UNITED NATIONS ENVIRONMENT PROGRAMME
PROJECT INCEPTION REPORT

Implementation of the Strategic Action Programme for the protection of the Western Indian Ocean from land-based sources and activities (WIO-SAP)

April 2017

Implementation of the Strategic Action Programme for the protection of the Western Indian Ocean from land-based sources and activities (WIO-SAP)

EXECUTIVE SUMMARY

Due to changed timeframes for Project inception since the Project Document was prepared it has been necessary to adjust the workplan and associated budgets for 2017. In essence, project activities will start in earnest in the second half of 2017. As such, it is proposed that the overall project timeframe for implementation is adjusted to July 2017 to June 2022, allowing a full five years for completion of all activities. Taking this into account the overall project workplan and the Year 1 workplan has been adapted for consideration and approval by the WIO-LAB Project structures. Important immediate actions include the Inception Meeting, recruitment of the Project Management Unit, establishment of regional and national structures for project implementation, and holding of the first Steering Committee meeting later in 2017.

Similar to the WIOSAP Project, the Western Indian Ocean Large Marine Ecosystems Strategic Action Programme for Policy Harmonisation and Reforms (SAPPHIRE) Project is intended to implement the SAP developed as part of a previous project (ASCLME Project), and is also funded by the GEF. The Project is scheduled to run concurrently with the WIO-SAP project from 2017 to 2022, although it is anticipated that inception of SAPPHIRE is only expected in September 2017. The two projects share many common elements, although in general the WIO-SAP will focus more on inshore and coastal ecosystems while SAPPHIRE will focus more on offshore ecosystems. There are several cross-cutting areas of work between the projects and, although the projects will operate separately, there is scope to carry out some activities collaboratively. Even though the SAPPHIRE Implementing Agency is UNDP, both Projects will be executed by UNEP through the Nairobi Convention Secretariat. This will allow collaboration to be enhanced. In order to facilitate a close working relationship between the two projects it is proposed that the first WIO-SAP Steering Committee meeting is held back to back with the Inception Meeting of SAPPHIRE, and that from 2018, Joint Steering Committee meetings are held.

Of critical importance to successful project implementation will be a robust and agreed project governance system that is effective at both the regional and national level. Many of the activities of WIO-SAP will be implemented in-country, and links between the regional coordination structures and on-the-ground interventions have to be established that allow effective communication and accountability. Where possible, existing structures will be used to ensure this, but these will be supported and strengthened through WIO-SAP.

The WIO region has taken an active role in progressing a regionally coordinated approach to the implementation of the Sustainable development Goals. The Contracting Parties to the Nairobi Convention agreed to develop a new work programme for 2018-2022 that incorporates SDGs during the 8th Conference of Parties (COP8) in 2015. Through this, the contracting parties to the Nairobi Convention and other key partners will initiate activities aimed at mainstreaming the SDGs into the regional agenda. The WIO-SAP Project, working with regional partners and national institutions, could assist the countries of the region in setting up a baseline for some of the SDG 14 targets, and develop mechanisms to track progress over time, both at a national and regional level. In addition, the project, through its activities, can play a key role in mainstreaming the SDGs into national agendas, and project activities will also serve to generate in-country information that will feed into national reporting on progress towards achieving SDG 14. The Project could also play a role in ensuring that national efforts are consistent with regional agreements and processes.

Although all the components of the WIO-SAP Project have aspects that are relevant to addressing climate change, Component A and D contain Outcomes and associated Outputs and Activities which are highly relevant to the achievement of the Nairobi Convention Climate Change Strategy. Where appropriate, activities of WIO-SAP will be carried out in such a manner as to ensure that linkages with other regional processes, and where possible assit in achieving the objectives of these processes.

It is anticipated that many of the existing structures associated with the Nairobi Convention that have been developed over several years will be utilized and strengthened during WIO-SAP implementation. The approach of building on and improving these existing structures should be central to the approach taken in all aspect of the project, with the view that these structures will remain in place after the end of the project, and continue to function effectively to serve the region. In this regard, it is also key that mechanisms to sustain these structures are put in place during the project. This would include resource mobilization and the development of long-term partnerships that will be able to support future activities.

The Project Results Framework has been reviewed and in general it is still relevant to Project implementation. It therefore remains largely unchanged. However, several of the indicators have been fine-tuned, and will be further refined at the Inception Meeting. In addition, due to the anticipated changes in timeframes for project completion, the timeframes for achievement of targets have been adapted accordingly. Linkages with indicators that have been suggested in the achievement of SDG 14 also need to be integrated into the WIO-SAP where possible.

During the implementation of the project, the aim will be to ensure full participation by a diverse range of stakeholders in order to consolidate various partnerships for the implementation of the WIO-SAP through targeted in-country interventions and governance processes. The project will engage with partners in the WIO Region that are already addressing issues that are relevant to the attainment of the main objective of this project, as well as other new partners.

This Inception Report includes a list of key stakeholders and potential implementing partners at a national level. This list appears in the Project Document, but has been reviewed and added to during preparation of this report. It should be further elaborated during the Inception Meeting.

Implementation of on-the-ground interventions is considered to be the most effective mechanism for achieving the short-term (within five years) stress reduction targets set in the SAP. It is for this reason that the selected on-the-ground interventions will be based on the priority list of hotspots identified during the WIO-LaB TDA process. Specific attention will be given to socio-economic aspects, and especially gender considerations. A detailed procedure for the selection of pilot projects was included in the WIO-SAP Project Document. This has been reviewed, adapted, and added to, taking into consideration actual project implementation timeframes and modalities, which are now more firm.

It is anticipated that the WIO-SAP will involve regional non-governmental partners working with the relevant institutions in the beneficiary countries to coordinate and deliver various work packages. These partners will be subcontracted by the project for their input. Partners will be drawn from the pool of regional organisations that have skills in the various disciplines that would be covered by the four project components. Although potential regional partners have been identified in the preparation of the Project Document, it should be stressed that award of sub-contracts for particular work packages will depend on a competitive process where proposals are assessed, and an agreed upon process is followed. This will ensure that the best possible service providers are selected and that the selection process is fair and transparent to all stakeholders. A detailed procedure for the selection of implementing partners is included in this Inception Report.

Monitoring and Evaluation of the WIO-SAP will include a series of linked activities, including this Inception Report, the complete WIOSAP Project Document, annual project reports, mid-term and terminal evaluations. Baseline data gaps for M&E will be addressed during the first year of project implementation. A plan for collecting the necessary baseline data will be developed by the Project Management Unit early on in project implementation. In parallel, at the national level, the ecosystem

vulnerability assessments, environmental flow assessments, and monitoring of water quality will contribute to a baseline against which progress can be measured. Formal Monitoring and Evaluation activities will include internal and external reviews: Half Yearly Progress Reports; Annual Project Report; Project Implementation Review; Mid-Term Evaluation; Terminal Evaluation; Financial Reporting; and Periodic Site Visits to pilot projects.

The WIO-SAP Project Document identifies the main risks to successful implementation of the Project. It also suggests mitigation measures to reduce these risks. After review, it is apparent that all the listed risks are justified, and have not changed since development of the Project Document. Two additional risk factors have been added in this document. The WIO-SAP Project has built in measures to mitigate the identified risks, including specific targets and actions aimed at mobilizing the required political support, building capacity, enhancing cooperation and coordination and creating sustainable financial mechanisms. Specific targets and activities in this regard have been included as part of various components of the WIOSAP Project.

