



PROJECT CONCEPT NOTE FOR PIPELINE ENTRY

AGENCY'S PROJECT ID:
GEFSEC PROJECT ID:
COUNTRY: All African Countries
PROJECT TITLE: Capacity-building programme for the Implementation of the Action Plan for the Environment Initiative of the New Partnership for Africa's Development (NEPAD)
GEF IMPLEMENTING AGENCY: UNEP and UNDP in collaboration with World Bank and African Development Bank
EXECUTING AGENCY(IES): National executing agencies
DURATION: 5 years
GEF FOCAL AREA: Multiple Focal Areas
GEF OPERATIONAL PROGRAM: EA - Enabling Activity
GEF STRATEGIC PRIORITY: CB-2 Cross-cutting Capacity Building
ESTIMATED STARTING DATE: July 2004
ESTIMATED WP ENTRY DATE: May 2004

FINANCING PLAN (US\$million)	
GEF PROJECT/COMPONENT	
Project (<i>estimated</i>)	US\$ 6.0
PDF A	N/A
PDF B	N/A
PDF C	N/A
<i>Sub-Total GEF</i>	US\$ 6.0
PROJECT CO-FINANCING (<i>estimated</i>)	
GEF Agency	US\$
National Contribution	US\$ 4.0
Others	US\$ 20.0
<i>Sub-Total Co-financing:</i>	US\$ 24.0
<i>Total Project Financing:</i>	US\$ 30.0
PDF CO-FINANCING	
GEF Agency	N/A
National Contribution	N/A
Others	N/A
<i>Sub-Total Co-financing:</i>	N/A
<i>Total Project Financing:</i>	US\$ 30.0

RECORD OF ENDORSEMENT ON BEHALF OF THE GOVERNMENT:

(Enter Name, Position, Ministry)

Date: (Month, day, year)

Endorsed by the Fifth Steering Committee meeting held at Ministerial level and welcomed by the participants of the Partnership Conference of NEPAD

October 2003 and December 2003

This proposal has been prepared in accordance with GEF policies and procedures and meets the standards of the GEF Project Review Criteria for pipeline approval.

Mr. Ahmed Djoghlaif
 IA Coordinator
 Date: January 29 2004

Project Contact Person:

Mr Ahmed Djoghlaif
 Assistant Executive Director
 United Nations Environment Programme
 P.O. Box 30552, Nairobi, Kenya
 Tel: +254-20-624165
 Email: Ahmed.Djoghlaif@unep.org

PART I - PROJECT CONCEPT

1. PROJECT SUMMARY

1.1 Background and Context

1. In October 2001, African heads of State and government adopted the New Partnership for Africa's Development (NEPAD), in which the leaders pledged, "based on a common vision and a firm and shared conviction, that they have a pressing duty to eradicate poverty and to place their countries, 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." The NEPAD document further recommends the development and adoption of an environment initiative – a coherent action plan and strategies to address the region's environmental challenges while at the same time combating poverty and promoting social and economic development.
2. In order to develop and implement the environment initiative, an environmental action plan has been prepared with financial support from the Global Environment Facility (GEF), under the leadership of the African Ministerial Conference on the Environment (AMCEN) and in close cooperation with the secretariat of NEPAD and the Commission of the African Union. The action plan was prepared in two phases. The first phase (September 2001-July 2002), to develop the framework of an action plan, was conducted by the steering committee of the UNEP/GEF medium-sized project (MSP) on NEPAD, comprising the representatives of the five members of the Bureau of AMCEN as well as the five initiating countries of NEPAD. Three meetings of the steering committee were convened in South Africa, Algeria and Senegal. The last meeting was held at the ministerial level. The steering committee was co-chaired by the representatives of the President of the African Union and the President of AMCEN. The framework of the action plan was adopted by AMCEN at its ninth meeting, held in Kampala, Uganda, from 1 to 5 July 2002.
3. During the second phase (September 2002-May 2003), the nine following thematic workshops were convened for the finalization of the action plan: desertification (19-20 January 2003, Algiers, Algeria); invasive species (23-24 January 2003, Pretoria, South Africa); poverty and environment (23-24 January 2003, Bamako, Mali); consultative meeting with non-governmental organizations (1 February 2003, Nairobi, Kenya); wetlands (10-11 February 2003, Nairobi, Kenya); forests (13-14 February 2003, Yaounde, Cameroon); health and environment (17-18 February 2003, Dakar, Senegal); marine and coastal areas (24-25 February 2003, Abuja, Nigeria) and climate change (26-27 February 2003, Rabat, Morocco). The workshops were convened to develop further the activities contained in the framework of the action plan and to identify project proposals. These workshops were held with the active participation of more than 786 African experts and resulted in the identification of 200 project proposals falling within the programme areas of the action plan.
4. The reports of the nine thematic workshops and the revised action plan were reviewed and endorsed by the steering committee at its ministerial-level meeting in Maputo, Mozambique, on 23-24 April 2003. The action plan was endorsed by AMCEN at its second special session, held in Maputo, Mozambique, on 9-10 June 2003. It was decided that a fifth meeting of the steering committee would be held at the ministerial level in Cairo, Egypt, on 21-22 October 2003 to finalize a project proposal on capacity-building

