as President of AMCEN.

### **III. Findings and assessment**

#### **A. Findings**

##### **1. Appropriateness of project approach**

82. The process of designing the project was participatory, as evidenced by its endorsement by the GEF focal points of the initial seven participating sub-Saharan African countries. This complied with the GEF requirement that project development and implementation be country driven. It also forged synergy and complementarity amongst the GEF projects and avoided duplication and therefore promoted the effective use of resources. The ownership of the project was ensured through specific feedback mechanisms such as:

- (a) Joint meetings among the national teams and among the five working groups;
- (b) National workshops and consultative meetings with relevant Government officials and other partners;
- (c) Linking of the proposed projects with Government programmes and their priorities;

- (d) Linking with existing donor supported projects;
- (e) Guidance and oversight provided by the Preparatory Committee and Steering Group.

83. The approach to implementing the project was through the engagement of consultants. Overall more than 87 African experts were involved – 54 during phase I and 33 during phase II. The Preparatory Committee and Steering Group (drawing participants at ministerial level) oversaw implementation.

84. The adoption and modification of the GIWA methodology further enhanced the building and utilization of human capacity. Some of the experts who participated in the African Process were the same as those who participated in the GIWA programme. The methodology as adapted aimed at assessing the ecological status of natural ecosystems (resources) and their associated causes of environmental problems. The assessments were based on “basic ecological data; data about human impacts on the environment; environmental assessments, including trends; basic social and economic data and data on the social root causes of environmental problems”.

85. As stated in section I, above, past efforts aimed at sustaining the coastal and marine resources of sub-Saharan Africa have not produced positive results. This has been attributed to the sectoral and unintegrated approaches employed in addressing the issues of coastal and marine environment. The application of the GIWA methodology was appropriate in that it provided an opportunity for the tracking of the root causes of the continued environmental degradation of coastal and marine ecosystems. The integrative mitigation interventions addressing root causes have a high possibility of reversing environmental decline and improving environmental conditions.

86. However, the power and effectiveness of the GIWA methodology depends on the availability of data and information both on natural ecosystems and social-economic-cultural phenomena (the human dimension). Recognizing the paucity of data and information, the experts modified the methodology to produce the African Process methodology. The specific modifications included:

- (a) The modification of criteria 7 and 8 of the GIWA methodology in order to take into account the broader reality of the types of environmental degradation present in coastal and marine areas in sub-Saharan Africa. For example, atmospheric pollution and contamination from water pollution are not the only forms of environmental degradation observed in these areas;
- (b) Changing the range of the population rating from 1 – 10 to 1 – 5 in order to better fit the populations of the maritime countries in sub-Saharan Africa;
- (c) Recognizing and taking into account the fact that the distinction between “hot spot” and “sensitive area” is not clear-cut. Hot spots can be found within sensitive areas and vice versa; also the classification of a site in one of the two categories is not easy, as the degree of degradation is often variable over time and geographical areas. The choice between the two designations was therefore left for the judgment of the experts;
- (d) The addition of five new issues, including coastal erosion as a stand-alone issue.

87. Although the African Process methodology was supposed to be consistently used in the 11 countries involved in the project, during implementation it was adjusted to fit national situations. The adjustment in each country was based on expert judgment, taking into account the particular context of the country and the availability of data and information. Therefore, some of the teams focused on sites throughout the analysis, while others worked with sites only for the prioritization exercise and analysed the impacts and causal chain with reference to issues as they affected the whole country.

88. Leaving room for expert opinion in areas where there was less clarity on instruction or lack of information may have caused disparities, especially in terms of details and geographic scope of the issues identified, hot spots, root causes and recommended remedial measures.<sup>7</sup>

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<sup>7</sup> WGIP – III, “Regional consolidated analysis of the 1<sup>st</sup> phase of the GEF MSP sub-Saharan project”, June, 2002.

89. Throughout the course of the implementation of the project, experts were repeatedly reminded of the objectives of the project, especially the revitalization of the Abidjan and Nairobi Conventions. However, it is surprising that relevance of the project to the work programmes of the Nairobi and Abidjan Conventions and GPA, which was the primary focus of the project, was not included as one of the criteria for the selection of project proposals (section II.A.1).

90. In the cause of implementation, clear terms of reference, including deadlines for delivery of outputs, were prepared and entered into with the consultants. Guidelines and criteria were developed in a participatory manner to guide the process objectively. Going through the national reports, meeting proceedings and the portfolio of projects, the experts adhered to the agreed methodology, guidelines and criteria. Any variations were proposed, discussed, agreed upon and applied by all participating experts. However, the use of expert judgment was necessitated by the inadequate data available to undertake the different types of analysis required by the methodology.

91. The implementation of phase I went largely according to schedule as provided in the work plan developed during formulation of the project. However, phase II was extended for 12 months. This was in part due to the need to have the Partnership Conference back-to-back with the Johannesburg Summit and also to accommodate the four additional countries that participated in the project.

92. Most of the project objectives were met, as verified by the indicators. The national reports are sound and provide reference information for national project development. Unfortunately, there is no direct link between the portfolio of project proposals and the recommended interventions at the national level for hot spots and sensitive areas. With regard to thematic groupings, the experts expressed concern that some issues would be lost under these groupings, specifically modification of stream flows. In fact, this was the case. It is not easy to relate directly the project proposals to the nationally identified sites (annex XVI). In addition, the project proposals provide only frameworks that will need to be adapted to cater for individual countries and regions as well as donor and development partner needs; the portfolio of project proposals thus contains project concepts rather than full project proposals.

93. Phase I of the project not only generated the list of hot spots and sensitive areas, sites and resources at risk, but also provided an opportunity for capacity-building and unveiled significant information existing in both published and grey literature. The hot spots, risk sites and programme of interventions were discussed and endorsed by the participating countries through national meetings and letters of endorsement, and therefore further enhanced capacity-building and awareness.

94. The project resulted in the identification of sites suffering measurable degradation (hot spots) and resources in danger of being depleted (sensitive areas and resources). Most of them have root causes that are common to subsets of the eleven countries and therefore do have a high level of regional significance. This calls for a common approach to finding solutions. For sub-Saharan Africa, having projects that demonstrate successful solutions and the building of capacity in these strategic fields is as important as identifying transboundary issues. Africa needs successful examples which will encourage decision makers to take concrete actions to address these problems. Addressing these problems in an integrated manner will lead to sustainable management of coastal and marine resources – the goal of the project.

95. The assessment of the scope, quality and usefulness of the project outputs is presented in annex VII.

96. The national reports produced during phase I of the project contain a wealth of information which is unprecedented in sub-Saharan Africa. The content and depth of the information was fairly similar in all countries except in a few areas. For example, the proposed methodology for scoring socio-economic impacts was applied in detail only in three countries – Mauritius, Nigeria and Senegal. This raises a concern about the lack of socio-economic data and the impact it had on the quality of the proposed projects. The documentation as well as discussions with participating experts indicated that the limitation of three hot spots and three sensitive areas as priority for consideration during the development of phase II restricted the scope and geographic coverage of issues.

97. The project proposals tabled during the Partnership Conference were drawn from three sources:

(a) Technical recommendations emanating from national reports developed during phase one;

(b) Additional and/or revised concepts from phase one;

(c) Another set of proposals originating outside of the project but tentatively following the same guidelines and format.

98. Consequently, the resulting project proposals factored in interests additional to those of the participating countries presented in their national reports.

99. The eleven participating countries endorsed the prioritized hot spots and sensitive areas, the portfolio of project proposals and the programme of interventions up to the level of heads of State during the Johannesburg Summit. The Partnership Conference received commitment for support to the programme of intervention. However, by the project concluded in December 2002, those commitments had not been translated into funding. Nevertheless, the fundraising process is continuing and promising. UNEP and GPA are negotiating with the Government of Norway for support for the Nairobi Convention. Some donors are consolidating their existing projects in order to address the problems identified by the African Process<sup>8</sup>. However, the inadequate commitment by development partners during the Partnership Conference has marred the enthusiasm and the support provided by African countries during the development of the programme of interventions<sup>9</sup>

100. The African Process has enhanced awareness among African leaders and the international community of the need for sustainable development for coastal marine and freshwater resources. This is demonstrated by the fact that the programme of intervention has been embraced by NEPAD.

101. Most of the assumptions set in the project document were met to a certain extent, as reflected in the table below:

<b>Assumption</b>	<b>Status</b>
A high degree of political support and consensus	<ul style="list-style-type: none"> <li>• Endorsement by heads of State during OAU meeting in Algiers (12-14 July 1999) (Lusaka (July 2001) and during Johannesburg Summit (September 2002)</li> <li>• Endorsement by AMCEN during the Kampala Meeting</li> <li>• Decision to include the African process in NEPAD</li> </ul>
Government endorsement of the identified hot spots and sensitive areas	Hot spots and sensitive areas prioritized by eleven participating countries and submitted to the implementing agency through the national reports
Government endorsement of the portfolio of projects and the programme of interventions	Ministers from the participating countries endorsed the portfolio of projects and programme of interventions through: <ul style="list-style-type: none"> <li>• Letters of endorsement by participating countries;</li> <li>• SuperPrepcom in Abuja, Nigeria June 2002;</li> <li>• Ministerial segment of the Partnership Conference during the Johannesburg Summit.</li> </ul>
Governments allocate or earmark national resources in order to ensure that the process works.	<ul style="list-style-type: none"> <li>• Participating countries allocated resources in kind and in cash.</li> </ul>
The willingness of some African countries to regard the environment as an economic resource so as to encourage and stimulate external partners to provide investment.	Development partners provided co-financing (see II.B.3)
Development partners provide financial resources for the implementation of the programme of interventions.	In progress and promising

<sup>8</sup> Examples: Statement by the representative of the United States Government during the Partnership Conference (annex x); Consultation with the World Bank.

<sup>9</sup> Expressed by the interviewed stakeholders.

## 2. Effectiveness and efficiency

102. The activities in phase I of the project were implemented within the time frame set out in the project document. However, the time frame for phase II was extended for 12 months to respond to the call by African heads of State to hold the Partnership Conference back-to-back with the Johannesburg Summit. The extension of the project for 12 months provided an opportunity for the production of project outputs under more relaxed time constraints. It also provided time for the four countries (Gambia, Mauritius, Senegal and Tanzania) which joined at a later time to catch up in the process.

103. The national reports were to be concluded by May 2001, but were finalized by September 2001 after a delay of three months. Since there was agreement to extend the duration of the project by 12 months, this delay did not have an impact on the overall implementation of the project. Although this was a positive postponement, putting the African Process together with the larger agenda of the Johannesburg Summit might have undermined its course. The issues discussed during the Johannesburg Summit were very diverse and required significant negotiation, and the African Process was not a priority during the Summit proceedings. It would have been much more advisable to have the Partnership Conference as a stand-alone meeting. This would have provided a better opportunity to gauge the commitment of the partners.

104. It was not anticipated during the formulation of the project that it would proceed in phases. In the event, however, the phases provided logic, clarity and efficiency in the implementation of the project. The working group meetings served as training sessions for the participating experts. The interactive development of the methodology, criteria and guidelines can be construed as training and capacity-building activities. The participating experts confirmed that they benefited from the process.

105. A comparison of budgeted versus actual expenditure for project activities is presented in annex IX. The project was successful in raising co-financing over and above the level set at the time of formulation. Co-financing was required in order to increase the number of participating countries as well as to increase the number of meetings of the working groups in order to ensure effective participation by stakeholders. The additional co-financing supported four additional countries and therefore increased the rate of participation by coastal states in sub-Saharan Africa to at least one-third.

106. The core activities of the project were the processes and outputs leading to the development of bankable project proposals. These included the successful implementation of activities 3, 4 and 5. These three activities used more than 60 per cent of the budget, with the largest investment going into the development of national reports. The information contained in the national reports is useful not only for the development of the project proposals and the programme of interventions, but also for the development of additional programmes as deemed necessary by the participating countries either singly or collectively. The development of the African Process methodology has assisted in the building of capacity in the area of project formulation.

107. Overall, the funds were used in accordance with planned activities except for minor modifications, which received approval from UNEP as the implementing agency. These variations included:

(a) An over-expenditure on activities 2, 3 and 4, the main product of which was the national reports which containing lists of hot spots and sensitive areas and analysis of the root causes impacting or with potential to impact hot spots and sensitive areas. This set of activities was supposed to culminate in a single expert meeting to discuss the national reports. The duration for the implementation of the activities was extended, however, and three expert meetings were held;

(b) An under-expenditure on activity 5, the products of which were the portfolio of projects and the programme of interventions. The duration of this activity was extended to May 2002. Under-expenditure was also realized with respect to activities 1 and 6.

108. Unplanned but necessary activities cost approximately \$71,000 (10 per cent). Also, the number of workshops was increased in order to enhance participation, feedback, quality control of outputs and capacity-building. The number of participating countries increased from 7 to 11.

109. Discussions with participating experts showed that there were no delays in the disbursement of funds. However, the experts expressed the view that the level of funding was

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rather low for the assigned tasks. The actual disbursement of consultancy fees to the experts is presented, by country, in annex XVII and ranged between \$14,000 and \$28,750.

110. The overall expenditure on administrative and overhead charges totalled \$60,000, which is about 10 per cent of the total budget. This low administrative and overhead cost is due to the employment of consultants to assist in the implementation of the project, because consultancy fees are not considered administrative costs.

### 3. Project institutional capacity

111. The project was implemented by DGEF and executed by ACOPS. The mode of implementation by ACOPS was through the engagement of committees, consultants and working groups. This in many ways ensured the use of existing capacity in sub-Saharan Africa as by itself, ACOPS would not have been able to unilaterally implement the project, which in any case was not desirable.

**Commented [CRP8]:** Though it says here that ACOPS executed the project, the next sentence discusses the way in ACOPS implemented it. Which should it be?

112. The Steering Group and Preparatory Committee provided guidance and oversight. WGIPA, which consisted of national consultants and associated national experts, generated eleven country reports containing country-specific background information, prioritized hot spots and sensitive coastal and marine areas, causal chain analysis and national recommendations on intervention measures. WGPI and associated regional consultants developed a portfolio of framework project proposals and the programme of interventions based on the national reports.

113. Collaboration between the various stakeholders and agencies took place through participatory meetings. The meetings provided a platform for capacity-building, planning, presentation of outputs and quality control. The level of participation by the different stakeholders is presented in annex XI.

114. There were sufficient consultations with stakeholders, especially at the national level and during WGPI III and SuperPrepCom. Six of the participating countries held national workshops, while five countries had extensive briefings with various stakeholders.

115. The engagement of the Preparatory Committee, the Steering Group and working groups provided a strong linkage which ensured the timely and effective implementation of project activities. In order to facilitate the national linkage, the national coordinators during phase II were mainly drawn from relevant Government ministries (annex XII). The workshops provided a means for feedback as well as monitoring the delivery of outputs as specified in the project document. The workshops also allowed the effective participation of partners and mobilization of endorsement at the highest political level possible. However, discussion with the participating experts revealed that not all the national coordinators played their roles to the fullest extent. In the case of Tanzania and South Africa, the national coordinators had to be changed. Also, in some cases members of the working groups were ineffective and had to be replaced.

116. The African Process did not address regional institutional arrangements for furthering the implementation of the programme of interventions. As a result, the roles of the Abidjan and Nairobi Convention as well as that of GPA were not clearly defined. The revitalization of the Abidjan and Nairobi Conventions and the implementation of the GPA work programme were the focus of the project.

## B. Assessment

### 4. Financial sustainability

117. The Partnership Conference was the key fund raising strategy in support of the implementation of the programme of interventions. Before the Partnership Conference, however, potential partners were asked for their support. The national coordinators at the national level consulted with bilateral development partners. The need for financial support to the African Process was also raised during the various workshops. UNEP and ACOPS consulted with multilateral financial institutions as well as other donors to solicit financial support for the African Process. All these consultations were geared towards the Partnership Conference. Certainly, they raised awareness of the need to support the implementation of the African Process in order to ensure sustainable use of coastal and marine resources in sub-Saharan Africa.