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LIST OF ACRONYMS AND ABBREVIATIONS

ANGAP	Association Nationale pour la Gestion des Aires Protégées
ABNJs	Areas Beyond National Jurisdiction
ASCLME	Agulhas and Somali Current Large Marine Ecosystem
AU	African Union
BOCMA	Breede/Overberg Catchment Management Agency
CBD	Convention on Biological Diversity
CBOs	Community Based Organisations
CDA	Coast Development Authority
CEAN	Coastal East Africa Network Initiative (of WWF)
CENECARTA	National Remote Sensing & Cartography Centre National Remote Sensing & Cartography Centre
CNRE	Centre National de Recherches sur l'Environnement
CNRO	Centre National de Recherches Océanographiques
COP	Conference of Parties
CORDIO	Coastal Oceans Research & Development in the Indian Ocean
CSIR	Council for Scientific and Industrial Research
CSOs	Civic Society Organisations
DEPI	Division of Environmental Policy Implementation
EAC	East African Community
EAWS	East African Wildlife Society
EMU	Eduardo Mondlane University
FFI	Fauna and Flora International
GEF	Global Environment Facility
GPA	Global Programme of Action for the Protection of the Marine Environment from Land-based Activities
ICMA	Inkomati Catchment Management Agency
ICZM	Integrated Coastal Zone Management
IGAD	Intergovernmental Authority on Development
IHSM	Institut Halieutique et des Sciences Marines
INRAPE	Institut National de Recherché pour l'Agriculture, la Pêche et l'Environnement
IMS	Institute of Marine Science
IOC	Indian Ocean Commission
IUCN	World Conservation Union
IW	International Waters
KFS	Kenya Forest Service
KMFRI	Kenya Marine and Fisheries Research Institute
KOBWA	Komati Basin Water Authority
KWS	Kenya Wildlife Service
LNHAA	National Laboratory for Food and Water Safety
M&E	Monitoring & Evaluation
MPA	Marine Protected Area
MICOA	Ministry for the Coordination of Environmental Affairs
MPRU	Marine Parks and Reserves Unit
MOI	Mauritius Oceanographic Institute
MTE	Mid Term Evaluation
NC	Nairobi Convention for the protection, management and development of the marine and coastal environment of the Eastern African region
NEMA	National Environmental Management Authority
NEMC	National Environmental Management Council
NEPAD	New Partnership for Africa's Development
NGO	Non-Governmental Organization
ONE	Office National pour l'Environnement

ORI	Oceanographic Research Institute
PADH	Physical Alteration & Destruction of Habitat
PIF STAP	Project Information Form, Scientific and Technical Advisory Panel
PIR	Project Implementation Review
PMU	Project Management Unit
PSC	Project Steering Committee
RTC	Regional Technical Committee
RUBADA	Authority Rufiji Basin Development
SADC	Southern African Development Community
SAP	Strategic Action Programme
SAPPHIRE	Western Indian Ocean Large Marine Ecosystems Strategic Action Programme for Policy Harmonisation and Reforms Project
SDG	Sustainable Development Goals
SUZA	State University of Zanzibar
SWIOFP	South West Indian Ocean Fisheries Project
TARDA	Tana and Athi Rivers Development Authority
TCMP	Tanzania Coastal Management Partnership
TE	Terminal Evaluation
TDA	Transboundary Diagnostic Analysis
TFS	Tanzania Forest Service
UN	United Nations
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNON	United Nations Office at Nairobi
WIO	Western Indian Ocean
WARMA	Water Resources Management Authority
WCS	Wildlife Conservation Society
WIO-C	Consortium for Conservation of Coastal and Marine Ecosystems in Western Indian Ocean
WIO-LaB	Addressing Land-based Activities in the Western Indian Ocean
WIO-SAP	Implementation of the Strategic Action Programme for the Protection of the Coastal and Marine Environment of the Western Indian Ocean from Land-based Sources and Activities
WIOMSA	Western Indian Ocean Marine Science Association
WWF	World Wide Fund for Nature

1 INTRODUCTION

This Inception Report has been developed in preparation for the WIO-SAP Inception Meeting to be held on the 10th and 11th April, 2017. The contents will form the basis of discussions at that meeting, and the report therefore includes information that is of relevance for discussion by project stakeholders prior to initiation of the project Workplan over the next five years. The Report first places the Project within the current context of the western Indian Ocean (WIO) region by: describing the elements of the WIO-SAP; links with SAPPHIRE, the other major coastal and marine project that will be initiated in the WIO; how WIO-SAP will contribute to country efforts to address the SDGs, particularly SDG14; the relevance of the Project in addressing the WIO Climate Change Strategy (UNEP, 2015) and Programme (UNEP, 2016b); and finally, the importance of ensuring that activities within WIO-SAP are institutionalised within the region for long term sustainability.

The Report then goes on to review aspects that are critical for the overall successful implementation of the Project. These aspects include the Project Strategy, Oversight and Coordination Mechanisms, Selection of Pilot Sites and Implementing Partners, Monitoring and Evaluation Frameworks, and Risk Management. Details of the overall and shorter-term Project Workplans and Budgets are then presented.

1.1 Overview of the WIO-SAP Project

The Project entitled '*Implementation of the Strategic Action Programme for the protection of the Western Indian Ocean from land-based sources and activities*' (WIO-SAP) is intended '*to reduce impacts from land-based sources and activities and sustainably manage critical coastal and marine ecosystems through the implementation of the agreed WIO-SAP priorities with the support of partnerships at national and regional levels'*. The WIO-SAP project is largely based on the WIO-LaB Strategic Action Programme (SAP) for the protection of the WIO Region from land-based sources and activities that was developed as part of the UNEP-GEF WIO-LaB Project that was implemented in the WIO Region in the period 2004 - 2010. The WIO-SAP project is thus a response to a request made by the Contracting Parties to the Nairobi Convention and it presents an opportunity to the governments in the region and their conservation partners to jointly implement strategies of protecting the coastal and marine ecosystems from land-based sources and activities to provide essential goods and services on a sustainable basis. Without such an intervention, degradation of the region's valuable coastal and marine resources will continue unabated with a likelihood of reversing gains made by governments and conservation organisations in the region.

The project recognises that concerted management effort will contribute substantially to poverty alleviation and gender equality, through sustainable livelihoods and economic development. The project will build on the national and regional conservation initiatives being undertaken by all participating country governments and conservation organisations involved in the project at the local, national and regional levels. The project addresses main threats to the critical coastal and marine ecosystems of the WIO Region as identified in the TDA developed under the WIO-LaB Project. These include physical alteration and destruction of habitats; water and sediment quality deterioration due to pollution; and the alteration of river freshwater flows and sediment loads. The project addresses cross-cutting issues of governance and awareness which are important in the sustainable management of the coastal and marine ecosystems in the region. To address these main threats, the project has four main components:

- Component A: *Sustainable management of critical habitats* focuses on the protection, restoration and management of critical coastal habitats and ecosystems recognizing the enormous value of healthy critical coastal and marine habitats for the future well-being of people in the WIO region.

- Component B: *Improved water quality* focuses on the need for the WIO Region's water quality to attain international standards by the year 2035.

- Component C: *Sustainable management of river flows* aims at promoting wise management of river basins in the region through implementation of a suite of activities aimed at building the capacity for environmental flow assessment and application in river basins of the region.

- Component D: *Governance and regional collaboration* focuses on strengthening governance and awareness in the WIO region with a view to facilitating sustainable management of critical coastal ecosystems and habitats.

The project responds to the GEF Corporate Goals 1 and 4: '*Global natural resources'* and '*Building national and regional capacities and enabling conditions for addressing transboundary systems*' respectively, and more specifically, to the GEF Strategic Programme objectives for international waters '*catalyze multi-state cooperation to rebuild marine fisheries and reduce pollution of coasts and Large Marine Ecosystems*'.