to be submitted to a donors' meeting to be held in Algiers, Algeria, on 15 December 2003. The Assembly of the African Union endorsed the action plan at its second ordinary session, held in Maputo, Mozambique, on 10-12 July 2003. In adopting their decision Assembly/AU/Dec.5(II) on the action plan for the NEPAD environment initiative, the African heads of State invited bilateral and multilateral partners to play an active part in the donors' conference. The Heads of State Implementation Committee of NEPAD also adopted the action plan, at its meeting in Maputo in the margins of the Assembly.

5. The NEPAD environmental action plan is part of Africa's response to meeting the millennium development goals, particularly goal 1 on eradicating poverty, goal 7 on environmental sustainability, and goal 8 on developing partnerships for development. It is also based on the general principles of Agenda 21. In addition, it represents Africa's response to the implementation of the Africa chapter of the Johannesburg Plan of Implementation, adopted by the World Summit on Sustainable Development. The overall objectives of the NEPAD environmental action plan are to complement current African processes to improve environmental conditions in Africa. Achieving these objectives will contribute to the realization of economic growth and poverty eradication in Africa; develop Africa's capacity efficiently to implement international and regional environmental agreements; and enable African countries to meet the environmental challenges arising within the overall context of NEPAD implementation.
6. The preparation of the NEPAD action plan began with a framework for an action plan prepared by the steering committee of the UNEP/GEF MSP on NEPAD and endorsed by AMCEN at its ninth session, held in Kampala, Uganda, in July 2002. The importance of addressing associated capacity-building needs was highlighted as an essential component within this framework action plan, in particular capacity-building to enable African countries to implement multilateral and regional environmental agreements. The framework action plan included a specific annex – the strategy plan for capacity building – containing detailed ideas of how this should be put into practice.
7. The environmental action plan is organized into clusters of programmatic and projects activities to be implemented over an initial period of 10 years. The 786 participants at the nine thematic consultations endorsed detailed thematic background papers prepared by thematic task force groups during 2002, and identified 200 project concepts. The thematic areas of the environmental action plan have each highlighted the importance of capacity development (see Annex 1) in order that implementation of the action plan is effective, with several of the thematic areas prioritizing capacity-building activities as a separate programme or initiative. The particular importance of addressing the capacity-building needs was also debated at the non-governmental organization consultation, when the potential role of civil society organizations in information dissemination, capacity-building and monitoring was highlighted. Therefore it was agreed that the strategic plan for capacity-building should be included as an annex to the environmental action plan and a meeting of the steering committee of the UNEP/GEF MSP on NEPAD be held at ministerial level to finalize a project proposal on capacity-building for the implementation of the NEPAD environmental action plan. Accordingly, this project was prepared and adopted by the fifth meeting of the steering committee of the UNEP/GEF MSP on NEPAD held at ministerial level in Cairo, Egypt, on 21 and 22 October 2003.

1.2. Rationale and objectives

8. The issue of capacity-building has become a major priority within the global conventions, the GEF and the international community. Responding to the recommendations associated with the third replenishment of the GEF and the Beijing Declaration of the GEF Assembly in October 2002, the GEF business plan FY04-06 adopted by the GEF Council in May 2003, identifies capacity-building as a strategic priority of GEF that cuts across all focal areas.
9. Within the overall purpose of the environmental action plan, the present capacity-building project for the implementation of the NEPAD action plan is specifically aimed at enhancing the human and institutional capacities of African countries effectively to address the environmental challenges facing the continent. To achieve this, the project has as its overall objective to build the capacity of African countries to implement the NEPAD environmental action plan and to develop further the concept proposals identified through the thematic consultations. It will assist the African countries to implement their commitments under the global and regional environmental conventions and will contribute to the implementation of the Africa chapter of the Johannesburg Plan of Implementation adopted by the World Summit on Sustainable Development.
10. The need to enhance the scientific and technical capacity of African Governments to address environmental challenges is repeatedly highlighted at international environmental meetings and in particular during the conferences of parties of the multilateral environmental agreements, as well as by the African States themselves. The increasingly complex technical issues of certain thematic areas, such as climate change, as well as general skills in negotiation, environmental law and environmental economics for example, pose a challenge to African States, which often do not have adequate funds needed to train their professionals. The achievements of African professionals are further constrained by the institutions within which they operate as well as the overall enabling environment or system for environmental management in their respective countries.
11. The term “capacity-building” is generally taken as meaning “the actions needed to enhance the ability of individuals, institutions and systems to make and implement decisions, and perform functions in an effective, efficient and sustainable manner”. At the individual level, capacity-building refers to the process of changing attitudes and behaviour, most frequently through imparting knowledge and developing skills through training. Capacity-building at the institutional level focuses on overall organizational performance and functioning capabilities, as well as the ability of an organization to adapt to change. In addition to improvements in physical assets, such as infrastructure, institutional capacity building involves clarification of missions, structures, responsibilities, accountabilities and reporting lines, and changes in the deployment of human resources. At the systemic level, capacity building is concerned with the creation of “enabling environments”, i.e., the overall policy, economic, regulatory, and accountability frameworks within which institutions and individuals operate.
12. As African Governments begin the implementation of the NEPAD environmental action plan, they face a host of individual, institutional and systemic constraints, stemming from an overall paucity of information and training, long established but inappropriate and overlapping mandates of sectoral ministries, a project-driven focus which mitigates against long-term sustainable improvements, and a governance framework in which