118. UNEP, GPA and IOC have expressed a strong commitment to work with the countries in sub-Saharan Africa to implement the African Process. Already, DEC and GPA are soliciting



funding from GEF and the Government of Norway to support activities in the western Indian Ocean region. Other partners such as the World Bank have indicated that they will factor some of the proposed actions into their ongoing activities.

119. This multi-pronged approach in seeking partnerships using the three platforms – countries, regional conventions (Abidjan and Nairobi Conventions) and NEPAD – has great potential for success in generating the funding needed to implement the proposals generated by the African Process. However, the various actions and initiatives need to be effectively coordinated through a solid intergovernmental institutional arrangement.

## 5. Enabling environment

### *Stimulation of capacities and replication*

120. The African Process, through the engagement of working group teams, coordinators, working group meetings and Government endorsement processes, provided a conducive environment for the wider understanding and adoption of an integrated approach in the conservation of coastal and marine resources in sub-Saharan Africa. These mechanisms forged the coordination of the three pillars of integrated coastal management – scientists, stakeholders and decision makers.

121. Integrated coastal management has been embraced globally as an approach which ensures the sustainability of the use of coastal and marine resources and the environment. In the light of this, the African Process methodology has the potential to be used in other regions, especially in developing countries where there are inadequate capacities and financial resources.

122. The project's support to the African Process has assisted in the building of capacity in several ways:

(a) At the national level, the multidisciplinary team of experts was engaged in a highly technical process of identifying hot spots and sensitive coastal areas as well as the casual chain analysis using an agreed methodology, a set of guidelines and criteria. The national experts are now conversant with the process and will be able to use their skills in the analysis of marine and coastal issues in the formulation of projects in the future;

(b) At the regional level, more than 33 experts worked together in the development of framework proposals. This capacity is available and can be mobilized in the development of future proposals for other sub-Saharan coastal states which have not participated in the first round of the African Process. Interaction between these regional experts and national teams will further enhance capacity-building in sub-Saharan Africa;

(c) The African process has contributed significantly to the NEPAD planning process;

(d) During the African Process, many non-participating countries that were invited to participate in the workshops expressed interest in joining the process. These countries include Benin, Equatorial Guinea and Morocco.

123. The level of participation by the different stakeholders is presented in annex XI. The African Process involved the scientific community, Governments, the private sector and civil society. Participating scientists met more than seven times during the working group meetings, which began in late 2000. As a result, they have forged a network which otherwise would have been difficult to establish. This network should be maintained.

124. The secretariat of the Abidjan and Nairobi Conventions as well as UNEP/GEF, GPA and IOC attended all the working group sessions, the Steering Group meeting and the SuperPrepCom. Non-governmental organizations and the private sector participated mainly at the national level and also during WGPI II and WGPI III. The multilateral and bilateral agencies participated mainly in the SuperPrepCom and the Partnership Conference.

125. During WGIPA I, the need to involve civil society and the private sector in all phases of programme development was expressed. During WGIPA II, the experts expressed "the need to ensure that the whole project starting from the problem analysis to the development of the proposals for interventions should be integrated and continuous, and that the national experts

**Commented [CRP9]:** Does more than 33 mean 34? It sounds a bit odd to say "more than" with such a small number.

**Commented [CRP10]:** Same as last comment. More than seven?

should be involved at the different steps of the project<sup>9</sup>. However, during the second phase of the project, only some of the experts used during the first phase were engaged.

126. The organization of the Steering Group meetings back-to-back with the working group meetings provided an opportunity for interaction between scientists, decision makers, non-governmental organizations and the private sector and therefore forged greater linkage and understanding. This enhanced the ownership of the African Process.

127. The involvement of high-ranking political stakeholders during the African Process as well as presentation of information on the process at external events held by the African Union, NEPAD, AMCEN and others had a tremendous impact on raising awareness among policy makers. This was demonstrated by the political endorsement of the portfolio of projects and programme of interventions by the heads of State of the participating countries and development partners during the Johannesburg Summit (annex VI).

128. The stakeholders who were involved in the African Process were scientists and Government representatives, relevant United Nations agencies, multilateral agencies, non-governmental organizations and the private sector. The African Process was interactive with regard to these stakeholders and they are therefore very much aware of the process and its outputs. Experts developed the country reports, project proposals and the programme of interventions through desk work and based on existing information. These were presented to Governments for endorsement through ministries responsible for the environment. The level of sectoral involvement in the endorsement varied from country to country. For example, whereas Nigeria held national workshops up to the ministerial level for the endorsement of the national report as well as the portfolio of projects, Seychelles on the other hand held small consultative meetings with relevant groups. The project proposals are multisectoral, requiring the involvement of more than one sector and country for their implementation. The relevant sectors will therefore need to be appraised during implementation in order to enhance integration.

129. Donors and partners were not engaged sufficiently in the formulation of project proposals. Project proposals should therefore be considered as concepts, pending further development to suit the requirements of specific countries, regions and donors.

130. The key tangible products of the project are the 11 national reports, the regional consolidated analysis, the portfolio of projects, the programme of interventions and the African Process methodology (the modified GIWA process). All these documents have been posted on the ACOPS web site and are available there without restriction. The products have also been archived on CD ROMs, which were distributed during the Partnership Conference to participating countries and to the Johannesburg Summit participants at large. The products of the African Process have therefore been widely distributed.

#### *Contribution to national Governments and institutions*

131. The African Process has generated a network of experts at the national and regional levels. These experts will assist in the development of projects for other African coastal states, in the course of which they will interact and therefore increase capacity. The African Process methodology, which has now been tested, will continue to be applied. Lessons learned will improve the application of the process, including through the involvement of all stakeholders as well as donors and partners throughout the process.

132. The African Process culminated in the Partnership Conference, where the expectation was that donors and partners would invest in the portfolio of projects and forge partnerships with the participating countries. Unfortunately, this has not happened as yet, and the participating countries are in a dilemma. A strategy needs to be developed that will assist Governments to obtain funds to support this well-intended initiative. The strategy will include the reformulation and packaging of the project to suit the desires of the recipient countries and the funding agencies. It is recommended that UNEP take the lead in assisting the Governments of sub-Saharan African in this noble duty of repackaging the proposals within the frameworks of the Nairobi and Abidjan Conventions. NEPAD, on the other hand, should spearhead the repackaging of those project proposals which are developmental, i.e., those requiring large investments such as the construction of centralized wastewater treatment plants and beach abatement structures (annex XV).

**Commented [CRP11]:** Is beach abatement the correct term? Is it meant to be erosion perhaps?

<sup>9</sup> Report of the second meeting of the Working Group on Integrated Problem Analysis, held in Mombasa, Kenya, 12-14 March 2001.

133. For their part, sub-Saharan coastal states will use the products of the African Process in the following ways:

- (a) To negotiate with development partners for support for the implementation of the portfolio of projects at the national level;
- (b) To develop further national programmes based on the information contained in the national reports;
- (c) To forge regional partnerships through joint implementation of those projects that address transboundary issues.

***Contribution to regional and global programmes and processes***

134. The project engaged experts from the region who have benefited from capacity-building programmes implemented by different agencies such as UNEP, GPA, IOC, FAO and other bilateral and multilateral actors. This ensured that the experiences and information gained through these programmes were considered during the identification of hot spots and sensitive areas as well as in the analysis of root causes and development of the portfolio of projects.

135. The African Process methodology that was adapted for the project from the GIWA methodology was developed through the use of GEF funds. The methodology has proven to be a useful tool for critically analysing the root causes of impacts on coastal and marine resources. Analysis of the socio-economic dimensions of the root causes has unveiled a paucity of existing information in sub-Saharan Africa. There is a need to strengthen the collection of socio-economic information in coastal areas so as to improve management interventions for sustainable coastal and marine development.

136. Throughout the development of the project proposals, it was understood that the major purpose for developing the portfolio of projects was to seek support for the revitalization of the Abidjan and Nairobi Conventions as well as the GPA work programme. The relevance of the project proposals to the Abidjan and Nairobi Convention as well as GPA is presented in tabular format in annex XIII. Seven of the 19 projects identified in the African Process are of direct relevance to the Nairobi and Abidjan Conventions. These cover the areas of mitigation of impacts on coral reefs through the application of best practices in tourism development, implementation of integrated coastal management and marine protected areas as well as mitigation of coastal erosion. Six projects address issues relevant to the GPA work programme, including projects relating to solid waste and wastewater management, establishment of Ramsar sites under the Convention on Wetlands of International Importance, Especially as Waterfowl Habitat (Ramsar Convention), development of sound land use practices to reduce sediment loading, sustainable tourism and mariculture. The implementation of these projects will revitalize the two conventions and enhance the implementation of the GPA work programme.

137. Since there is a need to anchor the implementation of the project proposals in national policies, there is need for a critical assessment of such policies. South Africa and Tanzania already have an integrated coastal management policy and strategy respectively and therefore the implementation of the project proposals can be anchored in these national policies. Experiences from these countries will assist other African coastal states on how best to develop supporting policies and legal frameworks in order to optimize the national benefits from the African Process.

***Linkages to existing programmes and/projects***

138. During the formulation of the project, it was recognized that it would be necessary to link the project with existing projects and programmes in order to form synergies and complementarities. The non-GEF regional programmes and projects at the time of implementation of the project and the level of collaboration are presented in the table below:

<b>Programme</b>	<b>Mechanism for collaboration</b>	<b>Status</b>
IOCEA and IOCINCWIO	Memorandum of understanding (MOU) on the African Process between ACOPS and IOC	Most of the activities in phase I of the African Process were implemented by IOC under the MOU with ACOPS.
Sida/SAREC supported Has committed to continuing	ACOPS has cooperated with SEACAM since the Cape Town Conference.	SEACAM participated in some of the meetings of the African Process.

Programme	Mechanism for collaboration	Status
support		
IUCN	Arrangement between IUCN Director General and ACOPS	No clear linkage; Participated in the working group meetings
International Maritime Organization	Invited to participate in meetings of the African Process	Will collaborate in the implementation of the project pol 3 in the portfolio of projects.
Indian Ocean Tuna Commission	East Africa desk based in Seychelles	No clear linkage
Indian Ocean Commission	Minister of Foreign Affairs, Seychelles	No clear linkage
World Bank	Invited to participate in the African Process. World Bank has more than 12 coastal and marine projects in sub-Saharan Africa	Will integrate the proposed actions on the existing national programmes.
Canadian International Development Agency	Not stated	No clear linkage

**Commented [CRP12]:** How many is meant by "more than 12"?

139. Although the information in the above table implies weak coordination, these were forged at the national level, especially during phase I of the project.

**Commented [CRP13]:** What does "these" refer to?

140. NEPAD has embraced the African Process as a major contributor to the NEPAD Environment Initiative subprogramme on coastal oceans and freshwater resources. The portfolio of project proposals has been integrated into the plan of action for this subprogramme. The overall objective of the programme area is the conservation and sustainable use of coastal and marine resources within the framework of the action plan for the Environment Initiative of NEPAD is "to support the implementation of the objectives of the Abidjan and Nairobi Conventions and contribute to the implementation of the decisions of the Super PrepCom or the African Process held in Abuja Nigeria in June 2002". All the 19 framework projects have been adopted for implementation by NEPAD.

**Commented [CRP14]:** This sentence is garbled and needs to be reworked; its meaning is unclear. Further, the source for the quoted language should be indicated.

#### *Linkage to GEF programmes and the new UNEP water policy*

141. The operational programmes (OPs) in the GEF operational strategy that are relevant to the coastal and marine environment are:

- (a) OP2 – Biological Diversity;
- (b) OP8 – Waterbody-based;
- (c) OP9 – Integrated Land and Water Multiple Focal Area;
- (d) OP10 – Contaminant-based;
- (e) OP12 – Integrated Ecosystem Management.

142. The objective of OP2 is the conservation and sustainable use of coastal, marine and freshwater biological resources. For coastal and marine resources, the programme is being implemented through the large marine ecosystem approach, based on biogeographic provinces and other relevant scales. The programme seeks to satisfy a combination of biodiversity conservation, production and socioeconomic goals.

143. The GEF international waters portfolio covers operational programmes OP8, OP9 and OP10. The goal of OP8 is to assist countries in modifying sectoral activities such that a particular water body and its international drainage system can sustainably support those that depend on it. OP9 is much wider in scope, integrating land and water activities. The implementation of OP9 requires cross-sectoral coordination as well as multi-stakeholder participation. This is best achieved by applying the integrated coastal management approach. OP10 addresses the issues of aquatic contamination and toxicants. The programme promotes the application of best practices that limit, through the engagement of the private sector and modern technology, the release of pollutants into the aquatic ecosystem. OP12 seeks to promote synergy between land degradation and the three GEF focal areas of biodiversity, climate change and international waters.

144. The new UNEP water policy has three main components: assessment, management and coordination of activities. Among the goals of the new water policy is to identify and promote tools that will address critical water issues. For coastal and marine, UNEP is "involved in promoting integrated coastal management through a broader variety of initiatives as a way of resolving current and future problems at local and ecosystem based levels through different assessment activities". UNEP focuses on highlighting key areas to promote policy recommendations.

Commented [CRP15]: Source of quote?

145. The overall purpose of GEF international waters projects and the UNEP water policy is to "help groups of countries utilize the full range of technical, economic, financial, regulatory, and institutional measures needed to implement sustainable development strategies for international waters and their drainage basins." It is believed that projects addressing the protection of biodiversity and linkages among the coastal zones, oceans, climate change and international waters provide multiple focal area benefits. The African Process was cognizant of these GEF and UNEP policy directions.

Commented [CRP16]: Source of quote?

146. Coastal and marine-related GEF programmes and projects in sub-Saharan Africa include:

- (a) Water pollution control and biodiversity conservation in the Gulf of Guinea large marine ecosystem;
- (b) The Benguela Current large marine ecosystem project;
- (c) Transboundary diagnostic analysis for the protection of the Canary Current large marine ecosystem;
- (d) Transboundary diagnostic analysis and a strategic action programme for the marine and coastal environment of the western Indian Ocean;
- (e) The GEF-supported World Bank project on oil spill contingency planning in eastern African island states.

147. In line with GEF operational programmes and the UNEP water policy, the project assisted eleven African coastal states to develop proposals for projects to address transboundary as well as common issues using technical capacities available in sub-Saharan Africa. The development of the project has taken on board the socio-economic dimension of development, despite the weak information base in this area.

148. The African Process has contributed to the objectives of GEF and UNEP through:

- (a) The development of 19 regional projects for sub-Saharan Africa as a focal region;
- (b) The participation of Mauritius and Seychelles as small island developing States;
- (c) Facilitating collaboration among implementing agencies, countries and donors;
- (d) Drawing in the participation of stakeholders, and especially decision makers, in the development of the project as demonstrated by the participation of ministers in the Steering Group and SuperPrepCom and the participation of both ministers and heads of State in the Partnership Conference.