The project contributes to Sub-programme 3 of the UNEP Programme of Work on "Ecosystem management" and in particular expected accomplishments 3(a), (b), and (c) with the aim to contribute to countries increasingly being able to practice integrated management of terrestrial and freshwater ecosystems and mainstreaming cross-sectoral and integrated ecosystem management principles in their development and planning processes [expected outcome (a) and expected accomplishment (b)]. Services and benefits derived from ecosystems will be increasingly integrated into national development planning and accounting [expected accomplishment (c)].

The project contributes to the WIO region's priorities for addressing the impacts of climate change and also supports core human and institutional capacity building in line with other GEF-IW strategic objectives. The project will be implemented and executed through a "Partnerships Approach" with the Nairobi Convention Secretariat being the executing agency. The participating countries include Comoros, Madagascar, Mauritius, Seychelles, Mozambique, Kenya, Tanzania, Somalia and South Africa (UNEP, 2016a).

1.2 Project Inception

As indicated in the Project Document (UNEP, 2016a) a project inception workshop will be held at the beginning of project implementation, preferably within the first 3 months. It should be noted that some activities related to project inception have been ongoing since August 2016, and finalisation of preparatory activities such as recruitment of project staff have been delayed to some extent. The Inception Meeting has consequently also been delayed by several months.

The participants in the inception workshop will include partners and agencies that are assigned roles in the project organisational structure including also the representatives of the participating countries, UNEP/DEPI GEF IW and Nairobi Convention Secretariat. The inception workshop will consolidate regional ownership of the project and allow final inputs to be made by stakeholders before key elements of project implementation are finalised for approval by the Project Steering Committee (PSC). The inception workshop report, which will be finalised after inputs are received from the Inception Meeting, will be a key reference document serving to formalise various project mechanisms.

The objectives of the inception workshop include but are not limited to the following:

- Create awareness among the project partners on the various components and activities of the project including modalities of implementing them.
- Discuss and agree on the mechanisms for the selection of project pilot sites.

- Discuss and agree on the mechanisms of recruiting various project partners including agencies that will provide support services.
- Discuss and agree on the project's decision-making structures.
- Discuss roles and responsibilities for monitoring and evaluation of project progress including baseline data needs.
- Discuss and agree on the overall and Year 1 project workplans.
- Create awareness on the financial reporting procedures and obligations, and arrangements for annual audit as set out in the project document.

1.3 Links with the SAPPHIRE Project

Similar to the WIO-SAP Project, the Western Indian Ocean Large Marine Ecosystems Strategic Action Programme for Policy Harmonisation and Reforms (SAPPHIRE) Project is intended to implement the SAP developed as part of a previous project (ASCLME Project), and is also funded by the GEF. The Project is scheduled to run concurrently with the WIO-SAP project from 2017 to 2022, although it is anticipated that Inception of SAPPHIRE is only expected in September 2017. While the Implementing Agency is UNDP, UNEP will execute the project through the Nairobi Convention Secretariat. It is stated in the Project Document (UNDP, 2016) that "For a truly comprehensive LME management approach (watershed to outer offshore boundaries) these two SAPs (the previous WIO-LaB SAP and the current joint ASCLME/SWIOFP SAP) ultimately need to be implemented in collaboration through a cooperative understanding, whilst recognising and respecting the mandates of the various management bodies and institutions".

The design of both projects takes this into account and while the UNEP WIO-SAP project is expected to address largely "land-based activities, and the UNDP SAPPHIRE project is expected to focus on policy harmonisation and institutional reforms with a particular emphasis on the offshore waters, there would be close collaboration between the two projects. Specifically in the implementation of a number of activities focused on the development of regional standards for marine water quality parameters and contaminants/pollutants, marine spatial planning, ecosystem valuation, selection and monitoring of critical coastal ecosystem indicators and stress reduction related to critical habitats in the LMEs, and implementation of pilot level community-based management approaches to stress reduction" (UNDP, 2016).

The Nairobi Convention Secretariat is in a unique position to ensure effective coordination due to its role in the execution of both projects. Several tangible mechanisms of collaboration have already been agreed during the preparation of the Project Documents of both projects (UNDP, 2016).

The Project Document details five components for SAPPHIRE:

- Component 1: *Supporting Policy Harmonization and Management Reforms towards improved ocean governance* focuses on support of management and policy reforms for SAP implementation

- Component 2: *Stress Reduction through Community Engagement and Empowerment in Sustainable Resources Management* focuses on the need for more effective community engagement in the overall management process, with an emphasis on demonstrating such engagement and involvement at the localised level, and particularly in relation to small-scale, artisanal fisheries and associated small-area management approaches.

- Component 3: *Stress Reduction through Private Sector/Industry Commitment to transformations in their operations and management practices* aims to develop effective mechanisms for interaction between the maritime industrial sector and governance bodies in the development of joint management approaches within the LMEs.

- Component 4: *Delivering best practices and lessons through innovative ocean governance demonstration* will demonstrate best lessons and practices in strengthening partnerships for management of areas beyond national jurisdiction (ABNJs) that nevertheless still fall within the LMEs and therefore have transboundary influence and implications. It will also demonstrate the integrated use of Marine Spatial Planning and the Blue Economy framework into the development of Ocean Governance and Policy, in close partnership and collaboration with the WIOSAP project which is also addressing marine spatial planning with an emphasis on coastal and nearshore planning.

- Component 5: *Capacity Development to Realise improved ocean governance in the WIO region* addresses the on-going needs for capacity development and the coordination of training and capacity strengthening within the region in relation to effective SAP management and implementation.

Detailed proposals of specific activities that could be implemented jointly by WIO-SAP and SAPPHIRE will be prepared for consideration at the SAPPHIRE Inception meeting where WIO-SAP will be strongly represented. However, it is apparent that both projects have activities addressing common elements, although these are not always of a nature where they could be jointly implemented. Common elements include an emphasis on marine spatial planning, ecosystem monitoring and the development of regional indicators for water quality, the evaluation of ecosystem goods and services, support to scientific platforms and the science to policy interface, and improved regional governance in the marine and coastal sector.

In order to ensure coordination and collaboration between WIO-SAP and SAPPHIRE at a practical level, it is proposed that joint Steering Committee meetings are held from Year 2 (2018). Further, it is proposed that the 1st WIO-SAP Steering Committee meeting be held back-to-back with the SAPPHIRE Inception Meeting later in 2017. This will ensure that communication between the projects will be initiated early, and allow agreement to be reached on potential joint activities and synergies.

1.4 Assisting countries to address the SDGs

The SDGs were under development at the time of preparing the Project Document for WIO-SAP. As a result, the way that the SDGs link and can be integrated into the WIO-SAP, and how the WIO-SAP project can contribute to government efforts to address the SDGs, has not been clearly articulated.

The adoption of United Nations General Assembly resolution A/RES/70/1, "Transforming our world: the 2030 Agenda for Sustainable Development" and its 17 Sustainable Development Goals during 2015, provides an updated set of guidelines and targets (169 targets) for sustainable development for the next 15 years. A list of global indicators that should be used to determine if these targets are being met has also been developed.

While Goal 14 focuses specifically on achieving the sustainable use of the oceans and coasts, it is clear that all the Goals are linked to an extent; all geared towards achieving sustainable development within a specified timeframe. Figure 1 illustrates the linkages between SDG 14 and the other Goals.

Figure 1. The interlinkages of SDG 14 with other goals.

The WIO region has taken an active role in progressing a regionally coordinated approach to the implementation of the SDGs. The Contracting Parties to the Nairobi Convention agreed to develop a new work programme for 2018-2022 that incorporates SDGs during the 8th Conference of Parties (COP8) in 2015. Through this, the contracting parties to the Nairobi Convention and other key partners will initiate activities aimed at mainstreaming the SDGs into the regional agenda (Francis, 2016).