environmental issues have not been mainstreamed into national policies. The capacity-building programme for the implementation of the NEPAD action plan has been elaborated in recognition of the considerable constraints faced by African Governments and represents an essential first step towards ensuring that the action plan becomes operational.

13. The overall success of the NEPAD action plan will depend upon the timely execution of projects and activities which turn the action plan into reality on the ground, and thereby ensure that the NEPAD environmental initiative becomes part of the national agenda of the respective countries. The importance of action is in line with the wishes of the NEPAD secretariat, which has repeatedly stressed the importance of rapid action within the NEPAD programmes of work to prevent a backlash of negative publicity about the NEPAD process.

1.3. Project components, activities and expected results

A. Components

14. The project is grouped into five **components**, the combined outputs of which will build the capacity of African countries to implement the NEPAD environmental action plan through partnerships within a programmatic approach. The five components cover:
 - Developing a coordinated approach for the implementation of the action plans for NEPAD environment initiative;
 - Preparation of sub-regional environmental action plans;
 - Strengthening the capacity of African countries to implement global and regional environmental agreements of relevance to the action plan for the NEPAD environmental initiative;
 - Undertaking a comprehensive training strategy for the implementation of the action plan for the NEPAD environmental initiative; and
 - Supporting African centres of excellence and specialist networks within each thematic programme area of the NEPAD environmental initiative.

B. Expected results

15. **Component 1** will focus on developing a coordinated approach for the implementation of the action plan for the NEPAD Environment Initiative. The fifth meeting of the steering committee of the UNEP/GEF MSP on NEPAD, held at ministerial level in Cairo, Egypt, on 21 and 22 October 2003 decided to include this as the first component of the capacity building programme. The component will be implemented as a matter of priority in the first year of the programme with the view of maximizing impacts and achieving results as well as well finalizing the concept proposals identified through the thematic consultations into fundable projects and programmes.
16. The expected output from **component 2** will be the development and implementation of subregional environmental action plans, in line with the overall NEPAD environmental action plan. The further development of the action plan into subregional action plans will enhance capacity for implementation and is necessary for the purpose of ensuring that the action plan is integrated within other NEPAD sectors and action plans currently being implemented. As the subregional plans are developed, efforts will be made to address

some of the concerns that have been raised since the action plan was developed, in particular, the role to be played by civil society organizations.

17. The outputs of **component 3** will address one of the priority challenges facing African countries in their efforts to achieve sustainable development: their need effectively to implement the growing number of global and regional environmental conventions, alongside their many other national priorities and commitments. The outputs of this component will include a comprehensive set of nationally generated assessments that prioritize capacity-building needs for implementing the Rio conventions, as well as other international and regional conventions. National and donor funding will be sought for these assessments through the endorsement and practical support of the NEPAD framework.
18. The result of **component 4** will be a comprehensive training programme for African environmental professionals, using specialist training centres in Africa and focusing on the training needs identified during the thematic workshop process, as well as the priority challenges that will result from component 3. The training strategy will be monitored through a performance evaluation mechanism to ensure that all training is both valuable and effective.
19. The overall output from **component 5** will be a more widespread and efficient technical support framework for African environmental managers. Following a review of existing African centres of excellence and networks, support will be provided to strengthen the quality, availability and performance of priority research and information networks, ensuring continent-wide coverage.