149. The projects are addressing issues of biodiversity conservation and climate change.

#### IV. Lessons and experiences

150. The project is unprecedented in that it was implemented in the sub-Saharan Africa region and covered 11 countries representing a diversity of situations in coastal regions. As a result, the process has provided a wealth of lessons and experiences. The key lessons and experiences are:

- (a) Good practices:
  - (i) The use of African experts to address issues of coastal and marine environment and resources enhanced capacity and respect in the region;

- (ii) The engagement of multidisciplinary teams of social and natural scientists working together at the national level helped to ensure that identification of hot spots and sensitive areas as well as the root causes of environmental degradation took into consideration both natural and social dimensions;
  - (iii) The adaptation of the GIWA methodology during phase I provided synergy and efficiency in terms of optimization of time, use of expertise and avoiding duplication of efforts;
  - (iv) The use of feedback mechanisms through the organization of workshops for presentation of the outputs assisted in capacity-building and consolidation of participating African experts;
  - (v) The use of regional workshops has assisted in the comprehensive understanding of transboundary and common issues;
  - (vi) The African Process has been participatory, engaging stakeholders at all levels and especially at the high political level of heads of State, and has thus provided an opportunity for political stakeholders to appreciate and support the sustainable use of coastal and marine resources;
- (b) Lesson learned:
- (i) Linking the African Process to NEPAD, the African Union and the Johannesburg Summit promoted awareness of coastal and marine resources development issues and therefore support by national Governments and the international community. This ensured sustainability of the process;
  - (ii) The African Process provided a platform for the forging of partnerships;
  - (iii) The methodology was supposed to be consistently used in the 11 participating countries. However, the individual national teams, "based on expert judgments, the particular context of the country, and the availability of data and information" adjusted the methodology. Also, while some of the teams focused on sites throughout the analysis, others teams worked with sites only for the prioritization exercise, and they analysed impacts and causal chains with reference to issues as they affect the whole country. This gave room for inconsistencies in the process;
  - (iv) Only a few experts who participated in phase I of the project participated in phase II, which resulted in weak continuity;
  - (v) Not enough time was provided to undertake the scaling and scoping exercises;
  - (vi) The agenda of the African Process did not include discussion and building of consensus on regional institutional arrangements for implementing the portfolio of projects and programme of interventions. This has caused confusion and misunderstanding in follow-up activities as well as weak leadership and direction.

Commented [CRP17]: Source of quote?

## V. Recommendations

### A. Policy

151. The focus of the project was the revitalization of the Abidjan and Nairobi Conventions. These two conventions encompass the coastal states of sub-Saharan Africa.

152. African States, through the African Union, have adopted an innovative development strategy – NEPAD – in which they have pledged “based on a common vision and a firm and shared conviction, that they have a pressing duty to eradicate poverty and place their countries, both individually and collectively, both individually and collectively, on a path of sustainable growth and development, and at the same time to participate actively in the world economy and body politic.” African States have recognized the important contribution that coastal and marine resources make to the sustainable development of coastal states and therefore have included a

specific programme area, “conservation and sustainable use of coastal and marine resources”, within the action plan for the NEPAD Environment Initiative. The nineteen projects developed during the African Process are part and parcel of the NEPAD action plan for the Environment Initiative.

153. The NEPAD coastal and marine programme also aims “at assisting African coastal states to implement the relevant provisions of the Global Programme of Action for the Protection of the Marine Environment from Land-based activities and support the activities contained in the Montreal Work Programme for the period 2002 – 2006.” The objectives of NEPAD are consistent with the objectives of the Abidjan and Nairobi Conventions as well as those of GPA.

#### ***Recommendation***

154. In order to ensure sustainability, it is recommended that the African Process be implemented within the framework of the policies of the Abidjan and Nairobi Conventions, GPA and NEPAD as well as other relevant global conventions. This is consistent with the objectives of the project.

### **B. Institutional**

155. The approach to the implementation of the African Process was through the engagement of committees, consultants, working groups, meetings and workshops. ACOPS facilitated the process. This arrangement was suitable for the development of the portfolio of projects and the programme of interventions but not for their implementation.

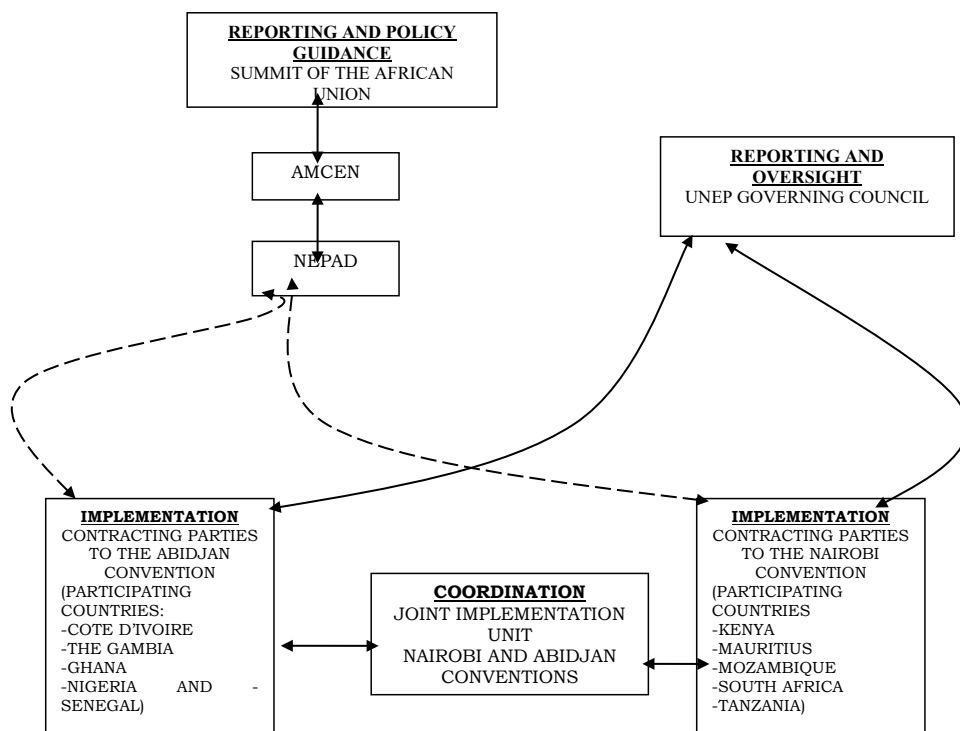
156. Successful implementation of the programme of interventions requires a clear intergovernmental institutional structure linking participating national Governments with clear roles and responsibilities. The eleven participating countries subscribe to the Abidjan and Nairobi Conventions as well as NEPAD and other relevant international conventions. UNEP is the secretariat for both the Abidjan and Nairobi Conventions. In its efforts to revitalize the two conventions, UNEP, with the approval of the contracting parties, has established an interim joint implementation unit to oversee the revitalization of the two conventions. The African Process was developed with the central objective of revitalizing the two conventions. The NEPAD Environment Initiative has embraced the GPA work plan.

#### ***Recommendation***

157. UNEP, through its joint implementation unit, The Contracting Parties to the Nairobi and Abidjan conventions, and provides the institutional mechanism for the implementation of the African Process. The reporting mechanism should be through NEPAD and the UNEP Governing Council. The suggested institutional structure is presented below. Partnerships should be forged with other United Nations agencies, the private sector and non-governmental organizations.

**Commented [CRP18]:** Something is missing from this sentence and it doesn't make sense as is.

**Proposed institutional arrangement for implementation of the African Process**





## **B. Technical**

158. There is a great opportunity for improving the African Process methodology to deal with coastal and marine issues in sub-Saharan Africa, especially in the use of existing information (socio-economic and natural sciences) in project formulation. One of the major weaknesses in the application of the methodology for the identification of hot spots and sensitive areas as well as the causal chain analysis was the paucity of socio-economic information.

159. The African Process has generated a network of African experts. These experts are conversant with the methodologies used in the identification of hot spots and sensitive areas, causal chain analysis and the formulation of projects.

160. During the implementation of the African Process, it was recognized that the participation of stakeholders was not all encompassing. This was particularly so during the second phase. Time was the most constraining factor.

### ***Recommendations***

161. In implementing its work plan on the conservation of coastal marine and freshwater resources, the NEPAD secretariat should endeavour to employ the African Process methodology, i.e., the adapted and tested GIWA methodology.

162. There is a great need for enhancing the collection of socio-economic data and information in order to improve the quality and usefulness of project proposals as well as their implementation.

163. Mechanisms should be found to enhance and maintain the network of African experts who were involved in the African Process.

164. Stakeholder involvement should be engaged at the very beginning of the process and at all levels; sufficient time should be allocated for this.

## **C. Financial**

165. In addition to GEF trust funds (\$750,000), ACOPS was able to source co-financing both in-kind and cash. UNEP and GPA provided the co-financing that facilitated the participation of four additional countries. However, the audited accounts only relate to the GEF trust funds. The expense account for the co-financing from UNEP and GPA was provided directly to these agencies.

166. The importance of raising funds to implement the portfolio of projects was echoed during the implementation of the project. However, no specific strategy was developed over and above the Partnership Conference. Therefore, although several pledges were made by donors and partners in support of the implementation of the programme of interventions, a mechanism for follow-up was not established.

167. Because of the diversity of donor interests and formats for project development, the project proposals developed during the African process employed a general framework format which could be adjusted to suit many situations.

### ***Recommendations***

168. A strategy should be developed that will assist national Governments to source funds to support the African Process. The strategy should include the reformulation and repackaging of the projects to suit the desires of recipient countries and funding agencies.

169. UNEP should take the lead in assisting the Governments of sub-Saharan Africa in the noble duty of repackaging the proposals within the framework of the Abidjan and Nairobi Conventions, GPA and NEPAD.

## D. Sustainability

170. The eleven participating countries endorsed the portfolio of projects as well as the programme of interventions. These endorsements included the announcement of the level of national contributions during the implementation of the projects. This is an indication that in the long term, the activities of the projects will be subsumed into Government plans and activities.

171. NEPAD has included in its Environment Initiative the portfolio of project proposals developed through the African Process. The NEPAD plan of action for the Environment Initiative provides an appropriate framework for the establishment of a long-term partnership for the protection of the environment between sub-Saharan coastal states and development partners based on the commitments contained in the United Nations Millennium Declaration.

172. The participating countries are parties to the Abidjan and Nairobi Conventions. These are legal covenants aimed at ensuring the sustainable use and conservation of coastal and marine resources.

### *Recommendation*

173. In the course of repackaging and implementing the projects, it is recommended that the commitments made by national Governments be realized and sustained.

174. The implementation of the projects and programmes at the national level must aim at assisting in the achievement of national policies. This will ensure that the activities are undertaken as Government business and therefore ensure sustainability.

### 1. Overall rating on the success of implementation

The success of project implementation rated on a scale of 1 to 5, with 1 being the highest rating and 5 being the lowest, is shown in the following table:

Item	Rating	%	Comments
Timeliness	1	90%	Most of the activities were concluded on the agreed time schedule. Any variation was agreed upon with UNEP. There were slight delays in the submission of reports by some experts.
Attainment of outputs	3	70%	The country reports were good. Project proposals were not adequately formulated. Will need reformulation, especially in terms of budgets and timeframe.
Completion of activities	1	90%	Most of the planned activities were completed.
Project executed within budget	1	90%	The project was executed within the agreed budget. Any variation was agreed upon between the implementing and executing agencies.
Impact created by the project	2	80%	Most of the impact was at the political level.
Sustainability	3	70%	The whole process was very much geared towards donor support.
<b>Overall</b>	<b>2</b>	<b>81.7</b>	

## Annex I

### **Terms of reference for the final review and evaluation of the GEF medium-sized project for the development and protection of the coastal and marine environment in sub-Saharan Africa (GF/6010-00-16)**

#### **1. INTRODUCTION**

Under the overall supervision of the Chief, Evaluation and Oversight, and the overall guidance of the Director of the UNEP/Division of GEF Co-ordination in consultation with the Project Co-ordinator, relevant staff of executing and co-executing agencies (UNESCO, IUCN), the UNEP/DGEF IW PO/Task Manager for this Project, UNEP/DGEF IW SPO, the UNEP/DGEF PO for Medium Sized Projects, the UNEP/DEC Regional Seas Conventions SPO and PO and relevant staff members of UNEP/GPA and UNEP/GIWA, the evaluator shall undertake a detailed review and final evaluation of the project "Development and Protection of the Coastal and Marine Environment in Sub-Saharan Africa" GF/6010-00-16 during the period between 27<sup>th</sup> January 2003 to 24<sup>th</sup> March 2003 (3 weeks spread over 8 weeks).

#### **2. BACKGROUND**

The UNEP-GEF Project "Development and Protection of the Coastal and Marine Environment in Sub-Saharan Africa" has contributed to establish a pioneering initiative called African Process.

The African Process was launched in December 1998 by the ministerial segment of the Cape Town Conference on the Development and Protection of the Marine and Coastal Environment in sub-Saharan Africa. It was endorsed by the 35<sup>th</sup> Summit of the OAU held in Algiers.

Originally seven countries participated in this project: Cote d'Ivoire, Ghana, Kenya, Mozambique, Nigeria, Seychelles, South Africa. This MSP is now being carried out in eleven sub-Saharan countries (Cote d'Ivoire, the Gambia, Ghana, Kenya, Mauritius, Mozambique, Nigeria, Seychelles, Senegal, South Africa, and Tanzania). Specific arrangements (MOUs) were made by UNEP to enable other four countries (the Gambia, Mauritius, Senegal and Tanzania) to participate in the project.

*The overall goal of this Project has been to assist sub-Saharan African countries in achieving sustainable management of their coastal and marine environment and resources.*

The Project has consisted of two thematic phases that progressively identify the most feasible and tractable options for addressing key environmental issues, on the basis of a comprehensive analysis that uses existing information and data.

In phase one the MSP undertook a thorough analysis of the relevant issues affecting the coastal and marine environment of sub-Saharan African countries, their impacts and causes, carried out by national teams of African experts in each of the eleven participating countries. The phase 2 focused on the preparation of targeted and fundable project proposals.

##### **The project activities contained following clusters:**

Project Co-ordination including Steering Group

- 1) Criteria and guidelines for the identification and characterisation of environmental hot-transboundary sources and causes of degradation of marine and coastal areas;
- 2) Root-cause analysis of existing impacts and threats to the marine and coastal environment.
- 3) Identification and characterization of environmental hot spots and threatened sensitive areas, resources and amenities warranting special protection.
- 4) Programme of interventions for presentation to the Partnership Conference.

Several workshops and consultations were held to implement activities.

*The results of the project was to contribute to the development of a common coastal policy in a way that would ensure conservation and sustainable use of coastal and marine resources and demonstrate a coastal development as a way to ensure equitable, sustainable and optimised use of valuable coastal resources.*

In April 2001 at the request of the Algerian Government, UNEP prepared, a Medium-Sized Project (MSP) financed by the GEF on the development and implementation of the environmental component of the New Partnership for Africa's Development (NEPAD).

*The NEPAD MSP was adopted by the GEF on 26 July 2001, was presented at the meeting of the bureau of AMCEN held in Algiers on 8 September 2001, and was launched at the inaugural meeting of the Implementation Committee of Heads of State and Government held in Abuja, Nigeria, on 23 October 2001, with a special focus on sustainable development.*

During the Algiers meeting in March 2002 was agreed that the implementation of the MSP on NEPAD will take into account on issues related to marine and coastal ecosystems the results of this GEF- MSP "Development and Protection of the Coastal and Marine Environment particularly in Sub-Saharan Africa (African Process)".

**Project duration** was initially 18 months (from August 2000 to January 2002), which was extended for completion in December 2002.

**The total cost** of the project was originally US\$ 1,725,000, to which **GEF contributes US\$ 750,000**. Original co-financing was US\$ 975,000. In addition, during the implementation phase MOUs were signed to co-finance by US\$ 120,000 additional countries and relevant activities. **Thus the final total cost** of the project is US\$ 1,845,000.

## 2.1 Legislative Mandate

This project meets the objectives of the GEF Operational Program # 9 Integrated Land and Water Multiple Focal Area.

*There were significant opportunities for the GEF to augment the baseline activities and ensure an improvement in the co-ordination among existing measures to protect the marine and coastal environment of the region and others based on new partnerships between foreign donors/partners and countries in the region.*

The Project is relevant to "Environmental Conventions: Policy and Programme Linkages" sub-programme of UNEP.

The project complements moves within UNEP to strengthen and support the further development of the Abidjan and Nairobi Convention Secretariats and the corresponding Action Plans. UNEP provides the Secretariat for the Convention for Co-operation in the Protection and Development of the Marine and Coastal Environment of the West and Central African Region (Abidjan Convention: adopted 1981, entered into force 1984) and its associated Action Plan (adopted in 1981), restructured in 1993 by the Third Meeting of Contracting Parties). UNEP also provides the Secretariat for the Convention for the Protection, Management and Development of the Marine and Coastal Environment of the East African Region and its associated action plan which calls for shared management between the countries on the management of the coastal and marine environments in the western, central and eastern African sub-regions. The project worked closely with the Secretariats for these two Conventions which were intimately involved in all aspects of the project.