The WIO-SAP Project, working with regional partners and national institutions, could assist the countries of the region in setting up a baseline for some of the SDG 14 targets, and develop mechanisms to track progress over time, both at a national and regional level. In addition the project, through its activities, can play a key role in mainstreaming the SDGs into national agendas, and project activities will also serve to generate in-country information that will feed into national reporting on progress towards achieving SDG 14. The Project could also play a role in ensuring that national efforts are consistent with regional agreements and processes.

While many of the WIO-SAP activities indirectly support achievement of SDG 14 by the countries of the region, it is recognised that the budgets within specified activities may need to be reallocated or adjusted to more directly address these needs. Proposed changes will be developed after discussions during the Inception Meeting and presented to the PSC for consideration.

1.5 Contributing to the Nairobi Convention Climate Change Programme

Although all the components of the WIO-SAP Project have aspects that are relevant to addressing climate change, Component A and D contain Outcomes and associated Outputs and Activities which are highly relevant to the achievement of the Nairobi Convention Climate Change Strategy (UNEP, 2015). These are as follows:

Component A directly addresses the identification of critical habitats and areas in the region through participatory spatial planning that may be focussed upon to increase resilience. It includes the development of tools to be used in vulnerability assessments in these areas, the development of management plans, furthering ICZM efforts, restoration of degraded habitats, and the development of indicators to track change. All of these activities feed directly into the achievement of the Climate Change Strategy.

Component B focusses on water quality and includes some activities that are relevant to adaptation in that they increase the health and consequent resilience of coastal and marine ecosystems. Importantly, it includes pilot studies on waste water management that can be used as best practice examples in other parts of the region.

Component C focusses on improving the management of river flows which is indirectly linked to adaptation efforts.

Component D is important to support adaptation activities as outlined in the Climate Change Strategy in that it contributes to an improved policy and institutional framework to support adaptation. It also addresses knowledge management and the sharing of information which is highly relevant to regional efforts to address climate change. The proposed Science to Policy Platform will be particularly important in this regard, as will a strengthened Clearing House Mechanism that will serve to house and share regional climate change information (UNEP, 2016b).

1.6 Domestication and Institutionalising WIO-SAP Project Initiatives

A recurring challenge with regional projects that have a limited lifespan, is sustainability of initiatives put in place during the project. In the past this has led to a watered-down regional impact of projects in the long term. For this reason, it is considered critical that the initiatives put in place during WIO-SAP are embedded in existing regional institutional frameworks, and that the capacity (technical, organizational, financial) is developed to allow this to happen. In the case of WIO-SAP (and its sister project SAPPHIRE), sustainability issues beyond the project timeframes have been seriously considered in project design. It is for this reason that the projects are embedded in the framework of the Nairobi Convention.

It is anticipated that many of the existing structures associated with the Nairobi Convention that have been developed over several years will be utilized and strengthened during WIO-SAP implementation. The approach of building on and improving these existing structures should be central to the approach taken in all aspect of the project, with the view that these structures will remain in place after the end of the project, and continue to function effectively to serve the region. In this regard, it is also key that mechanisms to sustain these structures are put in place during the project. This would include resource mobilization and the development of long-term partnerships that will be able to support future activities.

2 PROJECT FACT SHEET

Project title:	Implementation of the Strategic Action Programme for the protection of the Western Indian Ocean from land-based sources and activities (**WIO-SAP)**
Project number:	4940(GEF)
Trust Fund:	
Strategic objectives:	IW1, IW2
Project type:	FSP
Geographical scope:	Comoros, Kenya, Madagascar, Mauritius, Mozambique, Seychelles, Somalia, South Africa, Tanzania [and France (not project beneficiary)]
Mode of execution:	Internal
Project executing organization	Nairobi Convention Secretariat
Duration of project (as per Project Document):	60 months Commencing: June 2015 Completion: June 2020

Table 1. Cost of project [and financing modalities].

Funding Source	**Value (million US$)**	**%**
GEF IW	10,867,000	12.1
National co-financing (cash and in-kind)	**67,248,741**	75.2
Comoros	5,900,000	
France Reunion		
Kenya	12,000,000	
Madagascar	1,200,000	
Mauritius	4,500,000	
Mozambique	19,000,000	
Seychelles	4,600,000	
Somalia	168,400	
South Africa	5,280,341	
Tanzania	14,600,000	
Co-financing (NGOs and others)	**7,122,000**	7.9
WIO-C	7,122,000	
UNEP	**4,250,000**	4.8
Nairobi Convention Trust Fund	1,750,000	
UNEP's Marine and Coastal Programme under the Division of Environmental Policy Implementation (DEPI)	2,500,000	
Total	**89,487,741**	100

3 REVIEW OF PROJECT STRATEGY

3.1 Review of Project Results Framework and Indicators

The Project's Results Framework presented in Appendix 4 of the Project Document includes SMART indicators for each expected outcome and mid-term and end-of-project targets. These indicators along with the key deliverables and benchmarks will be the main tools for assessing project implementation progress. The means of verification are also summarised in the Results Framework. It should be noted that Indicators and their means of verification may also be fine-tuned at the Inception Meeting. Day-to-day project monitoring will be the responsibility of the project management team but other project partners will be expected to collect specific information to track the indicators.

The Project Results Framework has been reviewed and in general it is still relevant to Project implementation. It therefore remains largely unchanged. However, several of the indicators have been fine-tuned, and will be further refined at the Inception Meeting. In addition, due to the anticipated changes in timeframes for project completion, the timeframes for achievement of targets have been adapted accordingly. The revised and updated Results Framework is presented in Appendix 1.

It should also be noted that several of the activities that will be undertaken by the WIO-SAP Project have links with those that will be part of the SAPPHIRE Project. These include some of the MSP activities, science to policy platforms, and the selection and monitoring of regional indicators for water quality and ecosystem health. These linkages will be fully analysed and potential collaboration between the projects proposed at the SAPPHIRE Inception workshop which is anticipated to be held later in 2017. The WIO-SAP Project will be strongly represented at that meeting to ensure the desired levels of collaboration and synergy are achieved.

3.2 Review of Project Outcomes and Activities

The goal of the WIOSAP Project is to improve and maintain the environmental health of the region's coastal and marine ecosystems through improved management of land-based stresses. The specific project objective is to.

> '*To reduce impacts from land-based sources and activities and sustainably manage critical coastal-riverine ecosystems through the implementation of the WIO-SAP priorities with the support of partnerships at national and regional levels.*'

The outcomes and activities of the four project components are comprehensively described in the Project Document. These have been reviewed, and are consistent with achieving the stated goal of the Project. To enable quick reference to the various outcomes and activities, key elements of each are summarised in Table 2 below .

Table 2. Review of WIO-SAP outcomes and activities.