C. Activities

20. The activities for **component 1**, developing a coordinated approach for implementation of the action plan include the following areas:
 - Developing a coordinated approach (content and scope, delivery and monitoring and evaluation plans) and guidelines with the full participation of all stakeholders, including the African regional Economic Communities and Africa's development partners
 - Finalization of fundable projects based on prioritization and elaboration of the 200 concepts developed during the thematic consultations that were organised with the participation of 786 African experts.
21. The activities for **component 2**, the preparation of the subregional environmental action plans, fall into four broad areas:
 - Regional prioritisation of the action plan thematic programmes and activities;
 - Exploring linkages between the action plan and the other NEPAD sectoral activities;
 - Mainstreaming subregional environmental action plans within the activities of national agencies and institutions;
 - Reviewing the capabilities of civil society organisations and elaborating how they and other stakeholders can be involved in the implementation of subregional action plans.

22. The activities undertaken within **component 3**, strengthening the capacity of African countries to implement global and regional environmental agreements, cover the following five areas:

- Supporting the finalization and implementation of national capacity needs self-assessment action plans prepared by African States for biodiversity, climate change and land degradation issues;
- Preparing capacity needs assessments for areas not covered by national capacity needs self-assessments and, in particular, persistent organic pollutants (POPs), alien invasive species, wetlands and coastal and marine issues, and supporting their implementation;
- Supporting the implementation of African regional environmental conventions and, in particular, the Algiers Convention on the Protection of Nature and Natural Resources as revised by the African Union as well as the Bamako Convention;
- Promoting, through pilot and demonstration projects, synergies at national, subregional and regional levels for the implementation of the three Rio conventions (on desertification, biological diversity and climate change);
- Public education and awareness-raising activities for environmental conventions.

23. At the ninth session of AMCEN, held in 2002, the Africa Environment Outlook report was adopted as the framework for environmental reporting and assessment in Africa. The ministers called on the international community to support a process of strengthening the capacities of African Governments and other institutions in integrated assessment which would guide sustainable development planning, and stated that support was needed for:

- Training in assessment and information management aspects related to regional environmental conventions;
- National and regional capacity to collect and use multisectoral information in decision-making processes and build capacity to collect and analyse data and information for decision-making;
- Establishment of a comprehensive regional information framework for environmental agreements.

24. In its paragraph 144, the action plan on the NEPAD environmental initiative establishes an environmental directory, a tool that aims to build a comprehensive directory of institutions and the existing information resources that they own or manage, including project activities, documents, expert rosters, etc. The system is built upon a network structure that actively involves international and national governmental and non-governmental organizations in the collection and maintenance of data and information, and thus has a relatively low operational maintenance cost. It uses internet technology to link to other databases to share and exchange data and information. Also planned as part of its inclusion under the UNEPnet framework is the development of an exchange interface to allow any environmental information system on the internet to be searched from this single point. There are four main categories captured by the system, which therefore provides a structured approach to selecting and finding information: addresses (expert rosters and institutions); projects; documents (national reports, assessments, etc); datasets (measurements, inventories, etc); and maps (geographical information systems and printed maps). The NEPAD environment directory would provide, as a minimum, links and direct access to the following information resources for each programme area:

- Planned and current project activities (through linkage and integration with existing project databases);
 - Project concepts submitted as an outcome of the planning phase;
 - Expertise available in and outside the region (institutions and individuals);
 - Trends and findings of the Africa Environment Outlook, enabling activities inventories, and so on;
 - Best practices and lessons learned for issues of concern in a given thematic area;
 - Selected geographical information system applications (such as the African fresh water atlas showing all surface water resources, power generation dams, water stress levels, etc., in Africa);
 - Special graphical interface to map and link existing information systems based on a search;
 - Searchable catalogue to existing and reliable interactive forums.
25. With regard to public education and awareness raising, the following activities have been identified under the strategic capacity-building plan contained as an annex to the NEPAD environmental action plan and will need to be given priority attention:
- Developing common strategies to integrate issues on environmental conventions into education at all levels. This may involve the review and revision of school and university curricula;
 - Supporting university and other tertiary research and educational activities on environmental policy and law; encouraging and supporting the establishment of cross-disciplinary environmental courses in African universities;
 - Supporting countries to develop and provide appropriate information packages for the public, if possible in their national languages;
 - Supporting countries to establish media facilities that focus on global environmental conventions and related sustainable development issues;
 - Organizing regional youth environmental sessions and placing emphasis on the dissemination of information on global environmental conventions.
26. The activities within **component 4**, developing and implementing a comprehensive training strategy for the implementation of the NEPAD environment action plan covers the following three areas:
- Review of the programmes of existing environmental training centres in Africa and prioritization of the immediate training needs;
 - Development and implementation of an outline training strategy;
 - Implementation of the strategy and establishment of performance indicators.
27. For **component 5**, supporting African centres of excellence and specialist networks, the activities cover the following areas:
- Identification of centres of excellence and specialist networks;
 - Development and implementation of a strategic plan for the strengthening of networks and centres, including the establishment of a monitoring system.