The proposed actions are also consistent with UNEP's role under the GPA.

## 2.2 Objectives

The objective of the final review and evaluation is to establish project impact, and review and evaluate the implementation of planned project activities, outputs and outcomes against actual results – *i.e.* the efficiency of project management including delivery of outputs and activities in terms of quality, quantity and timeliness.

### **The findings of the final review and evaluation will be based on:**

(a) Desk review of the project documents, outputs, monitoring reports (such as the quarterly/biannual and substantive reports to UNEP and the GEF annual Project Implementation Review reports), and relevant correspondence;

(b) Specific products including datasets; surveys; guidelines; documents presented at the Steering Group meetings; diagnostic analysis reports and other technical information; publications and materials; reports of training courses and workshops highlighting presentations; strategies and recommendations for action on topics selected for discussions; elaborated portfolio of project proposals included in the Programme of Interventions;

(c) Interviews with the Project Co-ordinator and other relevant staff/representatives from Executing and Co-executing Agencies including leaders of working groups; the UNEP/DGEF IW PO /Task Manger for this Project, UNEP/DGEF IW SPO, the UNEP/DGEF PO for Medium Sized Projects, the UNEP/DEC Regional Seas Conventions SPO and PO and relevant staff members of UNEP/GPA and UNEP/GIWA.

(d) Interviews with stakeholders from all participating project countries at governmental and non-governmental levels, which were involved with this project. Some of those interviews (c&d) will be done during the NEPAD Thematic Workshop on Coastal, Marine and Freshwater Environment where most of interviewees will participate.

**Note:**

Two missions are expected for this consultancy work (one to Nairobi and one to Nigeria). The evaluator will travel to Abuja, Nigeria for the Thematic Workshop on Coastal, Marine and Freshwater Environment in February 2003 to meet other key persons and experts participating in the project. He will have teleconferences with the Project Co-ordinator and relevant staff in London. The evaluator will also meet the representatives of UNEP/DGEF, UNEP/GPA, UNEP/DEC.

### **2.3. Scope of the final review and evaluation**

The review and evaluation shall be conducted as an in-depth evaluation.

The performance indicators provided in the LogFrame/project matrix (see table below) should be used together with the evaluation parameters of appropriateness, effectiveness and efficiency, impact and sustainability. Guidelines on performance indicators are provided in the UNEP project manual pp. 13/89-13/99 and also available on [http://www.unep.org/Project\\_Manual/](http://www.unep.org/Project_Manual/).

**The scope of the final review evaluation will cover the following broad concerns:**

1. **Appropriateness of Project Approaches:** Assessment of approaches adopted by the project in realizing its objectives [including a relevance to UNEP's mandates (Regional Seas Conventions, Global Programme of Actions) and to GEF Strategy and Operational Programme #9], and assessment of assumptions made during the project design stage, taking into account the project outputs produced so far in relation to the stated project objectives and expected results.
2. **Effectiveness and Efficiency:** Assessment of the extent to which expected outputs and results have been achieved, as per planned budget and timeframe; and if these were achieved in a cost-effective way.
3. **Project Institutional Capacity:** Evaluation of the efficiency of the project management and institutional arrangements;
4. **Financial Sustainability:** Determination of whether or not the project has secured sufficient and reliable funding for the successful delivery of project outputs;
5. **Project sustainability/Enabling Environment:** Evaluation of the extent to which the project has involved various stakeholders in the project, how effective the resulting networking and collaborations have been utilized by both parties; and level of collaboration with project partners and other stakeholders
6. **Lessons Learned:** Identify good practices and lessons learned so far in the conduct of this GEF MSP project.

The evaluator should develop a participatory evaluation methodology to carry out this exercise.

**Table I: Logical Framework/Project Matrix**

PROJECT STRATEGY	OBJECTIVELY VERIFIABLE INDICATORS
<p><b>Objectives:</b></p>	
<p>The overall goal of this Project is to assist sub-Saharan African countries in achieving sustainable management of their coastal and marine environment and resources.</p> <p><b>The specific objectives of this Project are to:</b></p> <ol style="list-style-type: none"> <li>a) Identify areas, sites or living resources of regional and global significance that are suffering measurable degradation (i.e., hot-spots);</li> <li>b) Determine the sources/causes of this degradation and the associated scales of impact (national, regional and global) to provide a basis for calculating incrementally at regional and extra-regional scales;</li> <li>c) Identify areas, sites and resources of regional significance that, although not currently degraded, are threatened with future degradation either because of the sensitivity of the receptor or the magnitude of the activity posing the threat;</li> <li>d) Determine, through root-cause analysis, the fundamental causes of the damage or threat posed; and</li> <li>e) Design a programme of interventions addressing problems of regional priority that may be presented to the Partnership Conference.</li> </ol>	<p>Identified sites or living resources of regional and global significance that are suffering measurable degradation and actions agreed by participating countries and other partners for remedial and mitigatory actions to solve priority environmental problems in the marine and coastal environment of sub-Saharan Africa.</p> <ol style="list-style-type: none"> <li>a) Establishment of a list of regional priority hot-spots of environmental degradation;</li> <li>b) Determination of regional and extra-regional incremental costs of the elimination, or reduction in severity of environmental hot-spots in marine and coastal areas;</li> <li>c) Establish and adopt the list of areas, sites and resources which are threatened with future degradation and proposals for their protection;</li> <li>d) use of the results of the root-cause analysis for the design of projects; and</li> <li>e) development and adoption by participating countries a programme of interventions for problems of regional priority.</li> </ol>
<p><b>Outcomes:</b></p>	
<ol style="list-style-type: none"> <li>a) recommendations to national authorities and the international community on measures and interventions for the development and protection of the marine and coastal environment in sub-Saharan Africa, in order to deal with the: <ul style="list-style-type: none"> <li>• control or elimination of environmental hot-spots in coastal and marine region of sub-Saharan Africa;</li> <li>• protection of threatened sensitive areas, resources and amenities warranting special protection;</li> <li>• concrete programme of interventions serving as the basis for bilateral or multilateral agreements to be implemented in partnership between African and non-African countries and institutions;</li> </ul> </li> <li>b) assessment of the root-causes of the environmental problems in the marine and coastal region of sub-Saharan Africa;</li> <li>c) adoption of the list of hot-spots and sensitive areas in the marine and coastal region of sub-Saharan Africa; and</li> <li>d) adoption of the priority listing and securing funding for agreed actions as per the findings of the project.</li> </ol>	<ol style="list-style-type: none"> <li>a) National authorities endorsing proposals for interventions; adoption of the Programme of Interventions by the Partnership Conference; and</li> <li>b) Commitment by partners (countries, private sector, international organisations) to the executing Programme of interventions.</li> </ol>

PROJECT STRATEGY	OBJECTIVELY VERIFIABLE INDICATORS
<b>Project activities to achieve outcomes:</b>	
a) Project Coordination	a) <i>Completion of the project according to agreed workplan and timetable and within budget;</i>
b) Criteria and guidelines for the characterization of environmental hot-spots	b) Guidelines prepared and used by participating countries and experts;
c) Root-cause analysis of existing impacts and threats to the marine and coastal environment	c) Results of root-cause analysis and condition of environmental resources used in the preparation of project proposals;
d) Identification and characterization of environmental hot-spots and threatened sensitive areas, resources and amenities warranting special protection	d) List of Hot-Spots of regional priority and sensitive areas and resources requiring special protection adopted by the Steering Group;
e) Programme of interventions for presentation to the Partnership Conference	e) Adopted Programme of interventions at the Partnership Conference

### 3. TERMS OF REFERENCE

In particular but not restricted to, the evaluator shall:

#### (I) Appropriateness of Project Approach

1. Assess the overall appropriateness of the project design, methodologies, policy and procedures in achieving the stated project objectives and programme objectives of UNEP including issues related to the strengthening of Abidjan and Nairobi Conventions as well as GEF programming context;
2. Evaluate how, and to what extent, the stated project objectives (goal and purposes) have been met so far; taking into account the “objectively verifiable indicators” as elaborated in the Logical Framework Matrix of the Project Brief, as shown in Table I of this paper;
3. Assess the scope, quality and usefulness of the project outputs produced (i.e. guidelines, recommendations, publications, outlines, data, tools, indicators, proposed interventions) in relation to their expected results. In case the project outputs have been modified, assess appropriateness of such modifications;
4. Identify changes made in the original project design (i.e. any changes made in objectives, procedures, target stakeholder groups etc.) and evaluate if these changes were appropriate.
5. Assess if the assumptions made during the project design stage were realistic.

#### (II) Effectiveness and Efficiency

1. Assess how the project met the schedule and implementation timetable cited in the project document and later revisions thereof. If not, identify causes for the delays;
2. Examine if the project delivered the outputs at the budget cost and if this were done cost-effectively. In case where variances were made, identify the causes of such variances (i.e. new activities added, activities cancelled, overestimation or underestimation of the original budget, failure to meet financial obligation by co-financiers, etc.) and, assess adequacy of financial management;
3. Evaluate the financial management of the project, including efficiency of disbursements, expenditures on administrative and overhead charges as distinguished from that on substantive outputs;
4. Summarize the level of co-financing realized so far, both cash and in-kind, evaluate the actual co-financing level against the originally envisaged level, evaluate the

- need to acquire more co-financing funds, and review an efficiency of disbursement of co-financing means;
5. Identify changes in project budgets, assess the rational of such changes, and evaluate the procedures for such changes.

**(III) Project Institutional Capacity**

1. Evaluate project management and institutional framework with a view to deriving lessons learned during project implementation and for the benefit of future GEF projects. The evaluation should make specific reference to:
  - The effectiveness of organizational/institutional arrangements for collaboration between the various agencies and institutions (i.e., UNEP incl. UNEP/DEC-Regional Seas Conventions; UNEP/GPA, UNEP/GIWA; UNESCO-IOC; IUCN; Government and Non-Government institutions; other GEF IAs); and the various bilateral and multilateral donors involved in project arrangements and execution;
  - Evaluate the effectiveness of project management in terms of assignment and execution of project activities by the staff paid through co-financing and the GEF contribution looking at the effectiveness of the management/execution arrangements at all levels: Project Coordination and Management, Steering Group, GEF Coordination, Working Groups, day to day project management. The evaluation will also review the entire project staffing situation and will assess the efficiency of the project support/backstopping mechanisms;
  - The effectiveness of the monitoring mechanisms, monitoring tools (i.e., impact indicators) and management system employed throughout the project's duration;
  - Identify administrative, operational and/or technical problems and constraints that influenced the effective implementation of the project;

**(IV) Financial Sustainability**

1. Determine the effectiveness and efficiency of the fund raising strategy and campaign and the extent to which available funding both in-kind and in cash sufficed to undertake the project.
2. Determine the sustainability of project activities and securing of funding for follow-up activities carried out by the project countries in order to sustain a regional cooperation in shared marine, coastal and adjacent freshwater resources, a management and protection of coastal and marine environment in sustainable manner, and an implementation of actions that will contribute to environmentally-sustainable economic development and poverty alleviation.

**(V) Enabling Environment**

1. Evaluate the extent to which capacity was stimulated and mechanisms were developed for the more widespread adoption of the integrated approach for management of coastal and marine environment in other regions .
2. Assess the level, adequacy and success so far of the engagement and outreach activities of the project. In particular:
  - Assess the extent to which the project has forged effective partnerships and linkages with governments, the private sector, UN bodies and NGOs and other stakeholders;
  - Assess the extent to which the project has taken needs of stakeholders into consideration in all phases of the project implementation;
  - Assess the extent to which awareness and acceptance has been created about the project among identified and targeted stakeholders;
  - Assess the level of stakeholder involvement in the implementation of the various project activities, identify lessons learned and provide recommendations on how such involvement could be improved in future projects;
  - Assess the effectiveness of dissemination of this Project's products.
3. Assess how this project has helped and will continue to help improve planning within the region and the extent to which said improvements are sustainable;
4. Delineate the project's actual and potential contributions to strengthening national and regional policy frameworks and action plans;
5. Assess how the governments are utilizing experience, information and outputs gained through this project;



6. Ascertain to what extent the project implementation benefited from relevant ongoing and past research and operational activities of the region (countries), the scientific community, the GEF, UNEP.
7. Assess how the project has contributed to the implementation of GPA/LBA issues in the region/countries, and to the strengthening of the Abidjan and Nairobi Convention.
8. Ascertain the extent of collaboration of the project with other relevant initiatives in the region;
9. Ascertain the usefulness of the project outputs for follow-up in terms of national levels of action and determine the level of sustainability;
10. Assess how this project has contributed to facilitate the NEPAD process.
11. Ascertain the nature and significance of the contribution, both potential and actual, of the project outcomes to the wider portfolio of GEF International Waters Projects.
12. Ascertain how the results of this project has contributed to UNEP's water policy and strategy and all relevant issues related to UNEP's mandates.

**(VI) Lessons Learned**

Identify good practices and lessons learned.

## Annex II

### Stakeholders interviewed

During the twenty-second session of the Governing Council/Global Ministerial Environment Forum, Nairobi, 3 – 7 February 2003

Mr. Momodou Cham  
Executive Director  
National Environment Agency  
5 Fitzgerald Street  
P.M.B 48  
Banjul  
Gambia  
Tel: (+220) 224 178  
Fax: (+220) 229 701  
Email: [nea@gamtel.gm](mailto:nea@gamtel.gm)

Mr. Michael Kijana Wamalwa  
Vice-President  
Office of the Vice-President  
Nairobi  
Kenya  
Tel: (+254 2)  
Fax: (+254 2)

Hon. Dr. Newton W. Kulundu  
Minister  
Ministry of Environment, Natural Resources and  
Wildlife  
P. O. Box 30521  
Nairobi  
Kenya  
Tel: (+254 2) 2716 103

Hon. Prof. Wangari Mathaai  
Assistant Minister  
Minister of Environment, Natural Resources and  
Wildlife,  
P.O. Box 30521  
Nairobi, Kenya  
Tel: (+254 2) 2716103

Mrs. Racheal Arunga  
Permanent Secretary  
Ministry of Environment, Natural Resources and  
Wildlife  
P.O. Box 30521  
Nairobi., Kenya  
Tel: (+254 2) 2716103

Mr. Bernard K'Omudho  
Director  
National Environment Management Authority

Ministry of Environment, Natural Resources and  
Wildlife  
P.O. Box 47146  
Nairobi Kenya  
Tel: (+254 2) 609027

Mr. Ali Mohamed  
Senior Environment Officer  
National Environment Management Authority  
Ministry of Environment, Natural Resources and  
Wildlife,  
P.O. Box 47146  
Nairobi Kenya  
Tel: (+254 2) 609 013  
Fax: (+254 2) 608 997

Mde. Nasséré Kaba  
Chef du Service Autonome des Affaires  
Internationales, Juridiques et du Suivi des Projets  
Ministère de l'Environnement et du Cadre de Vie  
BP 650  
Côte d'Ivoire  
Tel: (+225) 2021 1183  
Fax: (+225) 2021 1183/2022 2050  
Email: [biodiv@afaricaonline.co.ci](mailto:biodiv@afaricaonline.co.ci) or  
[kabanassere@hotmail.com](mailto:kabanassere@hotmail.com)

H.E. Francisco Mabjaia  
Vice-Minister for Coordination of Environmental  
Affairs  
Ministry of Environment  
Rua de Kasuende 167  
P.O. Box 2020  
Maputo  
Mozambique  
Tel: (+258 1) 496 108/495 409  
Fax: (+258 1) 496 108

Ms. Anne Marie Skjold  
Adviser  
Department for Development Cooperation Policy  
Ministry of Foreign Affairs  
Oslo  
Norway  
Tel: (+47) 2224 3607  
Fax: (+47) 2224 9580  
Email: [ask@mfa.no](mailto:ask@mfa.no)

Commented [CRP19]: The phone number is missing.