OUTCOMES AND ACTIVITIES	DESCRIPTION OF KEY ELEMENTS, AND COMMENTS
COMPONENT A - SUSTAINABLE MANAGEMENT OF CRITICAL HABITATS	
Outcome A.1 Management of critical habitats to enhance ecosystem resilience and conservation	
A.1.1.1 Development of marine spatial plans for 5 sites across the region	This activity will include capacity building in MSP techniques and provide the products to assist with area-based management to improve resilience of key coastal habitats and the communities that rely on them. Hotspots identified during WIO-LaB will be given preference.
A.1.2.1 Development of Management plans in 3 sites across the region	These sites may fall within some of those identified for the MSP work, and use MSP as the basis for developing the Management Plans
A.1.3.1 Restoration of degraded critical habitats (proposed 1 site per habitat across the region)	This activity and (A.1.3.2) will involve both in-country on the ground activities, the development of regional guidelines for restoration, regional training, and expert discussion on restoration of key ecosystems such as sea grasses, mangroves and coral reefs.
A.1.4.1 Pilot actions to build capacity in ICZM (3 sites across the region)	Again, these actions may take place within the areas identified for other project activities such as MSP and Management Planning.
Outcome A.2 Development of tools and methods to support coastal planning and management	
A.2.1.1 Application of Economic valuation methodologies (2 sites across the region)	The project will aim at establishing the economic value of at least one coral reef, mangrove forest, seagrass bed and coastal wetland ecosystem in the region, and provide regional training in valuation techniques and provide the opportunity for countries to share their experineces.
A.2.2.1 Adaptation of Tools and guidelines for vulnerability assessment and spatial planning	Regional guidelines and tools developed, training provided, and working groups established to allow vulnerability assessment to be used together with MSP in the development of management plans in selected sites.
A.2.3.1 Development of sustainable extractive use strategies	This will involve conducting livelihood assessments, developing alternative livelihood strategies and disseminating best practices/guidelines to communities at selected sites involved in the use of renewable (eg mangroves, fisheries, aquaculture) and non-renewable (eg sand mining) resources.
A.2.4.1 Development of key indicators for habitat monitoring and management	Identifying and developing key indicators for assessing management effectiveness and monitoring of the state of critical habitats at regional and national levels will be the focus of this activity.
A.2.4.2 Establishment of national modalities for monitoring	Support the countries to assess, improve and apply monitoring of key indicators for assessing the status of marine and coastal ecosystems.

OUTCOMES AND ACTIVITIES	DESCRIPTION OF KEY ELEMENTS, AND COMMENTS
COMPONENT B - IMPROVED WATER QUALITY	
Outcome B.1 Improvement of quality of coastal receiving waters	
B.1.1.1 Identification and implementation of wastewater treatment (3 sites across the region)	Subject to a call for proposals. Provide support to national institutions/local government authorities to work jointly with community-based organisations and other partners, to implement pilot wastewater management demonstration projects
B.1.2.1 Implementation of effluent reduction measures (1 site across the region)	Subject to a call for proposals. Provide support to national institutions/local government authorities to work jointly with community-based organations and other partners, to implement effluent reduction measures.
B.1.3.1 Programmes and actions for empowering communities (4 countries)	Activities to ensure the active participation of stakeholders in wastewater treatment and effluent reduction.
Outcome B.2 Adoption of regulatory Framework for monitoring and management of pollution	
B.2.1.1 Review and development of regional standards	Review existing standards, regulations and processes at national levels and develop regional standards and guidelines. National experst working with a regional consultant.
B.2.2.1 Development and implementation of water quality monitoring framework (3 countries)	Development and implementation of a regionally harmonised water pollution monitoring programme using regionally agreed indicators and monitoring protocol.
B.2.3.1 Capacity building for implementation of regional standards	International consultant to carry out a regional capacity building needs assessment, design and conduct a capacity building programme in at least 3 countries.
COMPONENT C - SUSTAINABLE MANAGEMENT OF RIVER FLOWS	
Outcome C.1 Building capacity for Environmental Flow Assessments (EFAs)	
C.1.1.1 Identification and supporting conducting EFA in 2 river basins	Making use of participatory methods together with standard regional EFA guidelines and or methodologies, build capacity for, and conduct EFA in 2 priority basins identified in the TDA from WIO-LaB.
C.1.2.1 Development and implementation of environmental flow management plans (2 sub-basins)	Support provided to river basin authorities to prepare EFA management plans, and integrate into their basin management framework.
Outcome C.2 Strengthening of capacity for conjunctive management of river flows	
C.2.1.1 Preparation of regional guidelines on EFA	International consultant to work with regional and national EFA experts and relevant institutions to develop capacity in EFA.
C.2.1.2 Pilot development of an institutional and regulatory framework (1 site)	Involve a wide range of stakeholders both in the river basin management and coastal zone management to work together to develop conjucntive management arrangements for at least 1 priority river basin as a best practice example.
COMPONENT D - GOVERNANCE AND REGIONAL COLLABORATION	

OUTCOMES AND ACTIVITIES	DESCRIPTION OF KEY ELEMENTS, AND COMMENTS
Outcome D.1 Strengthening institutions for WIO-SAP implementation	
D.1.1.1 Finalization and implementation of the ICZM protocol	Legal and technical task forces to review the draft ICZM Protocol and provide recommendations; national consultations, finalization of text, and adoption.
D.1.1.2 Capacity building for ICZM protocol implementation	Provide support to build national institutional capacity for implementation, integration into national modalities for marine and coastal management, and awareness raising.
D.1.2.1 Support country processes for ratification of the LBSA protocol	Support provided to ratify and domesticate LBSA protocol in at least 4 countries.
D.1.2.2 Build capacity for implementation of LBSA protocol	Identify challenges to implementation and create awareness among policy makers.
D.1.3.1 Support countries to monitor WIOSAP	PMU, regional and national task forces/working groups established. Inter-ministerial coordination committees established and supported. Data and information collected at national level to feed into the State of the Coast process.
D.1.3.2 Presentation of regular reports on WIOSAP	Regional communications strategy developed, communication between national structures supported, and communication channels between national and regional structures established and supported.
D.1.4.1 Develop capacity of WIOSAP project management	Establish PMU to ensure national, regional and international structures and stakeholders are engaged to enhance management of WIO-SAP, including developing additional funding piplelines.
D.1.4.2 Strengthening the capacity of national structures	Inter-ministerial coordination committees established and supported. Role of NC Focal Points and Focal Institutions supported and strengthened.
D.1.4.3 Support the establishment and operationalisation of the regional structures	Support establishment and operation of project implimentation structures including regional working groups and task forces for PADH, WSQ, MWM, and EFA, and ensure integration of project structures into the formal structures of the NC on project completion.
Outcome D.2 Improvement of knowledge management systems and exchange mechanism	
D.2.1.1 Improvement of Nairobi Convention Clearing House Mechanism (CHM)	Consultant to review and update the NC CHM. NC Secretariat supported to raise awareness of CHM, and ensure institutional sustainability of the CHM.
D.2.1.2 Development of institutional and financial means	International consultant to assist in building national capacity to contribute to the NC CHM, and develop mechanisms for long-term financing.
D.2.2.1 Establishment of NC science-policy exchange platform	Engage a regional expert to support the Nairobi Convention Secretariat and National Focal Points in establishing a science-platform for the Nairobi Convention, including the mechanisms for operationalising it, and support several relevant workshops and processes during the project term.
D.2.2.2 Support regional scientific platforms and networks	Support to the biannual WIOMSA Scientific Symposium, the involvement of FARI in the WIO-SAP process, and support the national focal points and institutions to consolidate political support for WIO-SAP implementation.

OUTCOMES AND ACTIVITIES	DESCRIPTION OF KEY ELEMENTS, AND COMMENTS
Outcome D.3 Project Coordination & Implementation	
D.3.1. Recruit, establish and operate PMU	Prior to first SCM.
D.3.2. Engagement of Executing Partners	After Inception meeting according to agreed-upon process.
D.3.3. Project Steering Committee (PSC)	Establish SC and hold annual meetings.
Back to back technical meetings	Technical meetings to be held back to back to SCMs.
Participate in SAPPHIRE Inception Meeting	WIO-SAP to participate in SAPPHIRE Inception Meeting to ensure coordination between the projects.
Joint Steering Committee with SAPPHIRE	In Year 2 of both projects.
D.3.4. National Project Coordination	Support to national structures established to coordinate project activities at a national level.
Outcome D.4 Monitoring and Evaluation	
D.4.1. Mid-Term Evaluation (MTE)	By an independent consultant in Year 3 of WIO-SAP.
D.4.2. Terminal Evaluation (TE)	By an independent consultant 6 months before the end of the project.
D.4.3. Annual External Audit	At the end of each calendar year.