2. COUNTRY OWNERSHIP

Country Eligibility

28. The capacity building programme for the implementation of the action plan of the NEPAD Environment Initiative is a regional one that will be implemented in all African countries. The countries are signatories to one or more of the Rio Conventions (desertification, biological diversity and climate change) and participate in the Conference of the Parties, COPs. As at end of 2003, forty-nine have ratified the convention on desertification; fifty for the convention on biological diversity and fifty for the framework convention on climate change. The need to strengthen the capacities of the countries to implement their obligations under these conventions has been repeatedly emphasized at meetings of COPs of the various conventions.

Country Drivenness

29. The action plan for the NEPAD environment initiative including its capacity building programme was developed through a consultative process and it involves strong country ownership at all levels, from heads of State to ministers and experts and non-governmental/civil society organizations. More than 786 African experts attended the nine thematic workshops convened by AMCEN during the preparation of the action plan. The plan's framework was prepared by a steering committee duly mandated by AMCEN and adopted by the Conference at its ninth meeting, and the plan itself was endorsed at a special session of AMCEN. The convening of this special session of AMCEN – only the second since the establishment of this institution in 1985 – is already an indication of the interest attached by the African ministers to the NEPAD environmental initiative. The action plan was also endorsed by the African heads of State meeting at the Assembly of the African Union and as members of the NEPAD Heads of State Implementation Committee. The decision by AMCEN at its second special session to entrust the responsibility of overseeing the implementation of the action plan to the steering committee of the UNEP/GEF MSP on NEPAD has provided an institutional mechanism at the level of both experts and ministers to ensure appropriate follow-up activities. The decision by AMCEN to review the status of implementation of the action plan as a standing agenda item of its regular meeting will help sustain this momentum.

30. The action plan and its associated capacity building programme have wide political support as indicated earlier in paragraph 29. There is a risk that the political momentum for the implementation of NEPAD will diminish in the long run. It must be noted, however, that great care has been taken in the design of the project to minimize such risks to a minimum.

3. PROGRAM AND POLICY CONFORMITY

Programme Designation and Conformity

31. As indicated in paragraph 8, capacity-building has become a major priority within the global conventions, the GEF and the international community. The present capacity building programme is in line with the recommendations associated with the third replenishment of the GEF and the Beijing Declaration of the GEF Assembly in October 2002. The GEF business plan FY04-06 adopted by the 21st GEF Council in May 2003, identifies capacity-building as a strategic priority of GEF that cuts across all focal areas.

Sustainability (including financial sustainability)

32. The project has been designed in such a way as to ensure sustainability of the activities beyond the GEF operational phase. For maximum efficiency, capacity-building needs must be looked at holistically, addressing needs within all three dimensions of capacity: individual, institutional and systemic. The best way of ensuring synergies in the implementation of capacity-building activities is by identifying where needs overlap across different thematic areas and by providing integrated training programmes which can train more people more effectively. To ensure its sustainability, the project design is based on an integrated and comprehensive approach to the issue of capacity-building. Furthermore, the project is geared toward building on existing entities and processes rather than creating new ones. Where gaps are identified they will be addressed within the frameworks of existing institutions and processes. The project has been also designed to support the implementation of existing legal environmental instruments.

33. To ensure that the capacity-building project for the implementation of the NEPAD action plan is undertaken with maximum efficiency and in a manner best conducive to sustainability, the project will follow the widely acknowledged principles and processes for effective capacity-building. Strong country ownership at all levels, including that of the head of State, will help ensure the sustainability of the activities. The institutional mechanism that has been established for the follow-up of NEPAD, including its environmental dimension, serves as another guarantee of the sustainability of the project. Effective capacity building requires an integrated approach and the promotion of multi-stakeholder consultation in decision-making processes and needs to be process rather than product-orientated. Seeking out private-public partnerships and new forms of collaboration will enhance capacity-building opportunities and enhance the probability of its sustainability.

Replicability

34. The project will focus on strengthening collaboration among African countries on environmental issues of common interest at regional, subregional levels. It will provide a framework for promoting South-South cooperation. It will promote the exchange and dissemination of good practices and lessons learned between Africa as a whole and its subregions through upscaling, replication and the further development of experience. When implementing training programmes it will draw on its own – i.e. “Southern” – experience and training centres before establishing North-South links. The experience gained through this project will be useful for other regions of the world and the project activities could be replicated for Latin America and Asia, as well as countries with economies in transition.