Hon. Mr. Ronny Jumeau  
Minister  
Ministry of the Environment  
P.O. Box 1145,  
Victoria. Mahe  
Seychelles  
Tel: (+248) 225 701  
Fax: (+248) 322 113  
Email: [moe@seychelles.net](mailto:moe@seychelles.net)

Hon. Mr. Arcado D. Ntagazwa  
Minister of State (Environment)  
Vice President's Office  
P. O. Box 5380  
Dar es Salaam  
United Republic of Tanzania  
Te: (+255 222) 128 771  
Fax: (+255 222) 113 856

Dr. Patricio Bernal  
Assistant Director-General and Executive Secretary  
Intergovernmental Oceanographic Commission (IOC)  
of UNESCO  
75015 Paris  
France  
Tel: (+33 1) 4568 3984  
Fax: (+33 1) 4568 5810  
Email: [p.bernal@unesco.org](mailto:p.bernal@unesco.org) or  
[r.herve@unesco.org](mailto:r.herve@unesco.org)

Mr. Julian Barbière  
Programme Specialist  
Integrated Coastal Area Management  
Intergovernmental Oceanographic Commission  
(IOC) of UNESCO  
75732 Cedex 15 Paris  
France  
Tel: (+33 1) 4568 4045  
Fax (+33 1) 4568 5812  
Email: [j.barbiere@unesco.org](mailto:j.barbiere@unesco.org)

**During the thematic technical workshop on sustainable use of coastal, marine and freshwater resources under the Environment Initiative of NEPAD, Abuja, 24-25 February 2003**

Hon Chief (Dr.) Imeh Okopido  
Minister of State for Environment and  
President of AMCEN  
Federal Secretariat  
Shehu Shagari Way  
P M B 468  
Garki  
Abuja  
Federal Republic of Nigeria  
Tel/Fax: +234 9 523 4931  
Email: [imet.okopido@hyperia.com](mailto:imet.okopido@hyperia.com)

Hon. Ms. Rejoice Mabudafhasi, MP  
Chairperson of the Preparatory Committee for  
the Partnership Conference  
Deputy Minister of Environmental Affairs and  
Tourism  
Private Bag X447  
Pretoria 0001  
Republic of South Africa  
Tel: +27-12-3219587/21-4621777  
Fax: +27-12-3235181/21-465-2664  
Email: [sisjoice@iafrica.com](mailto:sisjoice@iafrica.com)

Mr Terry Jones  
Director-General (International Cooperation)  
Ministry of Tourism & Civil Aviation  
Independence House  
P O Box 92  
Mahe  
Victoria  
Seychelles  
Tel: +248 225 348, +248 611 100  
Email: [terryj@seychelles.net](mailto:terryj@seychelles.net)

Dr Ahmed Djoghlaif  
UNEP/GEF Executive Coordinator  
UNEP/GEF Coordination Office  
P O Box 30552  
Nairobi  
Kenya  
Tel: +254 2 624 166  
Fax: +254 2 624 041  
Email: [ahmed.djoghlaif@unep.org](mailto:ahmed.djoghlaif@unep.org)

Dr Antonio Mubango Hogueane  
Eduardo Mondlane University  
Faculty of Sciences  
Department of Physics  
P.O. Box 257, Maputo, Mozambique  
Tel.: (258 1) 493377  
(258 1) 455625 (home)  
Fax: (258 1) 493377  
Email: [hogueane@hotmail.com](mailto:hogueane@hotmail.com)

Dr Larry Awosika  
Nigerian Institute for Oceanography & Marine  
Research  
Wilmot Point Road  
Bar-Beach, Victoria Island  
P.M.B. 12729  
Lagos  
Tel/Fax: (234 1) 261 9517  
Email: [niomr@linkserve.com.ng](mailto:niomr@linkserve.com.ng)

Dr A. K. Armah  
University of Ghana  
Department of Oceanography and Fisheries  
P.O. Box LG 99  
Legon  
Ghana  
Fax: 233 21500184  
Email: [akarmah@ug.edu.gh](mailto:akarmah@ug.edu.gh)  
[akarmah@yahoo.com](mailto:akarmah@yahoo.com)

Dr Emmanuel O. Oyewo  
Nigerian Institute for Oceanography and Marine  
Research P.M.B 12729  
Victoria Island  
Lagos  
Nigeria  
Fax: 234 1 2619517  
Email: [niomr@linkserve.com.ng](mailto:niomr@linkserve.com.ng)

#### Other stakeholders interviewed

Mr Dixon Waruinge  
UNEP  
Division of Environmental Conventions  
P O Box 30552  
Nairobi  
Kenya  
Tel: +254 2 62 2025  
Fax: +254 2 62 2788  
Email: [dixon.waruinge@unep.org](mailto:dixon.waruinge@unep.org)

Dr Julius Francis  
Institute of Marine Sciences  
P.O. Box 668  
Zanzibar  
Tanzania  
Tel: 255 24 2232128/2230741  
Fax: 255 24 2233050  
Email: [julius@zims.udsm.ac.tz](mailto:julius@zims.udsm.ac.tz)

Dr Gregory Wagner  
Expert  
Department of Zoology and Marine Biology  
University of Dar es Salaam  
P O Box 35064  
Dar es Salaam  
United Republic of Tanzania  
Tel: +255-22-2410193  
Fax: +255-222410038  
E-mail: [gwagnertz@yahoo.ca](mailto:gwagnertz@yahoo.ca)  
[gwagner@udsm.ac.tz](mailto:gwagner@udsm.ac.tz)

Dr Sylvia Shayo Temu  
Socio-economic expert for the working group on  
pollution.  
University of Dar es Salaam  
Faculty of Commerce & Management  
P. O. Box 35046, Dar es Salaam  
Tanzania  
Tel. +(255) 22 241 0257  
Fax: +(255) 22 241 0510  
E-mail [shayo@fcm.udsm.ac.tz](mailto:shayo@fcm.udsm.ac.tz)

Mr Ellik Adler  
Regional Seas Programme Co-ordinator  
Division of Environmental Conventions  
UNEP  
P O Box 30552  
Nairobi, Kenya  
Tel: +254-2-624033/624544  
Fax: +254-2-624618  
Email: [ellik.adler@unep.org](mailto:ellik.adler@unep.org)

Dr Veerle Vandeweerd  
Coordinator  
UNEP/GPA Coordination Office  
P O Box 16227  
The Hague 2500 BE  
The Netherlands  
Tel: +31-70-3114461  
Fax: +31-70-3456648  
Email: [v.vandeweerd@unep.nl](mailto:v.vandeweerd@unep.nl)

Dr Alfonse M. Dubi  
Natural science expert for the working group on  
coastal erosion.  
Institute of Marine Sciences  
University of Dar Es Salaam  
P.O. Box 668, Zanzibar, Tanzania  
Tel: +(255) 24 223 2128  
Fax: +(255) 25 223 3050  
E-mail: [dubi@ims.udsm.ac.tz](mailto:dubi@ims.udsm.ac.tz)

Mr Justin Ahanhanzo  
Coordinator GOOS-Africa  
1 rue Miollis  
75732 Paris Cedex  
France  
Tel: +33145684641  
Fax: +33145685810/12/13  
Email: [j.ahanhanzo@unesco.org](mailto:j.ahanhanzo@unesco.org)

Mr Vladimir Mamaev  
Senior Programme Officer  
Division of GEF Coordination  
P.O. Box 30552  
Nairobi, Kenya

Tel: +254 2 624607  
Fax: +254 2 624041  
Email: [vladimir.mamaev@unep.org](mailto:vladimir.mamaev@unep.org)

Indu Hewawasam

Rm. J3-097  
World Bank  
1818 H Street  
Washington, D.C. 20433  
Tel. No.: (202) 473 5559  
E-mail: [lhewawasam@worldbank.org](mailto:lhewawasam@worldbank.org)

## Annex III

### Questions guiding consultations with project stakeholders

#### 1) General to experts and coordinators

- a) What is your impression on the approach and process?
- b) Provide comments on the application of the GIWA methodology in the problem analysis and identification of hot-spots and sensitive areas.
- c) Provide comments on the experience in the application of the methodology for the second phase of the project.
- d) Given a second opportunity are there any processes/issues, which you would recommend to be handled differently.
- e) What, in your view, was the extent of consultation/ participation at national/ regional levels during the process?
- f) Was the ToR for your assignment clear?
- g) Were there any delays in the delivery of the work? And what were the reasons
- h) Are you satisfied that this was a truly African Led Process? If not what were the flows.
- i) In your opinion was the timeframe for the process sufficient.
- j) Do you have any comments on the portfolio of projects and the programme of implementation?
- k) Did you receive the expected assistance from the coordinators?

#### 2) Specific to coordinators

- a) What was the level of cooperation you received from the experts in your team?
- b) What level of assistance did you receive from the consultants
- c) Were the outputs from the experts delivered on time?
- d) What was the quality of the outputs from the experts?
- e) Provide comments on the structure of implementation.
- f) What was the process that moved the identified/prioritized issues at national level to the regional thematic areas.
- g) How sound and feasible are the project proposal and programme of interventions.
- h) How would you rate the following:
  - The appropriateness and applicability of the GIWA methodology and approach.
  - Quality of the proposals in terms of clarity, scope, relevance, implementability and realistic budgets as well as timeframe

#### 3) Specific to national coordinators

- a) How many national consultative meetings did you hold, indicate the approximate number of participants and the topics of discussion.
- b) Give examples of linkages to national priorities, synergy with ongoing activities as well as interest of donors and partners
- c) How did you endorse the Portfolio of Projects (Letter of endorsement signed by Minister, letter of endorsement signed by other, participation in a meeting etc)

#### 4) Consultations with ministers

- a) What was the level of your involvement in the African process.
- b) What kind of support did your country provide to the African Process.
- c) Do you have any suggestions on the institutional structure for the implementation of the portfolio of projects and programme of interventions.
- d) Have any donors approached your government to express interest to support any of the proposed projects.

#### 5) Consultation with ACOPS

- a) Did you receive letters of endorsement to the African process from Gambia, Mauritius, Senegal and Tanzania the same way you did for the first seven countries.
- b) Were there any delays in the disbursement of funds?
- c) What was the process for the identification of the coordinators?
- d) If you were given a second opportunity. What would you do differently?
- e) How were the portfolio of projects and programme of interventions endorsed?
- f) Provide a summary or report on the Donor Study

- g) Provide a summary of the work/output of the Sub-Committee on Harmonization of Project Proposals.
  - h) How many donors/development partnership have expressed interest in funding the portfolio of projects and programme of interventions.
  - i) What are the lessons learned through the African Process.
  - j) ACOPS's letter dated 18<sup>th</sup> April 2002 requested for variation in the budget lines. New budget lines were 1228, 1602, 3313, 3314, and 3315. what were these?
- 6) Specific questions to UNEP Finance**
- a) For the 4 added countries through MOUs, what was the financial arrangement especially the disbursements
  - b) Date for the letter approving the request of ACOPS to make variation to the allocated funds to new budgets lines funds and extension of the project period.



## Annex IV

### Regional coordinators and associated experts for phase II of the project

Regional coordinator/expert		Thematic group/Contact
<b>Coastal Erosion</b>		
Reg Coord.	Dr Isabelle Niang-Diop (Senegal)	Département de Géologie, Faculté des Sciences et Techniques, Université Cheikh Anta Diop, Dakar Fann, Senegal Tel: +(221) 825 0736, Fax: +(221) 824 6318, Email: isabelle@enda.sn
Expert	Dr Alfonse M. Dubi (Tanzania)	Institute of Marine Sciences, University of Dar Es Salaam, P.O. Box 668, Zanzibar, Tanzania Tel: +(254) 2 891941 E-mail: dubi@ims.udsm.ac.tz
Expert	Dr Delphine Malleret-King (Kenya)	P.O. Box 15669, Mbagathi, Nairobi, Kenya Tel: +(254) 127 2091, E-mail: dolphant@malleretking.fsnet.co.uk or dolphant@africaonline.co.ke
<b>Management of Key Habitats</b>		
Reg Coord.	Dr Antonio Mubango Hogueane	Eduardo Mondlane University, Faculty of Sciences Department of Physics, P O Box 257, Maputo, Mozambique Tel: +258-1-493377/1-493102 Fax: +258-1-493377/1-493049 E-mail: hogueane@hotmail.com or gtamb@zebra.uem.mz
Expert	Mr A.K. Armah (Ghana)	University of Ghana, Department of Oceanography and Fisheries, P.O. Box LG 99, Legon, Ghana Fax: +(233) 215 00184 Email: akarmah@yahoo.com
Expert	Ms Helena Motta (Mozambique)	Avenue Tomas Nduda 1288, P.O. Box 2775, Maputo, Mozambique Fax: +(258) 1 493 049, Email: coastal@tropical.co.mz or helenamotta@hotmail.com
<b>Pollution</b>		
Reg Coord	Dr Charles Biney (Ghana)	Director, Water Research Institute, Council for Scientific and Industrial Research, P. O. Box AH 38, Achimota, Accra, Ghana Tel.: (Office Direct) +(233) 21 776 044, (Office Main) +(233) 21 779 514 / 779 515, (Mobile) 024 37 4 556 (Evenings mainly), Fax : +(233) 21 777 170 Email: cbiney@idngh.com or charlesbiney@hotmail.com
Expert	Dr Emmanuel Olusegun Oyewo (Nigeria)	Nigerian Institute for Oceanography & Marine Research, Wilmot Point Road, Bar Beach, Victoria Island P.M.B. 12729 , Lagos, Nigeria, Fax: +(234) 161 9517 / 618375 Tel : +(233) 1 261 7530, E-Mail: niomr@linkserve.com.ng or nioms@hyperia.com
Expert	Dr Sylvia Shayo Temu (Tanzania)	University of Dar es Salaam, Faculty of Commerce & Management P. O. Box 35046, Dar es Salaam, Tanzania Tel. +(255) 22 2410257 Email shayo@fcm.udsm.ac.tz
<b>Sustainable use of living resources</b>		
Reg Coord	Dr Barry Clark (South Africa)	Anchor Environmental Consultants, Zoology Department, University of Cape Town, Private Bag, Rondebosch 7700 Cell: 082 -373 0521, Tel/Ans/Fax +(27) 21-685 3400, Email: bclark@botzoo.uct.ac.za
Expert	Mr Jacob Ochiewo (Kenya)	Kenya Marine and Fisheries Research Institute, P O Box 81651, Mombasa, Kenya, Tel: +(254) 11 475 154/2, Fax: +(254) 11 475 157, E-mail: jochiewo@recoscix.org
Expert	Dr Kwame Koranteng (Ghana)	Marine Fisheries Research Division, Ministry of Food and Agriculture, P.O. Box BT 62, Tema, Ghana. Tel: +(233) 22 402 665 or 208048, Fax: +(233) 22 203 066, E-mail: kwamek@africaonline.com.gh
<b>Tourism</b>		

Regional coordinator/expert		Thematic group/Contact
Reg Coord	Dr Terry Jones (Seychelles)	P.O. Box 1011, Victoria, Tel: +(248) 225 348 (Office), +(248) 722 319, (Mobile), +(248) 551 142 (Home) Email: terryj@seychelles.net
Expert	Dr Mitrasen Bhijakee (Mauritius)	Faculty of Science, University of Mauritius, Reduit, Mauritius; Tel: (230) 4541041 to 4541049, (230) 4649958 ext. 1409; Fax: (230) 4656928, (230) 4549642; Email: mitra@uom.ac.mu
Expert	Mr Saeed Mutta Mwaguni (Kenya)	Coastal Development Authority, P.O. Box 86298, Mombasa, Kenya Tel: +(254) 11 311 119 Email cmssec@africaonline.co.ke

## Annex V

### Evaluation of how and to what extent the project objectives (goal and purposes) have been met utilizing the verifiable indicators set in the logical framework/project matrix