3.3 Review of Stakeholders

The stakeholder analysis carried out in project preparation has been reviewed and updated based on current information. The Project Document focusses on identifying potential partners for the implementation of activities both at a national level, and for specific deliverables. It should be recognised that while key stakeholders would include those that are directly involved in project implementation, there are many others that could be considered stakeholders, even if they do not play an active role in implementation, but have an interest in WIO-SAP activities.

During the implementation of the project, the aim will be to ensure full participation by a diverse range of stakeholders in order to consolidate various partnerships for the implementation of the WIO-SAP through targeted in-country interventions and governance processes. The project will engage with partners in the WIO Region that are already addressing issues that are relevant to the attainment of the main objective of this project.

Local communities and authorities, NGOs, the private sector and technical services from various ministries besides those responsible for environment and water resources, will be involved in the development and implementation of in-country interventions and the implementation of specific WIO-SAP activities such as the restoration of degraded critical ecosystems/habitats in key hotspot areas. To ensure ownership, local communities and CSOs/CBOs will be involved in the design, implementation and monitoring of the relevant in-country interventions. The project has adopted the 'bottom-up approach' so that the experiences gained at the local level during the implementation of in-country interventions, can inform national and regional management and policy.

Appendix 28 in the Project Document provides an extensive list of potential partners for specific activities. Ultimately, implementing partners would be drawn from this extensive list, and from elsewhere, based on the selection procedure described in Section 5.2 below. That list is therefore not definitive, and is likely to change as stakeholders indicate their interest as the Project moves forward. For the purposes of the Inception Meeting, it is useful to at least confirm the major stakeholders and potential implementing partners at a national level, making use of the knowledge brought to the meeting by participants from the region.

Table 3 below includes key stakeholders and potential implementing partners at a national level. This list appears in the Project Document, but has been reviewed and added to during preparation of this Inception Report. It should be further elaborated during the Inception Meeting.

Table 3. Key Stakeholders and Potential Partners to be involved in the implementation of the WIO-SAP Project.

Country	Potential Project Partners
Kenya	Ministry of Environment, Water and Natural Resources Kenya Marine and Fisheries Research Institute (KMFRI) National Environmental Management Authority (NEMA) Kenya Wildlife Service (KWS) Kenya Forest Service (KFS) National Ports Authority Government Chemist Department Water Resources Management Authority (WARMA) South Eastern Kenya University–School of Water Resources Science and Technology. University of Nairobi - Department of Geography and Environment Department of Remote-Sensing and Resource Surveys School of Law Attorney General's Office-Legislative Drafting Department Coast Water Services Board/Coast Water and Sewerage Company Coast Development Authority (CDA) Tana and Athi Rivers Development Authority (TARDA) East African Wildlife Society (EAWS) Fauna and Flora International (FFI) Wetlands International BirdLife Africa Partnership Coastal and Ocean Research and Development in the Indian Ocean (CORDIO)- East Africa Wildlife Conservation Society (WCS) IUCN Regional Office for Eastern & Southern Africa
Tanzania	National Environment Management Council (NEMC) WWF Eastern Africa Regional Programme Office University of Dar es Salaam/Institute of Marine Sciences (IMS) State University of Zanzibar (SUZA) Tanzania Coastal Management Partnership (TCMP) Pollution Control, Department of Environment-Zanzibar Department of Environment, Tanzania Marine Parks and Reserves Unit (MPRU) Tanzania Forest Service (TFS) National Ports Authority Rufiji River Basin Development Authority (RUBADA) Western Indian Ocean Marine Science Association (WIOMSA) MWAMBAO (NGO)
Mozambique	Ministry for the Coordination of Environmental Affairs (MICOA) Eduardo Mondlane University-UEM ADNAP (Fisheries administration) IDEPA (Small-scale fisheries development) IIP (Fisheries research) National Ports Authority National Directorate of Environmental Management (Government agency) National Remote Sensing & Cartography Centre (CENECARTA)

Country	Potential Project Partners
	National Laboratory for Food and Water Safety (LNHAA) Centre for sustainable Development for coastal zones, Mozambique Inkomati Catchment Management Agency (ICMA) Endangered Wildlife Trust (NGO) Megafauna Foundation (NGO) RARE (NGO)
South Africa	Department of Environmental Affairs & Tourism (Oceans and Coasts) Department of Water Affairs National Ports Authority Oceanographic Research Institute (ORI) Izimvelo Kwa-Zulu Natal Wildlife Southern African Data Centre for Oceanography/Institute for Maritime Technology. University of Cape Town-Institute of Marine and Environmental Law University of Kwa-Zulu Natal Rhodes University – Department of Ichthyology Southern African Institute for Environmental Assessment Council For Scientific & Industrial Research (CSIR) Breede/Overberg Catchment Management Agency (BOCMA) Komati Basin Water Authority (KOBWA)
Comoros	Ministère de l'Agriculture, de la Pêche et de l'Environnement Institut National de Recherché pour l'Agriculture, la Pêche et l'Environnement (INRAPE) Système d'Information Géographique et Aide à la Prise de Décision National Ports Authority Chef de service réglementation et contrôle à la Direction Nationale de l'environnement. Direction Nationale de l'environnement. Direction General de l'Environnement.
Mauritius	Ministry of Environment and National Development Unit Ministry of Ocean Economy, Marine Resources, Fisheries and Shipping Attorney General's Office and Ministry of Justice & Human Rights Mauritius Oceanography Institute (MOI) Central Water Authority National Ports Authority University of Mauritius National Parks and Conservation Service
Seychelles	Ministry for Environment and Energy National Ports Authority Seychelles National Park Authority Seychelles Fishing Authority University of Seychelles – Blue Economy Research Institute Centre for GIS-Ministry of Land Use and Habitat
France Reunion	Direction générale de la Mondialisation, du Développement et des Partenariats Ministry of Environment International Affairs (Biodiversity and Regional Seas) Direction de l'Eau et de la Biodiversité - Mission Internationale et Communautaire Ports Authority University of Reunion IRD
Madagascar	Ministry of Environment and Forests Conservation et des documents fonciers Service des Domaines, Madagascar Association Nationale pour la Gestion des Aires Protégées (ANGAP) Conservation Centrée sur la Communauté Madagascar Sahamalaza Community Based Conservation

Country	Potential Project Partners
	University of Madagascar National Ports Authority Office National pour l'Environnement (ONE) Centre National de Recherches sur l'Environnement (CNRE) Centre National de Recherches Océanographiques (CNRO) Institut Halieutique et des Sciences Marines (IHSM) Direction de l'environnement et de la technologie (Ministère de l'Industrie) Blue Ventures (NGO) Wildlife Conservation Society (NGO) Conservation International (NGO) MIHARI (CBO)
UNEP	UNEP-Nairobi Convention Secretariat UNEP-Division of Environment Policy Implementation UNEP-GPA Coordination Office UNEP-Regional Seas Programme UNDP (SAPPHIRE Project)
Regional IGO	IOC, SADC, IGAD, EAC, AU, NEPAD
International/ Regional NGOs	WWF-Eastern Africa Regional Programme Office. IUCN- Eastern and Southern Africa Regional Office. Western Indian Ocean Marine Science Association (WIOMSA)

4 PROJECT OVERSIGHT AND COORDINATION MECHANISMS

4.1 Institutional Framework

The Implementing Agency for the WIO-SAP Project is UNEP DEPI, while the Executing Agency is the Nairobi Convention Secretariat. The Nairobi Convention Secretariat will establish the Project Management Unit (PMU) to cater for the day-to-day running of the project. The WIO-SAP Project Steering Committee (PSC) whose members will include National Focal Points, representatives of UNEP/DEPI, GEF IW, Nairobi Convention, donor organizations, and others, will be established to provide strategic guidance on the implementation of the project. The PSC will meet regularly to review annual work plans and budgets, and facilitate coordination between the various implementing partners and stakeholders. Representatives of the private sector and civil society will be invited to participate in the WIOSAP PSC as observers.