Stakeholder Involvement/including beneficiaries

35. The action plan for the NEPAD environmental initiative has been prepared and finalized through an intensive consultative process among all relevant stakeholders, including heads of State, ministers of the environment, experts, and non-governmental organizations, as well as relevant African institutions and agencies. This participatory approach will continue to guide the implementation of this project. In defining its implementation arrangements, the capacity-building project under the NEPAD action plan will be guided by the institutional framework for the implementation of NEPAD as a whole. The regional economic communities, as the building blocks of the African Union, are to form the subregional level planning framework for NEPAD, undertaking a coordinating and monitoring role, while national Governments are the main agents of

implementation. The capacity-building project will follow this structure, and will also follow the proposed implementation framework of the agricultural activities of NEPAD, which envisages the use of national NEPAD focal points. As well as a government-appointed focal point, it is proposed that a technical focal point be identified in an appropriate national centre of excellence to backstop the government focal point. NEPAD encourages national Governments to work with civil society organizations and the private sector, and they too will be fully integrated into the capacity-building project.

36. Following the structure of the overall NEPAD implementation framework and the strategies of other NEPAD thematic clusters will have the added advantage of promoting the mainstreaming of environmental issues. It is important not to create parallel institutional frameworks, thereby treating the environment as a stand-alone sector. Blending the action plan implementation framework into existing NEPAD mechanisms will allow maximization of synergies and opportunities to influence other sectors.
37. As decided by AMCEN at its second special session, the steering committee of the UNEP/GEF MSP on NEPAD will continue providing overall guidance during the implementation of the action plan. It will meet annually to review the status of implementation of the action plan and capacity-building project. The meetings of the steering committee will be open to Africa's partners. Executive sessions of the steering committee may be also convened as appropriate.

Monitoring, evaluation and dissemination

38. To monitor the impact of capacity-building activities, a core set of quantifiable indicators is needed to act as benchmark from which projects and initiatives can establish the goals that they need to attain in terms of capacity development, and which can be used by the providers of the capacity-building support as a measure of performance. With the mounting interest in capacity-development programmes, a considerable amount of new thought is now going into how to measure capacity, including work that is being conducted by UNDP/ GEF on designing capacity-development indicators for global environment facility projects, UNDP/GEF Resource (No. 4), November 2003. Other agencies, including the World Bank, have also conducted workshops and research on capacity-development indicators. These and others will provide guidance for developing a monitoring and evaluation tool during implementation of the capacity building programme.
39. NEPAD has at its core the setting of standards and self-regulation. The Partnership's aim is to meet the desire of African countries to take responsibility for their own development and it includes instruments, such as the peer review mechanism, to enable them to do so. A fundamental role of the executing agencies of this project – namely, the NEPAD secretariat, the secretariat of the African Union and AMCEN – will be to act as an Africa-wide monitoring agency for the level of capacity that African countries should be aiming to achieve in terms of environmental management.
40. The executing agencies will establish a performance evaluation system through which all capacity-building activities of the project will be monitored. A dynamic and detailed set of standards, with indicators and benchmarks, will be drawn up for the different thematic issues and individual and institutions involved in the project will be required to work towards attaining these standards. They will be established through consultations with conventions secretariats, international agencies and experts across all the thematic areas,

and through a process of North-South and South-South liaison, etc. They will be standards specifically set for an African context, so that African countries will not be forced to measure themselves against European standards of environmental management and capacity.

41. Within each project component a separate monitoring and evaluation framework will also be developed as part of the project management process, using best practice guidelines. Monitoring of project performance will be undertaken following the UNEP guidelines for project monitoring and evaluation and will include an analysis of the project impact as per the indicators in the log frame. The process will include a mid-term review assessment and end-of-project assessment undertaken by external review teams arranged by UNEP.
42. In addition, the project co-ordination unit will submit annual reports on the status of implementation of the project to the expanded steering committee meetings, including Africa's partners. A report on the status of implementation of the project will be submitted to AMCEN at its regular meetings, as well as to the NEPAD follow-up structure. Spot-check missions and supervision visits will be organised as appropriate.