Project strategy	Objectively verifiable indicator	Accomplishment
<b>Goal</b>		
The overall goal of this project is to assist sub-Saharan African countries in achieving sustainable management of their coastal and marine environment and resources.	Identified sites or living resources of regional and global significance that are suffering measurable degradation and actions agreed by participating countries and other partners for remedial and mitigating actions to solve priority environmental problems in the marine and coastal environment of sub-Saharan Africa	<ul style="list-style-type: none"> <li>• Priority hot-spots identified</li> <li>• Priority sensitive areas identified</li> <li>• Remedial measures proposed and agreed by the participating countries and presented to the Partnership Conference</li> </ul>
<b>The specific objectives</b>		
a) Identify areas, sites or living resources of regional and global significance that are suffering measurable degradation (i.e., hot spots).	a) Establishment of a list of regional priority hot spots of environmental degradation	<ul style="list-style-type: none"> <li>• Over 30 priority hot spots identified</li> </ul>
b) Determine the sources/causes of this degradation and the associated scales of impact (national, regional and global) to provide a basis for calculating incrementality on regional and extra-regional scales.	b) Determination of regional and extra-regional incremental costs of the elimination or reduction in severity of environmental hot spots in marine and coastal areas	<ul style="list-style-type: none"> <li>• Identified common problems. Regional or sub-regional is referenced to migratory birds and fish, e.g., the birds found in the coast of Ghana as well as trans-border pollution.</li> </ul>
c) Identify areas, sites and resources of regional significance that, although not currently degraded, are threatened with future degradation either because of the sensitivity of the receptor or the magnitude of the activity posing the threat.	c) Establish and adopt the list of areas, sites and resources which are threatened with future degradation and proposals for their protection.	Over 25 sensitive areas identified
d) Determine, through root-cause analysis, the fundamental causes of the damage or threat posed.	d) Use of the results of the root-cause analysis for the design of projects	19 project proposals prepared
e) Design a programme of interventions addressing	e) Development and adoption by	All the participating countries endorsed the

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Project strategy	Objectively verifiable indicator	Accomplishment
problems of regional priority that may be presented to the Partnership Conference.	participating countries of a programme of interventions for problems of regional priority	proposals by expressing interest in those projects in which they wished to participate.
<b>Outcomes</b>		
a) Recommendations to national authorities and the international community on measures and interventions for the development and protection of the marine and coastal environment in sub-Saharan Africa, in order to deal with the: <ul style="list-style-type: none"> <li>• Control or elimination of environmental hot spots in coastal and marine region of sub-Saharan Africa;</li> <li>• Protection of threatened sensitive areas, resources and amenities warranting special protection;</li> <li>• Concrete programme of interventions serving as the basis for bilateral or multilateral agreements to be implemented in partnership between African and non-African countries and institutions.</li> </ul>	c) National authorities endorsing proposals for interventions; adoption of the programme of interventions by the Partnership Conference; and	<ul style="list-style-type: none"> <li>• Eight heads of State and ministers from the participating countries programme of interventions during the Partnership Conference.</li> <li>• Several Partners expressed commitment to the execution of the programme of interventions.</li> </ul>
b) Assessment of the root causes of the environmental problems in the marine and coastal region of sub-Saharan Africa.		
c) Adoption of the list of hot spots and sensitive areas in the marine and coastal region of sub-Saharan Africa.		
d) Adoption of the priority listing and securing of funding for agreed actions as per the findings of the project.	d) Commitment by partners (countries, private sector, international organizations) to executing the programme of interventions.	<ul style="list-style-type: none"> <li>• Several Partners expressed commitment to the execution of the programme of interventions.</li> </ul>
<b>Project activities to achieve outcomes</b>		
a) Project coordination	f) Completion of the project according to agreed work plan and timetable and within budget	<ul style="list-style-type: none"> <li>• The time for completion of the project activities was extended by 12 months.</li> </ul>
b) Criteria and guidelines for the characterization of environmental hot spots	g) Guidelines prepared and used by participating countries and experts	The criteria and guidelines for the characterization were carefully developed and discussed intensively with the African experts through three iterations before application (The Hague, Paris and Mombasa

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**Commented [CRP22]:** Something appears to be missing between countries and programme in this sentence.

Project strategy	Objectively verifiable indicator	Accomplishment
c) Root cause analysis of existing impacts and threats to the marine and coastal environment	h) Results of root cause analysis and condition of environmental resources used in the preparation of project proposals	meetings). <ul style="list-style-type: none"> <li>• The route cause analysis and conditions of environmental resource analysis was used for the development of the project proposals.</li> </ul>
d) Identification and characterization of environmental hot spots and threatened sensitive areas, resources and amenities warranting special protection	i) List of hot spots of regional priority and sensitive areas and resources requiring special protection adopted by the Steering Group	A list of hot spots of regional priority and sensitive areas and resources requiring special protection was adopted during the joint meeting in Cape Town 17-18 September 2001.
e) Programme of interventions for presentation to the Partnership Conference	Adoption of the programme of interventions at the Partnership Conference	The heads of State who attended the Partnership Conference adopted the programme of interventions by making statements of support (annex VIII).

## Annex VI

### Extracts of commitments made during the Partnership Conference by heads of State and others

Head of State or other	Endorsement statement
1. H.E. Deputy President Jacob Zuma of South Africa	The African Union and NEPAD, AMCEN and the African Process itself provide the necessary platforms for political endorsement at the highest level.
2. H.E. President Joachim Chissano of the Republic of Mozambique	Today the African Process has the strong political support of African States because of the impacts of increasing anthropogenic and natural threats to the resource base on which the socio-economic stability of Africa's countries depend.
3. H.E. President Olusegun Obasanjo of the Federal Republic of Nigeria	The African Process, implemented through a GEF project and structured around five priority thematic areas, is an example of a creative modality for moving forward sustainable development options. It strengthens the environment component within NEPAD and was also presented to the African Union Summit held in Durban in July 2002.
4. H.E. President Maitre Abdoulaye Wade of the Republic of Senegal and Coordinator of the Environment Initiative of NEPAD	He recalled the adoption in Dakar in June 2002 of the action plan for the Environment Initiative of NEPAD, which he had presented during the AMCEN meeting held in Kampala in July 2002. The African Process is an integral part of the marine and coastal component of this action plan.
5. H.E. President Yahya Jammeh of the Republic of Gambia	He expressed satisfaction with his country's participation in the African Process, given that technical capacity had been immensely strengthened through work on the development of the project proposals. The Gambia attaches high priority to conservation and protection of coastal and marine areas which are central to economic opportunities and growth, and therefore central to efforts in poverty alleviation, particularly as the coastal population is largely composed of poor communities.
6. Hon. Minister Domic Fobih presented a statement on behalf of H.E. President John Kufuor of the Republic of Ghana	Given the need to strengthen cooperation with other countries that share common concerns, Ghana hosted one preparatory workshop. At that meeting, Ghana pledged its support in order to attain the objectives of the African Process.
7. H.E. President Daniel Arap Moi of the Republic of Kenya,	It is recognized that that Africa's rich resources play a significant role in the economic, social and cultural well being of our countries. Kenya has therefore always been keenly interested in matters of ocean management and the sustainable use of marine resources.
8. Hon. Minister Ntangazwa, on behalf of H.E. President Benjamin Mkapa of the United Republic of Tanzania	Tanzania fully endorses the African Process and the portfolio of project proposals. On the basis of this country's experience, where 25% of the population lives in coastal areas, coastal and marine issues must be priorities.
9. H.E. President Pedro Pires of Cape Verde	He drew attention to the situation of insular countries where the people are very dependent on the sea, observing that coastlines and marine resources needed to be protected. In Cape Verde, there is a need to protect the coastal and EEZ areas, including a need to combat pollution from shipping and to promote the sustainable development of fishing resources. Therefore, he reaffirmed his Government's support for the objectives related to coastal and marine areas.

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10.	H.E. President Joaquim Chissano	He presented the portfolio of project proposals and noted that many speakers had highlighted the significant demographic concentrations along the coast. The methodology and process followed would guarantee strong national ownership.
11.	Vice-Admiral Conrad C Lautenbacher, Jr., U.S. Navy (ret.), Undersecretary of Commerce for Oceans and Atmosphere and NOAA Administrator	He concluded by stating that the large marine ecosystems, geographic information for sustainable development and “My Community, Our Earth” programmes demonstrated how the United States was prepared to assist in meeting the objectives of the African Process.
12.	Mr Halifah Drammeh, Deputy Director for Policy Implementation, on behalf of Dr Klaus Toepfer, Executive Director of UNEP	He noted that UNEP had played an active role in making the African Process a reality and recalled that one of its objectives was the revitalization of the two regional seas conventions. It is UNEP’s conviction that the next steps must accomplish two objectives: Firstly, to ensure that the Nairobi and Abidjan Conventions play a central and key role in the next phase. Secondly, continued support by partners of the commendable efforts of African Governments. For its part, UNEP, which is hosted by Africa, would continue to provide support to these two instruments as well as to the implementation of the recommendations that emanate from the conference.
13.	Mr Mohamed El-Ashry, Chief Executive Officer, GEF	GEF will continue to support country driven initiatives to support the coastal and marine environment in Africa. The recent replenishment of nearly \$3 billion will enable GEF to continue to address environmental concerns in its main focal areas.
14.	Mr James Bond, Director of Environment and Social Development for Africa, World Bank	The World Bank Group fully supports this initiative because it is at the heart of the recently launched strategy for management of the coastal and marine environment in Africa, which forms a part of its poverty eradication mission. The World Bank looks forward to learning of the institutional mechanism which African leadership will put in place to move this process forward for effective implementation of these priority programmes and projects. The World Bank can especially play a role in this regard. It is already involved in the support of coastal and marine initiatives in several sub-Saharan African countries.
15.	Dr Patricio Bernal, Executive Secretary, IOC, conveyed a message of support from Mr Koichiro Maatsura, Director-General of UNESCO	UNESCO, through IOC, is ready to continue its technical support during the implementation phase.
16.	Seychelles	
17.	Mauritius	
18.	Cote d’Ivoire	

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**Commented [CRP25]:** There is no text for these countries. Should they remain in the annex?

## Annex VII

### Assessment of project outputs

Project output	Assessment		
	Scope	Quality	Usefulness
1. National reports	<ul style="list-style-type: none"> <li>Covered eleven coastal states</li> <li>Identified hot spots and sensitive areas</li> <li>Root cause analysis</li> <li>Recommendations on intervention at national level</li> </ul>	<ul style="list-style-type: none"> <li>Comprehensive information on biophysical aspects</li> <li>Weak information on socio-economics</li> </ul>	The reports are a useful reference material.
2. A Regional consolidated analysis	<ul style="list-style-type: none"> <li>Covering eleven coastal states</li> <li>Highlights common and from boundary issues across the eleven coastal states</li> </ul>		Reference materials
3. Portfolio of projects	<ul style="list-style-type: none"> <li>Nineteen framework project proposals in five thematic areas: coastal erosion; management of key habitats; sustainable use of living resources; Tourism; and Pollution.</li> <li>Proposed projects cover more than one country (140 national components)</li> </ul>	Project proposals based on sound scientific information	Unrealistically costed and therefore cannot be used directly. Must be reformulated.
4. Programme of interventions	Regional integration of the portfolio of projects	Based on sound scientific information	For referencing
5. The adopted GIWA methodology: <ul style="list-style-type: none"> <li>guidelines for the development of project proposals</li> <li>criteria for the selection of projects</li> </ul>	Region-wide can be applied in the whole of sub-Saharan Africa	Fine tuned to fit the sub-Saharan region	Reference material
6. Meetings and reports	<ul style="list-style-type: none"> <li>10 meetings and several national consultations</li> <li>10 meeting reports</li> </ul>	<ul style="list-style-type: none"> <li>Meeting proceedings well documented.</li> </ul>	<ul style="list-style-type: none"> <li>Participatory process</li> <li>Feedback mechanism</li> <li>Capacity-building.</li> </ul>



**Annex VIII**

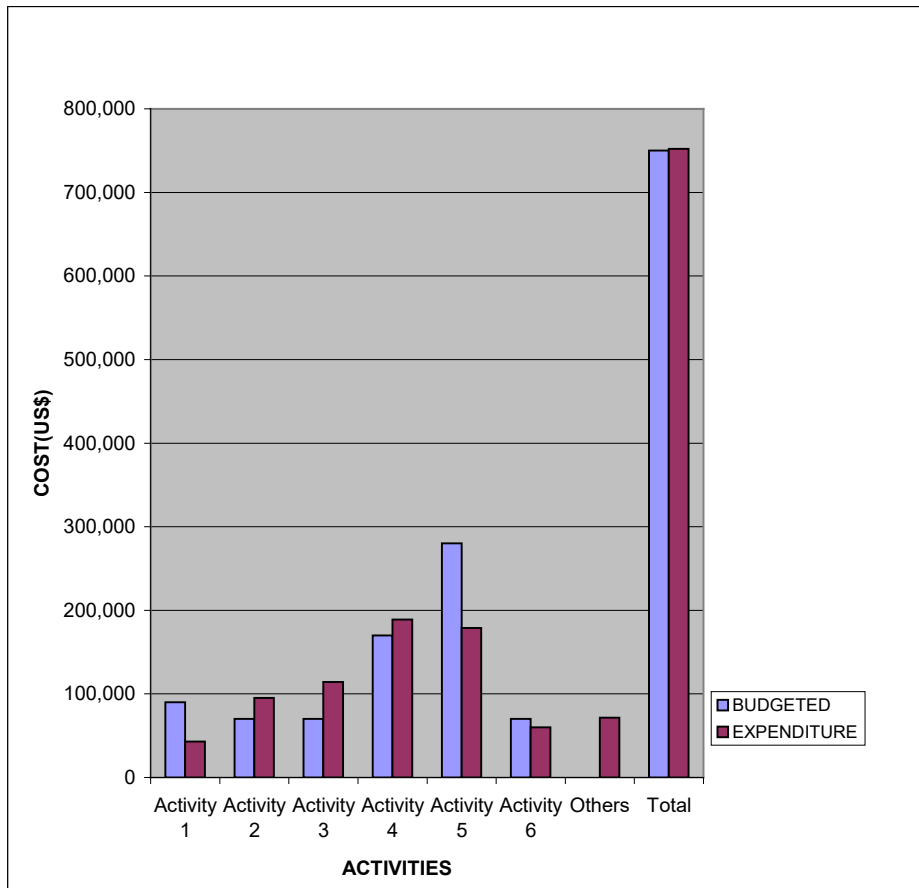
**Project activities implementation plan**

Proposed ■ Actual ■

Indicator activities	2000						2001												2002											
	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
SG/PC Meetings/ (Super preparatory conference)																														
WGIPA Meetings																														
WGPI Meetings																														
Training courses																														
Evaluation missions																														
Partnership Conference																														
Completion of project proposals and programme of interventions																														

## Annex IX

### Financial analysis of the utilization of project funds



#### Key

- Activity 1 – Project coordination
- Activity 2 – Development of methodology, criteria and guidelines
- Activity 3 – Causal chain analysis
- Activity 4 - Identification of hot spots and sensitive areas
- Activity 5 – Development of portfolio of projects for the Partnership Conference
- Activity 6 – Overhead costs
- Activity 7 - Other

## Annex X

### Project revision authorization

#### United Nations Environment Programme Global Environment Facility Project revision

- 1.1 **Sub-Programme Title:** Environmental Conventions: Policy and Programme Linkages
- 1.2 **Project Title:** Development and Protection of the Coastal and Marine Environment in Sub-Saharan Africa
- 1.3 **Project Number:** GF/6010-00-16/ Rev. 2  
IMIS Ref.: GF/4290
- 1.4 **Geographical Scope:** Cote d'Ivoire, Ghana, Kenya, Mozambique, Nigeria, Seychelles and S. Africa
- 1.5 **Implementation:** Advisory Committee on Protection of the Sea (ACOPS)
- 1.6 **Duration of the Project:** 29 months  
Commencing: August 2000  
Completion: December 2002 (formerly January 2002)

#### Reasons for Revision:

- a) To reflect the actual cost of project to the GEF Trust Fund in the year 2001 of US\$ 412,490.
- b) To re-phase the year 2001 unspent balance of US\$ 145,537 to the year 2002 thereby introducing the year 2002 budget for the same amount.
- c) The total cost of the project to the GEF Trust Fund remains **unchanged**.
- d) To introduce 5 new object of expenditure codes (1228, 1602 and from 3313 to 3315) per ACOPS's letter dated 18<sup>th</sup> April 2002.
- e) To re-allocate a total of US\$ 50,000 from object of expenditure codes 3309, 3311 and 3312 to cover the costs of activities included under (d) above.
- f) To extend the duration of the project for 11 months, through December 2002, to enable completion of project activities as per the revised workplan (see attached Annex 2) and ACOPS's letter dated 25<sup>th</sup> January 2002.
- g) To amend sub-section 3.1 (Budget) and 3.3 (Workplan and Timetable).