The work of the project will be carried out by national and regional consultants and national and regional organizations, including educational, research, governmental and non-governmental organizations (NGOs), and community-based organizations, among others. This network will work closely through the Project National Focal Points to ensure that the governments of participating countries will endorse their work products.

UNEP/DEPI, as the Implementing Agency, will be responsible for overall project supervision to ensure consistency with GEF and UNEP policies and procedures, will provide guidance on linkages with related UNEP and GEF-funded activities, monitor implementation of the project activities, and will clear and transmit the financial and progress reports to GEF. Project financial and administrative support will be provided by UNEP and UNON.

4.2 Management and Administrative Structure

The management and administrative structure for the project shall consist of the following elements: Executing Agency, PSC, and PMU based at the Nairobi Convention Secretariat in Nairobi, Kenya.

4.2.1 Executing Agency

The Project will be executed by the Nairobi Convention Secretariat. The Secretariat will execute the project and provide technical support including hiring and administration of international and local personnel, procurement of goods and services, travel arrangements and other miscellaneous support as required by the PMU in consultation with UNEP.

4.2.2 Steering Committee

The WIOSAP PSC membership shall consists of the representatives of the participating countries (National Focal Points), UNEP/DEPI, donors, and others. The PSC will be responsible for providing guidance to the project and also making management decisions for the project. In view of its project executing role, the Nairobi Convention Secretariat shall serve as the secretariat of the PSC. The WIO-C, IOC and other economic commissions such as SADC will also be invited as observers. Chairs of Task Forces and Working groups will also be observers in the Committees meetings. The PSU will also play a critical role in monitoring and evaluation of the project and make sure that the results of evaluations are used for performance improvement, accountability and learning. The PSC will also be responsible for approving strategic decisions and annual work plans, setting project direction, reviewing progress of the project, and identifying additional funding for the implementation of the project. PSC meetings will normally be open to recognized stakeholders on an observer basis, except where personnel or other sensitive matters are under discussion.

The PSC will also provide policy-level liaison to national governments, through Inter-Ministerial Coordination Committees, in connection with the implementation of the project at country level. The PSC will be chaired by a senior government official for a term not exceeding one year who will be elected by the participating countries. The Project Manager will serve as the Secretary to the PSC. The decisions of the PSC will be reached by consensus by the members.

4.2.3 National Coordination

At the national level, the participating countries will appoint WIO-SAP National Project Coordinators who will, working with Nairobi Convention National Focal Points, oversee the implementation of various project activities at national level, and facilitate linkages with the established national processes that would be instrumental in the delivery of the project at national level. Each of the participating countries will build on an existing, or establish, an Inter-Ministerial Coordination Committee or similar national inter-agency mechanism (possibly as a National Implementing Committee), facilitated by the Nairobi Convention National Focal Points, to help assure effective coordination and communication amongst all ministries during the implementation of the project at country level. Specific in-country project activities would be undertaken by the national technical working groups or task forces and the inter-ministerial committees that would be established in participating countries, particularly those that are already operating under the auspices of the Nairobi Convention.

4.2.4 Project Management Unit

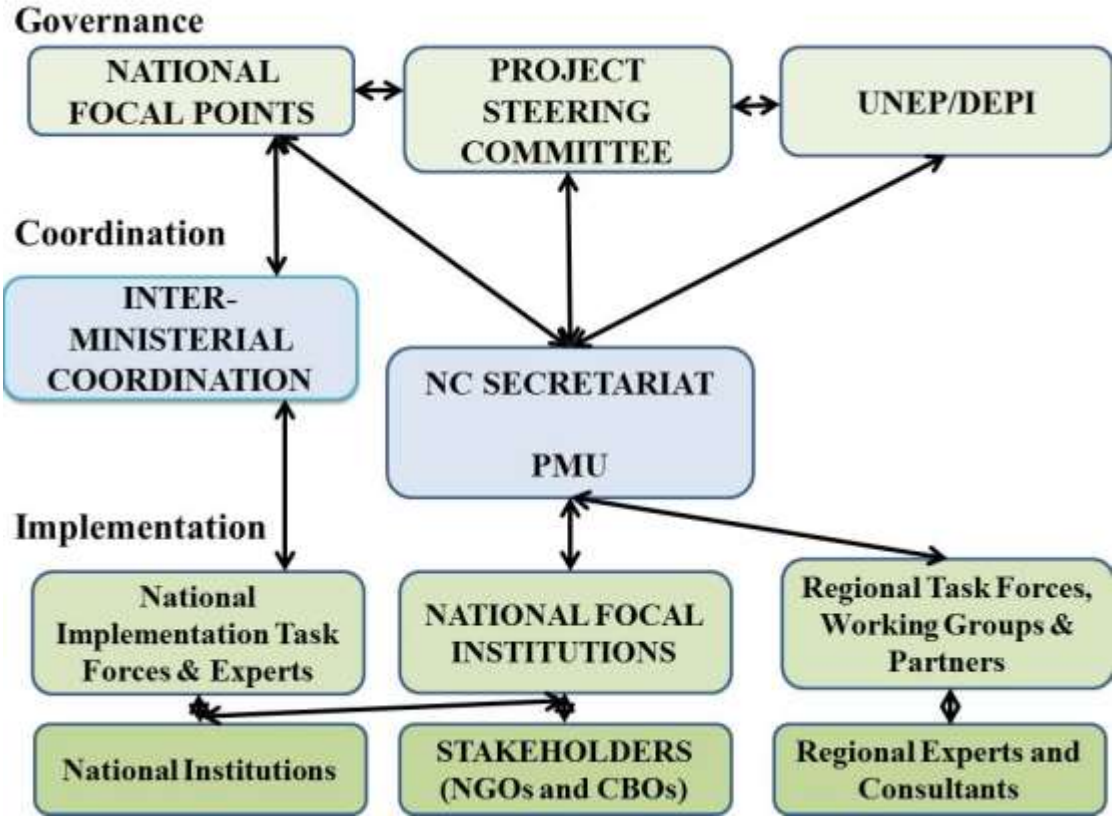
The WIOSAP PMU will be established within the Nairobi Convention Secretariat. The key staff of the WIOSAP PMU will include the Project Manager, Scientific/Technical Officer, Policy/Governance Officer and an Administrative/Financial Assistant. While the procurement process (preparation of announcements, TORs and selection of service providers, etc) will be under the PMU, the contracting of service providers will be responsibility of the Executing Agency. The PMU will work in partnership with a number of key organizations, including but not limited to the WIO-C. Project supervision and other implementing agency roles will be fulfilled by the UNEP/ DEPI GEF IW unit.
The PMU will be integrated into the Nairobi Convention Secretariat to ensure long-term sustainability of project activities and outcomes. The PMU will report to the Nairobi Convention Secretariat and ultimately to the UNEP/DEPI GEF IW unit. All activities under the project will be carried out in

cooperation with Governments, international organizations, the National Focal Points for the Nairobi Convention, other GEF IW Projects, NGO's, and national and international consultants.

The Project Manager will have the authority to run the project on a day-to-day basis with guidance provided by the PSC. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the WIO-SAP project document, to the required standard of quality and within the specified constraints of time and cost.

4.2.5 Organisational Structure

The following organisational structure was presented in the Project Document.



In general, this structure represents the envisaged structure for the governance of the WIO-SAP Project. However, it should be noted that national implementation could be consolidated into structures termed 'National Implementation Committees'.