4. FINANCING MODALITY & COST EFFECTIVENESS

1) FINANCING PLAN

Activities	GEF US\$	Co-financing US\$	Total US\$
Component 1: Programmatic approach/framework			
1.1. Developing the framework/guidelines	500,000	500,000	1,000,000
1.2. Developing fundable projects	500,000	500,000	1,000,000
Subtotal	1,000,000	1,000,000	2,000,000
Component 2: Subregional environmental action plan			
2.1. Regional prioritization	250,000	250,000	500,000
2.2. Linkages with sectors	50,000	250,000	300,000
2.3. Mainstreaming	100,000	250,000	350,000
2.4. Enhancing CSO involvement	100,000	250,000	350,000
Subtotal	500,000	1,000,000	1,500,000
Component 3: Implementation of MEAs			
3.1. Implementation of NCSAs	1,000,000	2,000,000	3,000,000
3.2. Needs assessment outside NCSAs	500,000	3,000,000	3,500,000
3.3. Pilot synergy projects		3,000,000	3,000,000
3.4. Public awareness	50,000	2,000,000	2,050,000
Subtotal	1,500,000	10,000,000	11,050,000
Component 4: Training strategy			
4.1. Review of existing projects	50,000	250,000	300,000
4.2. Prioritization of training needs	50,000	250,000	300,000
4.3. Implementation of the strategy	400,000	3,500,000	3,900,000
Subtotal	500,000	4,000,000	4,500,000
Component 5: Strengthening of centres of excellence			
5.1. Identification of centres of excellence	89,460		89,460
5.2. Appraisal	100,000		100,000
5.3. Strategic plan	300,000	4,000,000	4,300,000
5.4. Support to BCRCs for the 'Chemicals Conventions'		2,100,000	2,100,000
Subtotal	489,000	6,100,000	6,589,000
Component 6: Project Management			
6.1. Project Co-ordination Unit			
• Project Coordinator L-5	520,510		520,510
• Programme Officer L-3/L-4	341,530		341,530
• Administrative Assistant	98,500		98,500
6.2. Steering Committee	250,000		250,000
6.3. Short-term assistant	250,000	1,000,000	1,250,000
6.4. Equipment	150,000		150,000
6.5. Travel	50,000		50,000
Subtotal	1,660,540	1,000,000	2,660,540
Execution agencies' fee 6%	300,000	900,000	1,200,000
Total	6,000,000	24,000,000	30,000,000

Cost Effectiveness

43. In financial terms, only 20% of the total cost of the project is being requested from GEF, the rest will be raised through public-private partnerships. Also the regional approach adopted in the present capacity building programme will enhance the cost effectiveness of the GEF support in all focal areas by building on synergies and enhancing global environmental benefits especially at the regional and sub-regional level in areas of transboundary environmental management.

5. INSTITUTIONAL COORDINATION AND SUPPORT**Core Commitments and Linkages**

44. The capacity building programme fits within the mandate of the three implementing agency as well as the African Development Bank. The project will also build on the GEF Enabling Activities support and the Capacity Development Initiative (CDI) as well as enhance the success of enhance global environment benefits for GEF projects being implemented in Africa.

IMPLEMENTATION/EXECUTION ARRANGEMENTS

45. The project will be implemented jointly by the three Implementing Agencies and the African Development Bank. A inter-agency coordination meeting will be held in Paris on 9 March 2004 to discuss the implementation modalities and the role and responsibilities of the GEF partners. A jointly managed project coordination unit will be established. It will comprise a project coordinator, a programme officer and an administrative officer as well as as appropriate seconded staff from the implementing agencies.

Annex I

Capacity-building and training needs identified within the thematic workshops

Specific CB projects defined during workshop	CB needs discussed during thematic workshop	CB needs defined in background paper of TWG	CB programme defined within background paper	Recommendations for implementation of CB activities
Desertification				
<p>Complete formulation – category 1 4 out of 27 specific on CB</p> <p>Project fact sheets available</p>	<p>African regional groupings (AMU, ECOWAS, CEMAC, IGAD, SADC) each presented project proposals, many of which focused on CB</p>	<p>Section 2.3 Regional centres of excellence in sustainable dryland management, such as the Desert Research Foundation of Namibia (DRFN) need be to identified and their capacity to network with country partners enhanced. UNCCD/UNEP initiative ‘Survey and evaluation of existing networks, institutions, agencies and bodies for information on and implementation of the UNCCD’</p>	<p>Programme area as a whole to</p> <p>(f) strengthen the continent’s capacity to anticipate and monitor land degradation, drought and desertification</p> <p>(k) strengthen and mobilize the scientific, technical and institutional capacities for integrated sustainable land management</p> <p>(l) enhance the human and institutional capacities of national and regional centres of excellence, including regional and subregional information systems</p> <p>(m) strengthen the existing regional networks of excellence in sustainable land management and related issues</p>	<p>Implementation to be based on RAP and SRAPs. Strategic tool is UNCCD, which addresses CB. SRAPs are coordinated by AMU - north CILSS/ ECOWAS – west CEMAC - central IGAD – horn SADC – south Priority themes each promote need for CB activities</p>
Wetlands				
<p>1st group developed the project on capacity-building for wetlands assessment, planning, management, monitoring in Africa</p> <p>Detailed fact sheet produced Annex 2 (5yr \$10m). Components: Inventory of existing capacity, needs assessment, strategy development and implementation</p>	<p>Divided into working groups to look at priorities for interventions. First group looked at developing capacity for managing wetlands and strengthening the information base.</p>	<p>Specific objective – systematic development of local capacity through training, education and institutional development, with stress on the support of networks and regional centres of excellence</p>	<p>Priority programme area I: capacity development</p> <ul style="list-style-type: none"> - integrating wetland conservation and wise use into formal education curricula particularly at the tertiary/university level - developing and strengthening specialists subregional centres for training in wetland research and management such as the Centre for African Wetlands in West Africa and the East African Wetland Training Programme; and - integrating wetland issues into existing non-formal learning such as, museums, aquariums, botanical gardens. <p>Specific training needs</p> <ul style="list-style-type: none"> - Wetland Inventories (including wetland valuation and wetland functions, threats to wetlands and major uses) -Wetland and water management: for wetland mangers and engineers; and 	<p>Ramsar, Wetlands International, WWF, IUCN. Regional economic communities Centre for African Wetlands KWS Training Institute</p> <p>SC to recommend to AMCEN through its bureau a process for identifying relevant capable institutions.</p>