#### 1.7 Cost of the Project: US \$1,725,000

Cost to the GEF Trust Fund <b>remains</b>	US\$	750,000	
<b>Co-financing remains</b>			
ACOPS	US\$	75,000	in cash and kind
Cote d'Ivoire	US\$	15,000	in kind
Ghana	US\$	30,000	in kind
Kenya	US\$	30,000	in kind
Mozambique	US\$	15,000	in kind
Nigeria	US\$	30,000	in kind
Portugal	US\$	100,000	in cash
Seychelles	US\$	30,000	in kind
South Africa	US\$	70,000	in cash and kind
UK	US\$	160,000	in cash
U.S.A.	US\$	200,000	in cash
UNESCO	US\$	70,000	in cash and kind
IUCN	US\$	50,000	in kind
UNEP/GPA	US\$	100,000	in cash & kind
<b>Sub-total Co-financing</b>	<b>US\$</b>	<b>975,000</b>	
<b>Total Cost of Project remains</b>	<b>US\$</b>	<b>1,725,000</b>	

For the Environment Fund of UNEP,

-----  
Mr. E.F. Ortega  
Chief, Budget & Financial Management Service  
UNON

Date: \_\_\_\_\_

**References:**

- IMIS report for 2001 year-end-expenditures
- ACOPS letter dated 18<sup>th</sup> April 2002
- ACOPS letter dated 25<sup>th</sup> January 2002

## Annex XI

### Stakeholder participation in the African Process

Stakeholder	SG - I The Hague 26 NOV 2000		WGIPA I Paris 5-7 DEC 2000		WGIPA II Mombasa 12-14 MAR 2001		WGIPA III Cape Town 10-11 SEPT 2001		4 <sup>th</sup> PC/2 <sup>nd</sup> SG Cape Town 17-18 SEPT 2001		WGPI I Cape Town 12-13 SEPT 2001		WGPI II Acra 18-20 FEB 2002		SUPER PREP COM Abuja 16-17 June 2002	
	MI N	TECH	MIN	TECH	MIN	TECH	MIN	TECH	MIN	TECH	MIN	TECH	MIN	TECH	MIN	TECH
Benin																1
Cote d'Ivoire				1		2		2	1	4		2		1		2
Equatorial Guinea																4
Gambia						1		2				2		1		1
Ghana				1		2		2	1	1		2		8		1
Kenya		1		1		6		3	1	2		3		4	1	3
Mauritius						1		2				2				1
Mozambique		1		1		2		2	1	3		2			1	2
Nigeria	1	1				4		4	1	3		4		3	2	29
Senegal				1		1		1		1		1		2	1	3
Seychelles		1		1		2		2				2		1		1
South Africa	1	5		1		2	1	9	2	11		11		2	1	4
Tanzania						1		2				2		2	1	1
AMCEN	1								1							
NEPAD																1
Canada															1	
European Union																
Finland															1	1
Greece															1	
Japan															1	
The Netherlands																1

Stakeholder	SG - I The Hague 26 NOV 2000		WGIPA I Paris 5-7 DEC 2000		WGIPA II Mombasa 12-14 MAR 2001		WGIPA III Cape Town 10-11 SEPT 2001		4 <sup>th</sup> PC/2 <sup>nd</sup> SG Cape Town 17-18 SEPT 2001		WGPI I Cape Town 12-13 SEPT 2001		WGPI II Acra 18-20 FEB 2002		SUPER PREP COM Abuja 16-17 June 2002	
	MI N	TECH	MIN	TECH	MIN	TECH	MIN	TECH	MIN	TECH	MIN	TECH	MIN	TECH	MIN	TECH
Norway																1
Spain																1
Sweden																2
United Kingdom															1	1
United States of America		1				1		1		2		1		1		3
World Bank																2
African Dev Bank																1
ECOWAS																1
GEF																1
UNEP/GEF		1											1			1
DEC		1				1		1		1						
GPA		1								1						2
GEO																1
FAO																2
UNIDO																3
UNDP																3
UNEP Gulf of Guinea Project						1										
IOC (UNESCO)		3		2		2		1		3			1			5
IMO																2
GIWA						1		1		1						1
LOICZ													1			
ACCOPS		3		1		1		5		5			4			6
IUCN						1										
WWF						1		1								
African Business Round Table													1			1

Stakeholder	SG - I The Hague 26 NOV 2000		WGIPA I Paris 5-7 DEC 2000		WGIPA II Mombasa 12-14 MAR 2001		WGIPA III Cape Town 10-11 SEPT 2001		4 <sup>th</sup> PC/2 <sup>nd</sup> SG Cape Town 17-18 SEPT 2001		WGPI I Cape Town 12-13 SEPT 2001		WGPI II Acra 18-20 FEB 2002		SUPER PREP COM Abuja 16-17 June 2002	
	MI N	TECH	MIN	TECH	MIN	TECH	MIN	TECH	MIN	TECH	MIN	TECH	MIN	TECH	MIN	TECH
Shell - Nigeria														3		1
ACMAD																1
African Hope Foundation																
CLEAN																1
Edge Environment																1

## Annex XII

### List of national coordinators for phase ii of the project

Country	National coordinator	Address	E-mail address
Senegal	Elimane Bâ	23, Rue Calmette Dakar, Senegal Tel: +(221) 8 226 211, Fax: +(221) 8 226 212 [or] Chef de Division Lutte contre la Pollution et les Nuisances et Etudes d'Impact sur l'Environnement Direction de l'Environnement et des Etablissements Classés	denv@metissacana.sn envir@sentoo.sn
Seychelles	Terry Jones	Director-General (International Cooperation) Ministry of Tourism & Civil Aviation Independence House P O Box 92 Mahe Victoria Seychelles	terryj@seychelles.net
Côte d'Ivoire	Jacques Abe	Centre de Recherches Océanologiques 29, rue des Pêcheurs BP V 18 ABIDJAN - Côte d'Ivoire	abe@cro.ird.ci jabe1@hotmail.com
Gambia	Momodou Cham	Executive Director National Environment Agency 5 Fitzgerald Street P.M.B 48 Banjul, Gambia	nea@gamtel.gm
Ghana	AK Armah	University of Ghana Department of Oceanography and Fisheries P.O. Box LG 99 Legon Ghana	akarmah@yahoo.com
Kenya	Ali Mohamed	Coordinator: Coastal & Marine Programmes National Environment Secretariat	biofish@africaonline.co.ke



Country	National coordinator	Address	E-mail address
		Ministry of Environment and Natural Resources P.O. Box 67839 Nairobi	
Mauritius	Santaram Mooloo		santaramm@hotmail.com
Mozambique	Evaristo Baquete		ebaquete@tropical.co.mz biocoast@tropical.co.mz
Nigeria	Larry Awosika	Nigerian Institute for Oceanography & Marine Research Wilmot Point Road Bar-Beach, Victoria Island P.M.B. 12729 Lagos	niomr@linkserve.com.ng Larryawosika@yahoo.com
South Africa	Andre Share	Assistant Director: Coastal Management and Coordinator of the African Process Marine and Coastal Management Department of Environmental Affairs and Tourism Private Bag X2 Rogge Bay 8012 Cape Town Republic of South Africa	ashare@mcm.wcape.gov.za
Tanzania	Alfonse Dubi	Institute of Marine Sciences University of Dar Es Salaam P.O. Box 668, Zanzibar, Tanzania	dubi@ims.udsm.ac.tz

## Annex XIII

### List of project proposals and their relevance to the Abidjan and Nairobi Conventions and GPA

Number	Title (Final Abidjan, Cote d'Ivoire, May 2002)	Key issue  (Acra Ghana Feb 2002)	Relevance	
			Abidjan/Nairobi Conventions	GPA
COS 1	Mitigation of coastal erosion control and restoration of degraded areas in sub-Saharan Africa	1. Identification of affected and vulnerable areas to erosion	X	
COS 2	Supporting the implementation of integrated marine and coastal area management (ICAM) in sub-Saharan Africa	2. Causes of erosion	X	
COS 3	Assessment of the vulnerability of sub-Saharan coastal zones to the different impacts of climate change	3. Identification of mitigation options		
		4. Implementation of mitigation options		
		5. Follow up and monitoring		
		Capacity Building (transversal)		

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Number	Title (Final Abidjan, Cote d'Ivoire, May 2002)	Key issue (Acra Ghana Feb 2002)	Relevance	
			Abidjan/Nairobi Conventions	GPA
HAB 1	Conservation of biodiversity through the enhancement and/or establishment of marine protected areas in sub-Saharan Africa	Mangroves	X	
HAB 2	Promoting the establishment of RAMSAR sites and developing participatory and integrated approaches for effective integrated river basin management in sub-Saharan Africa	Coral reefs	X	X
HAB 3	Mangrove management in sub-Saharan Africa	Lagoons		
HAB 4	Improving the protection and stability of coral reefs and associated communities	DEGRADATION	X	
HAB 5	Development of sound land-use practices and reduction of suspended solids in estuaries and lagoons in sub-Saharan Africa	Conservation		X
		Marine parks		

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Number	Title (Final Abidjan, Cote d'Ivoire, May 2002)	Key issue (Acra Ghana Feb 2002)	Relevance	
			Abidjan/Nairobi Conventions	GPA
TOU 1	Development of sustainable coastal tourism development policies & strategies	Guidelines & standards establishment of guidelines to control tourism development in coastal areas		X
TOU 2	Promoting environmental sustainability within the tourism industry through implementation of an eco-certification and labelling pilot programme for hotels	Promoting ecotourism and community benefits that contribute to management and protection of m/c areas, including cultural heritage sites		
TOU 3	Preparation of national ecotourism strategies and implementation of pilot projects	Promoting sustainability in tourism development		X
TOU 4	Pilot measures to demonstrate the best practices in mitigating environmental impacts of tourism; reef recreation management	Introduction of mitigating measures / investment proposals	X	X

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Number	Title (Final Abidjan, Cote d'Ivoire, May 2002)	Key issue  (Acra Ghana Feb 2002)	Relevance	
			Abidjan/Nairobi Conventions	GPA
RES 1	Assessment and mitigation of the ecological and socio-economic impacts of destructive fishing practices in sub-Saharan Africa	Management of mangroves in east and west Africa	X	
RES 2	Mariculture development in sub-Saharan Africa	Assessments of the ecological and economic impacts of destructive fishing practices in sub-Saharan Africa		X
RES 3	Impact of global climate change on key marine and costal ecosystems in sub-Saharan Africa	Mariculture development in sub-Saharan Africa		
RES 4	Strengthening management, monitoring, control and surveillance capacity in fisheries management organizations in sub-Saharan Africa	Impact of "natural" (global climate change) and anthropogenic influences on stream flow and estuaries in The Gambia, Mozambique, Senegal and South Africa		
POL 1	Solid waste management and pollution control	1. Pollution control and waste management		X

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Number	Title (Final Abidjan, Cote d'Ivoire, May 2002)	Key issue  (Acra Ghana Feb 2002)	Relevance	
			Abidjan/Nairobi Conventions	GPA
POL 2	Development and application of technologies for sewage treatment in cities and towns	2. Technologies for sewage treatment		X
POL 3	Strengthening of oil spill management and contingency capabilities in sub-Saharan Africa	3. Strengthening of oil spill management and contingency capabilities		
		4. Suspended solids		
A.P. 1	Associated project, GOOS Africa			

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## Annex XIV

### List of documents consulted during the final review and evaluation

1. The report of the first meeting of the Steering Group, held in the Hague, 26 November 2000
2. Report of the first meeting of the working group on integrated problem analysis (WGIPA-I), held in Paris, France, 5-7 December 2000
3. Report of the second meeting of the working group on integrated problem analysis (WGIPA-II), held in Mombasa, Kenya, 12-14 March 2001
4. Report of the third meeting of the working group on integrated problem analysis (WGIPA-III), held in Cape Town, South Africa, 10-11 September 2003
5. Introduction to GEF medium-sized project “Development and Protection of the Coastal and Marine Environment in sub-Saharan Africa”, phase II, “Development of a Portfolio of Project Proposals”
6. Development and protection of the coastal and marine environment in sub-Saharan Africa: portfolio of project proposals”, 19 August 2002
7. Development and protection of the coastal and marine environment in sub-Saharan Africa: summary of project proposals, 19 August, 2002
8. Programme of interventions of the African Process for the development and protection of the coastal and marine environment in sub-Saharan Africa
9. Report of the joint meeting of the Preparatory Committee of the Partnership Conference and the project Steering Group held in Cape Town, South Africa, 17-18 September 2001
10. Strategy for stakeholder involvement and mobilization
11. The revitalization of the Nairobi and Abidjan Conventions
12. Timetable for the second phase
13. Report of the second meeting of the working group on the programme of interventions (WGPI II), held in Cape Town, South Africa, 12-13 September 2001
  - a. Annex II: Methodology for the second phase - development of project proposals for the programme of intervention for the Partnership Conference
  - b. Annex III : Partnership Conference process
  - c. Annex IV : Guidelines for the preparation and selection of project proposals
  - d. Annex V : Summary list of concept papers and presentation of overview
  - e. Annex VI : Reports of the working groups

**Commented [CRP26]:** There is no mention here of annex I. Is that correct?

14. Report of the second meeting of the working group on the programme of interventions (WGPI II), held in Accra, Ghana, 18-20 February 2002
15. Report of the third meeting of the working group on the programme of interventions (WGPI III) held in Abidjan, Côte d'Ivoire 14-16 May 2002
16. Regional consolidated analysis of the first phase of the GEF MSP sub-Saharan Africa, June 2002
17. Assembly of Heads of State and Governments: thirty- seventh ordinary session/fifth ordinary session of the AEC, held in Lusaka, Zambia ,11 July 2001.
18. GEF-MSP final statement of accounts 021220p
19. Project Formulation, Approval, Monitoring and Evaluation Manual, revised December 2000. UNEP Programme Coordination and Management Unit (PCMU)
20. GEF MSP development and protection of the coastal and marine environment in sub-Saharan Africa GF/6010-00-16.
21. Terminal report on the GEF MSP "Development and Protection of the Coastal and Marine Environment in sub-Saharan Africa" GF/6010-00-16
22. Memorandum of understanding between UNEP and ACOPS signed on 10 April 2001
23. Memorandum of understanding between UNEP and ACOPS signed on 3 October 2001



## Annex XV

### Time frame and budget for the proposed projects for the development and protection of the coastal and marine environment in sub-Saharan Africa