Specific CB projects defined during workshop	CB needs discussed during thematic workshop	CB needs defined in background paper of TWG	CB programme defined within background paper	Recommendations for implementation of CB activities
			-Wetland and water policy development: for policy makers	
Alien invasive species				
Two project concept notes: - Raising awareness and providing information to enable the effective management of IAS in Africa -Assessment of existing institutional and human capacity to enable the effective management of IAS in Africa see annex 2	Capacity to deal with IAS in Africa is very limited and must be part of all initiatives, and warrants a specially designed and targeted project. SA has more expertise than other countries Sarah Simmons (CAB International Africa) made a presentation on training and capacity-building: Need for an umbrella training programme to address generic issues related to IAS, including information management, risk assessment, bio-control, awareness-raising in the context of policy formulation. Lengthy discussion on CB: Needs to be for policy makers and those living with IAS. No communication and sharing of information. Subregions to be geographical or ecosystem-based. Impact of capacity-building must have specific end points and success indicators.	The Global Invasive Species Programme and IUCN Publications provide comprehensive overview of potential steps. But efforts need to be backed up by sound administration, institutional arrangements, sufficient human capacity, training, funding, research, education and legislation.	C. Training and capacity-building Programme on alien invasive species Box 10 contains details on objectives, general process, time-frames, performance Indicators, and institutional arrangements... for such a programme. Initial list of training needs provided in appendix B, which has two tables (1) Training needs by occupational group (2) Training needs by subregion	Recommends that the thematic working group is tasked with prioritizing what training can be most effectively conducted at subregional levels and who the targeted beneficiaries will be. See table (1) for institutions where training is provided – 3 wildlife colleges and Saasveld School of Forestry...
Coastal, marine and freshwater resources				
No specific mention of CB in project titles, but several projects include CB activities for local authorities, the public, fisheries management authorities	Two groups – one on policy one on projects	Activities of this programme area should aim at: -Strengthening the capacity of regional seas organizations -Strengthening the capacity of relevant local and national authorities	No	Plan to be implemented via the individual projects. Interagency task force to be established to finalize the action plan

Specific CB projects defined during workshop	CB needs discussed during thematic workshop	CB needs defined in background paper of TWG	CB programme defined within background paper	Recommendations for implementation of CB activities
Climate change				
<p>Project ideas</p> <p>Group 1: Capacity development for the CDM. Establish GHG emission reduction projects</p> <p>Group 2: Building capacity for early warning</p>	<p>Priority given to projects and CB in the area of impact and adaptation assessment.</p> <p>Importance of supporting the NEPAD energy initiative and capacity development for emerging renewable energy initiatives - CDM</p>	<p>Governance structures are underfunded and lack capacity</p> <p>Need to strengthen the capacity of poor people to cope with climate variability.</p> <p>Ongoing projects for CB: WB – climate, water and agriculture NAPAs AIACC – enhance scientific capacity Capacity-building for climate change observing systems</p> <p>Proposed project: Integrated Assessment of Vulnerability – to begin with an assessment of institutional and scientific capacity in the continent</p>	<p>Plan of action</p> <ol style="list-style-type: none"> 1. Identification of ecosystems, regions and people most vulnerable 2. Adaptation strategies to be developed for these 3. Demonstration pilot studies <p>Simultaneous CB support required at each stage.</p>	<p>Network of international research institutes and individuals needs to be developed</p>
Forests				
-	<p>Regional representatives each pointed the constraints facing their region and suggested options for action. Little specific discussion on CB apart from need to build capacity:</p> <ul style="list-style-type: none"> - to adapt legal and institutional frameworks (N) - for sustainable forest management (S) - to negotiate access to biological resources (C) - as a requirement in the agreed code of conduct (W) 	<p>37 Ghana has good capacity.</p> <p>46 Countries in west Africa have capacity for forest plantation.</p>	-	-

Specific CB projects defined during workshop	CB needs discussed during thematic workshop	CB needs defined in background paper of TWG	CB programme defined within background paper	Recommendations for implementation of CB activities
Chemicals and wastes				