Project number	Project title	Time frame (Yrs)	Cost (million US\$)	Comments
COS 1	Mitigation of coastal erosion and restoration of degraded areas in sub-Saharan Africa	3-5	29.960	Development (NEPAD)
COS 2	Supporting the implementation of integrated marine and coastal area management (ICAM) in sub-Saharan Africa	5	11.896	UNEP joint implementation secretariat for the Abidjan & Nairobi Conventions
COS 3	Assessment of the vulnerability of sub-Saharan coastal zones to the different impacts of climate change	5	8.00	UNEP joint implementation secretariat for the Abidjan & Nairobi Conventions
	<b>Subtotal for coastal erosion projects</b>		<b>49.896</b>	
HAB 1	Conservation of biodiversity through the enhancement and/or establishment of marine protected areas in sub-Saharan Africa	5	5.500	UNEP joint implementation secretariat for the Abidjan & Nairobi Conventions
HAB 2	Promoting the establishment of Ramsar sites and developing participatory and integrated approaches for integrated river basin management in sub-Saharan Africa	5	5.000	Ramsar Convention secretariat
HAB 3	Mangrove management in sub-Saharan Africa	5	12.000	UNEP joint implementation secretariat for the Abidjan & Nairobi Conventions
HAB 4	Improving the protection and stability of coral reefs and associated communities	5	3.050	UNEP joint secretariat UNEP joint implementation secretariat for the Abidjan & Nairobi Conventions
HAB 5	Development of sound land-use practices and reduction of suspended solids in estuaries and lagoons in sub-Saharan Africa	5	3.000	GPA
	<b>Subtotal for management of key habitats projects</b>		<b>28.55</b>	
TOU 1	Development of sustainable coastal tourism development policies and strategies	5	2.980	UNEP joint implementation secretariat for the Abidjan & Nairobi Conventions
TOU 2	Promoting environmental sustainability within the tourism industry through implementation of an eco-certification and labelling pilot programme for hotels	3	2.045	UNEP joint implementation secretariat for the Abidjan & Nairobi Conventions
TOU 3	Preparation of national eco-tourism strategies and implementation of pilot project	5	4.400	UNEP joint implementation secretariat for the Abidjan & Nairobi Conventions
TOU 4	Pilot measures to demonstrate the best practices in mitigating environmental impact of tourism: reef recreation management	2	1.445	UNEP joint implementation secretariat for the Abidjan & Nairobi Conventions

Project number	Project title	Time frame (Yrs)	Cost (million US\$)	Comments
	<b>Subtotal for coastal tourism projects</b>		<b>10.87</b>	
RES 1	Assessment and mitigation of the ecological and socio-economic impacts of destructive fishing practices in sub-Saharan Africa	6	16.400	FAO
RES 2	Mariculture development in sub-Saharan Africa	4	14.665	Development (NEPAD)
RES 3	Impact of global climate change on key marine and coastal ecosystems in sub-Saharan Africa	3	2.537	UNEP joint implementation secretariat for the Abidjan & Nairobi Conventions
RES 4	Strengthening management, monitoring, control and surveillance capacity in fisheries management organizations in sub-Saharan Africa	4	26.578	Development (NEPAD)
	<b>Subtotal for sustainable use of living resources projects</b>		<b>60.18</b>	
POL 1	Solid waste management and pollution control	4	22.640	Development (NEPAD)
POL 2	Development and application of technologies for sewage treatment in cities and towns	5	89.120	Development (NEPAD)
POL 3	Strengthening of oil spill management and contingency capabilities in sub-Saharan Africa	5	30.850	IMO
	<b>Subtotal for marine pollution</b>		<b>142.61</b>	
A.P.1	Associated project, GOOS Africa	5	15.000	IOC (UNESCO)
	<b>Grand total</b>		<b>307.066</b>	

## Annex XVI

### Comparison between sites identified as hot spots/sensitive areas and sites identified for the implementation of project proposals

Country	Hot spots and sensitive areas	Sites included in the project proposals
Cote d'Ivoire	Hot spots The Ebrie Lagoon The Eastern part of the littoral from Abidjan to Assinie Sensitive areas Aby Lagoon Grand-Lahou Lagoon The maritime zone under national jurisdiction	<ul style="list-style-type: none"> <li>• Grand-Lahou Lagoon (COS-1)</li> <li>• Grand Bassm (COS-2)</li> <li>• All coastline (COS-3)</li> <li>• Ebrie Lagoon (HAB -3)</li> <li>• Le Grand-Lahou, Vridi and Assinie inlets (RES-2)</li> <li>• City of Abidjan including port complex (POL-1), (POL-3)</li> </ul>
Gambia	Hot spots/sensitive areas <ul style="list-style-type: none"> <li>• Bintang Bolong</li> <li>• The Tambi Wetland Complex</li> <li>• Tanji River Bird Reserve and Bijol Island</li> <li>• Nuimi National Park</li> <li>• Western Part of the River Gambia Basin</li> <li>• Alahein River to Cope Point</li> <li>• Banjul Island</li> </ul>	<ul style="list-style-type: none"> <li>• All coastline (COS-1)</li> <li>• Allahein River to Cope Point, Banul Islan (COS-3)</li> <li>• Western Gambia (Baobolong Wetland Reserve), Delta du Saloum in Senegal (HAB-2), (hab-3), hab-5</li> <li>• KMC,BCC and Brikama Area Council (POL-1)</li> <li>• Greater Banjul Area (GBA) (POL-2)</li> </ul>
Ghana	Hot spots <ul style="list-style-type: none"> <li>• Sakumo I wetlands</li> <li>• Korle lagoon</li> <li>• Sensitive Area</li> <li>• The Ada/Volta Estuary/Anyanui Mangrove Complex (AVEAMC)</li> </ul>	<ul style="list-style-type: none"> <li>• The Ada/Volta Estuary/Anyanui Mangrove Complex (AVEAMC) (COS-1), (COS-2), (HAB-1), (HAB-3), (RES-1), (RES-2)</li> <li>• All coastline (COS-3)</li> <li>• Elmina-Eture Lagoon, princess Town, Cape Three Points, Eastern Sandy Shore (Marine Turtle Nesting Site); (HAB-1)(HAB-3)</li> <li>• Volta, Densu Basin (HAB-2)</li> <li>• Korle Lagoon (HAB-5)</li> <li>• Keta Lagoon Complex (RES-1)</li> <li>• Volta Estuary, River Pra Estuary (RES-1)</li> <li>• City of Accra (POL-1),(POL-2), (POL-3)</li> <li>• Nsawam, in the River Densu Basin (POL-2)</li> <li>• Tema Port, Takoradi Port (POL-3)</li> </ul>
Kenya	Hot spots <ul style="list-style-type: none"> <li>• Mombasa inshore waters</li> <li>• Lamu inshore waters</li> <li>• Ungwana Bay</li> <li>• Diani reefs</li> </ul> Sensitive areas <ul style="list-style-type: none"> <li>• Vanga Creek</li> <li>• Wasin channel</li> <li>• Ngomeni Mangrove</li> <li>• Swamps</li> <li>• Malindi/Watamu Marine National</li> </ul>	<ul style="list-style-type: none"> <li>• Malindi Bay (COS-1)</li> <li>• Ngomeni(COS-3)</li> <li>• Gazi Village (COS-3)</li> <li>• Tana Delta (HAB-2)</li> <li>• Ngomeni Mangrove Swamps; Mida creek; Gazi Bay (HAB-3)</li> <li>• Mida-Watamu Greek in Malindi, Diani Reef Wasini Channel (TOU-4),(HAB-4)</li> <li>• Malindi Bay, Ungwana Bay, Gazi Bay, Diani Reef, Wasini Channel</li> </ul>

Country	Hot spots and sensitive areas	Sites included in the project proposals
	Park and Reserves	<ul style="list-style-type: none"> <li>and Vanga Creek (RES-1)</li> <li>• Mida Creek, Kipini, Wasimi Island (RES-2)</li> <li>• Mombasa City and Port (POL-1),(POL-2), (POL-3)</li> </ul>
Mauritius	Hot spots/sensitive areas <ul style="list-style-type: none"> <li>• Grand Baie</li> <li>• Flic en Flac</li> <li>• Pointe aux Sables,</li> <li>• Pomponette/Riambel,</li> <li>• Palmar/Belle Mare</li> <li>• Rodrigues</li> </ul>	<ul style="list-style-type: none"> <li>• File en Flac, Grand Baie and Riambel (COS-1)</li> <li>• All Coastline Including Rodridge(COS-2),(COS-3),(HAB-4)</li> <li>• 15 important popular diving sites, including Trou Aux Biches, Gunners Quoin, Flic en Flac, Le Morne and Pointe d' Esny (TOU-4)</li> </ul>
Mozambique	Hot spots <ul style="list-style-type: none"> <li>• Maputo Bay</li> <li>• Sofala Bank</li> <li>• Nacala Bay</li> <li>• Mozambique Island</li> </ul> Sensitive Areas <ul style="list-style-type: none"> <li>• Bazaruto Archipelago,</li> <li>• Quirimbas Archipelago</li> <li>• Inhaca and Matutuine Area</li> <li>• Marromeau and Zambezi Delta</li> </ul>	<ul style="list-style-type: none"> <li>• Maputo Bay (COS-1)</li> <li>• Limpopo, Incomat, Zambezi and Pungo Ruiver Basins (COS-3), (HAB-2)</li> <li>• Mozambique Island and surroundings primeiras and Segunda, Inhaca Idlsna Ponta do Ouro (HAB-1)</li> <li>• Incomati, Zambezi River &amp; delta (HAB-2)(HAB-5)</li> <li>• Quirimbas Archipelago; Mozambique Island; Beira City, Sofala Bay; Nacala Bay; (HAB-3,(HAB 4)</li> <li>• Quirimbas Archipelag, Bazaruto Archipelago, Mozambique Island and suorroungs nacala Bay and Inhaca Island in Maputo Bay, Ponta do Ouro (HAB4)</li> <li>• Quirambas archipelago InhancA Reserve, Bazaruto (TOU-4)</li> <li>• Coastal settlements, especially Quirimbas Sofala Bank and Maputo bay Zambezi Delta, Sofala bay(RES1)</li> <li>• Maputo, Beira and Necole (POL-1)</li> <li>• Necole Xai-Xai, inhambane (POL-2)</li> </ul>
Nigeria	Hot spots <ul style="list-style-type: none"> <li>• Ojo Area</li> <li>• Lagos Island Area</li> <li>• Victoria Island Area</li> <li>• Awoye/Molume Area</li> <li>• Warri/Sapele Area</li> <li>• Yenagoa Area</li> <li>• Oguni Land</li> <li>• Eket Area</li> </ul>	<ul style="list-style-type: none"> <li>• All coastline (CAO-1), (COS=3)</li> <li>• Lagos Island (COS-2)</li> <li>• Lagos, Eket, Ogoni/Bonny, Bodo/Numb (HAB-1)</li> <li>• Niger Delta, Lagos, Eket, Niger/Benuue Catchment (HAB-2,(HAB-3),(HAB-5)</li> <li>• Niger Delta – Lagos</li> <li>• Lagos, Eket, Bony /Ogoni, Dodo (RES-2)</li> <li>• Lagos, Port Hartcourt, Warri and</li> </ul>

Country	Hot spots and sensitive areas	Sites included in the project proposals
	Sensitive Areas <ul style="list-style-type: none"> <li>• Festac Town/Amuwo</li> <li>• Ibeju-Lekki West</li> <li>• Ibeju-Lekki East</li> <li>• Ilaje Area</li> <li>• Benin/Aagbor</li> <li>• Barrier Island Between</li> <li>• Dodo and Nun Rivers</li> <li>• Akassa/Brass/Calabar River</li> <li>• Opopo Area</li> <li>• Stubs Creek Area</li> </ul>	<ul style="list-style-type: none"> <li>• Calabar (POL-2)</li> <li>• Nigeria Delta, Lagos Port, Port Harcourt Port, Calabar Export Process Zone (POL-3)</li> </ul>
Senegal	Hot spots <ul style="list-style-type: none"> <li>• The Djoudj bird National Park</li> <li>• The Hann Bay</li> <li>• Dakar</li> <li>• Djiffere</li> </ul> Sensitive Areas <ul style="list-style-type: none"> <li>• The Senegal Delta</li> <li>• The Saloum estuary</li> <li>• The Casamance estuary</li> </ul>	<ul style="list-style-type: none"> <li>• Cap-Vert Peninsular – Little Coast areas (COS-1)</li> <li>• Djiffere (COS-2)</li> <li>• All coastline (COS-3)</li> <li>• Delta of the Senegal River (HAB-2), (HAB-5)</li> <li>• Saloum estuary; Casamance estuary (HAB-3)</li> <li>• Bay of Hann (POL-1), (POL-2)</li> </ul>
Seychelles	Hot spots <ul style="list-style-type: none"> <li>• Coastal Plateau of La Digue;</li> <li>• East Coast of Mahe;</li> <li>• Anse Volbert, Praslin</li> </ul> Sensitive areas: <ul style="list-style-type: none"> <li>• Port Launay</li> <li>• Baie Ternay Marine Parks and adjacent areas</li> <li>• Cosmoledo Atoll</li> <li>• Mahe Wetlands</li> </ul>	<ul style="list-style-type: none"> <li>• East coast of Mahe, Anse Volbert (COS-1),(COS-2)</li> <li>• All coastline</li> <li>• Cosmoledo, Mahe, Praslin, La Digue, Aldabra &amp; other Inner Islands (HAB-1), (HAB-4, (RES-2)</li> <li>• Cosmoledo, Aldabra, Mahe, Praslin, La Digue and other inner Islands (TOU-4)</li> </ul>
		<ul style="list-style-type: none"> <li>•</li> </ul>
South Africa	Hot spots <ul style="list-style-type: none"> <li>• Richards Bay</li> <li>• Knysna</li> <li>• False Bay</li> </ul> Sensitive areas <ul style="list-style-type: none"> <li>• Maputoland</li> <li>• Pondoland</li> <li>• Saldanha-Langebaan</li> </ul>	<ul style="list-style-type: none"> <li>• Lengebaan (COS-1)</li> <li>• Groen-Spoeg River, Pondoland, St. Lucia and Kosi Bay, Kunene River (initiative to include Namibia and Angola) (HAB-1)</li> <li>• St. Lucia, orange river mouth, Langebaan lagoon (HAB-2)</li> <li>• Northern KwaZulu – Natal (HAB-4)</li> <li>• Krynza Estuary (HAB-5)</li> <li>• All coastal province's (Northern Cape, Western Cape, Eastern Cape KwaZulu- Natal) RES- @)</li> <li>• Selected hot spots and sensitive areas in coastal cities (POL-1)</li> <li>• All coastal Provinces (POL-3)</li> </ul>
		<ul style="list-style-type: none"> <li>•</li> </ul>
Tanzania	Hot spots <ul style="list-style-type: none"> <li>• Dar Es salaam city</li> <li>• Zanzibar municipality</li> <li>• Tanga municipality</li> <li>• Sensitive areas</li> <li>• Rufiji – Mafia – Kilwa Complex</li> </ul>	<ul style="list-style-type: none"> <li>• Dar Es salaam, Jambiani in Zanzibar COS-1), (COS-3), HAB-4)</li> <li>• Rufiji River Basin (HAB-2), HAB-5)</li> <li>• Chwaka Bay; Bumbwini; Matumbini; Kisiwa Kikuu</li> </ul>

Country	Hot spots and sensitive areas	Sites included in the project proposals
	<ul style="list-style-type: none"> <li>• Tanga Coastal Area</li> <li>• Bagamoyo District</li> <li>• Dar Es salaam and Zanzibar</li> </ul>	<ul style="list-style-type: none"> <li>(HAB-3)</li> <li>• Dar Es salaam City and Towns of Tanga, Zanzibar (POL-1)</li> <li>• Selected low-income areas in Dar Es salaam, Zanzibar and Tanga Municipalities (POL-2)</li> </ul>

## Annex XVII

### Consultancy fees paid, listed by country

Country	ACOPS	IOC & GPA	TOTAL
Côte d'Ivoire	15,750	1,000	16,750
Ghana	23,750	5,000	28,750
Nigeria	19,750	0	19,750
Mozambique	20,250	5,000	25,250
Seychelles	19,250	5,000	24,250
Kenya	27,750	0	27,750
South Africa	10,750	5,000	15,750
Mauritius*	18,500	0	18,500
Gambia*	14,000	0	14,000
Senegal*	16,250	5,000	21,250
Tanzania*	3,750	18,000	21,750
<b>TOTAL:</b>	<b>189,750</b>	<b>44,000</b>	<b>233,750</b>