In addition, clarity with regard to the relationship and contribution of Regional Task Forces and Working Groups to the proposed Regional Technical Committee/s, whose function would include selection of WIO-SAP pilot sites and implementing partners, among others, needs to be obtained through further discussion with stakeholders.

Decision flows between the project structures are further illustrated in Appendix 2.

5 SELECTION OF PILOT SITES AND IMPLEMENTING PARTNERS

5.1 Selection of Pilot Sites

The Transboundary Diagnostic Analysis (TDA) produced by WIO-LaB identified **priority issues** and **potential areas of intervention** related to land-based sources and activities that impact on the marine and coastal environment. The priority issues targeted for implementation are: Physical alteration and destruction of habitats; Water and sediment quality deterioration due to pollution; Alteration in freshwater flows and sediment loads from rivers; and inadequate governance systems and awareness. The four components of the WIO-SAP Project correspond to these priorities.

Further, the TDA identified several sites as the **main hotspots** of Physical Alteration and Destruction of Habitats (PADH), pollution and river-coast interaction in the region. The TDA broadly defined hotspots as coastal and marine areas threatened by human activities. PADH hotspots are located at sites with important human activities, such as estuaries, islands, harbours, bays and lagoons. These sites are threatened predominantly by pollution, over-exploitation of coastal-marine resources (e.g. mangroves and fisheries) and habitat modification. Sites related to the river-coast interaction include those with measurable impacts on the immediate marine ecology associated with them. These include rivers such as the Pangani, Athi-Sabaki, Incomati, Zambezi, and Betsiboka.

Implementation of on-the-ground interventions is considered to be the most effective mechanism for achieving the short-term (within five years) stress reduction targets set in the SAP. It is for this reason that the selected on-the-ground interventions will be based on the priority list of hotspots identified during the TDA process. Specific attention will be given to socio-economic aspects, and especially gender considerations.

Parties to the Nairobi Convention and WIO-SAP implementing partners met in Nairobi in November 2014 to both update and validate baseline information as well as discuss the process by which on the ground activities would be prioritized to ensure stress reduction impact, replication potential and sustainability (among other criteria). Partners proposed to set up a clear prioritisation process for the selection of on the ground activities to be implemented during the WIO-SAP project in line with the SAP intervention logic, clear selection criteria and reflecting the current realities in countries.

The fundamental logic is to assist countries in implementing their agreed regional strategy with particular emphasis on country-led execution of activities which will have timely measurable outcomes, generate local solutions to the environmental challenges and provide a basis for replication and lessons. The national work programmes will favour generation of local impacts rather than developing new national strategies or plans but will support these initiatives if already programmed. The project will be driven by and be responsive to country demand, demonstrated though co-financing and community support (the term ‘community’ is used in both the narrow sense of a village or district, and in the broad sense of sector stakeholders). Essentially the project will be country led, regionally coordinated and demand driven, requiring substantial country responsibility and accountability for project operations, including private sector engagement in structuring incentives for sustainable use. The project rationale builds off the threat and response assessments set out in the TDA and SAP by maintaining all the PIF physical targets (habitats, water, rivers and governance); by allowing countries to select specific targets within each component and by responding to the recommendations made in the PIF STAP review to generate synergies across project components.

A detailed procedure for the selection of pilot projects was included in the WIO-SAP Project Document. This has been reviewed, adapted, and added to, taking into consideration actual project implementation timeframes and modalities, which are now more firm. The adapted procedure for selection of pilot sites is presented in Appendix 3.

5.2 Selection of Implementing Partners

The Project document states that '"During the implementation of the WIOSAP project, the Nairobi Convention Secretariat will take the lead in ensuring linkages with key partners in the WIO Region such as the various organisations that are members of the Consortium for Conservation of Coastal and Marine Ecosystems in the Western Indian Ocean (WIO-C), namely BirdLife International, the International Union for the Conservation of Nature (IUCN), the Western Indian Ocean Marine Sciences Association (WIOMSA), and the World Wide Fund for Nature (WWF), among others. Other partners will be brought on board on the basis of their core competencies and comparative advantages".

It is therefore anticipated that the WIO-SAP will involve regional non-governmental partners working with the relevant institutions in the beneficiary countries to coordinate and deliver various work packages. These partners will be subcontracted by the project for their input. Partners will be drawn from the pool of regional organisations that have skills in the various disciplines that would be covered by the four project components. In this regard, members the WIO-C have been identified as strong candidates for implementation of various activities, based on their history of providing technical support to the Nairobi Convention in the required fields. It should be noted that agreements for services will be entered into with individual legal entities which may form part of the WIO-C, rather than with the WIO-C itself, which at this stage is not a legally constituted entity. Further, if the requisite skills are not present in the pool of organisation that form the WIO-C, other organisations will be invited to submit proposals for implementation. Although potential regional partners have been identified in the preparation of the Project Document, it should be stressed that award of sub-contracts for particular work packages will depend on a competitive process where proposals are assessed, and an agreed upon process is followed. This will ensure that the best possible service providers are selected and that the selection process is fair and transparent to all stakeholders.

It is proposed that the project structures that will be established soon after inception, are utilised in the process of selection. These would include the PMU, Regional Technical Committee/s (RTC/s), and the PSC.

The details of the proposed process is presented in Appendix 4.

6 MONITORING AND EVALUATION FRAMEWORK

The system of project review presented in the Project Document adequately takes into consideration monitoring and evaluation (M&E) requirements both at the internal and external level. These requirements have been reviewed, updated where necessary, and presented below.

The M&E of progress in the implementation of the WIOSAP will be guided by the specific results-based indicators (included in the Project Results Framework, see Section 3.1 above). These indicators along with the key deliverables and benchmarks will be the main tools for assessing progress with WIO-SAP project implementation. The means of verification are summarized in the Results Framework. M&E costs are integrated in the overall budget of the project.

6.1 Project Monitoring and Evaluation Activities

M&E includes a series of linked activities, including this Inception Report, the complete WIOSAP Project Document, annual project reports, mid-term and terminal evaluations. Baseline data gaps for M&E will be addressed during the first year of project implementation. A plan for collecting the

necessary baseline data will be developed by the PMU early on in project implantation. In parallel, at the national level, the ecosystem vulnerability assessments, environmental flow assessments, and monitoring of water quality will contribute to a baseline against which progress can be measured.

Among the important actions of the PSC is to discuss and approve the roles and responsibilities of all project organisational structures and Annual Work Plans and Budgets. The PSC will receive periodic reports on progress made by the project and will make recommendations to UNEP concerning the need to revise any aspects of the Results Framework or the M&E plan.

Project oversight to ensure that the project meets UNEP and GEF policies and procedures is the responsibility to the Task Manager in UNEP/DEPI GEF IW. The Task Manager will also review the quality of draft project outputs, provide feedback to the project partners, and establish peer review procedures to ensure adequate quality of scientific and technical outputs. Project supervision will take an adaptive management approach. The Task Manager will develop a project supervision plan at the inception of the project which will be communicated to the project partners before implementation commences. The project supervision plan will focus on outcome monitoring and financial management. Project risks and assumptions will be regularly monitored both by project partners and UNEP/DEPI GEF IW, since risk assessment will be an integral part of the Project Implementation Review. The quality of project monitoring and evaluation will also be reviewed and rated as part of the Project Implementation Review. Key financial parameters will be monitored quarterly to ensure cost-effective use of financial resources.

Half-Yearly Progress Reports: These will be prepared by the PMU and will be assessed based on the projects Results Based Framework. The detailed half-yearly reports will be prepared by the Project Manager and submitted to the PSC and to UNEP/ GEF Coordination Office covering the periods 30thJune and 31stDecember of each year of implementation. The reports will include a summary of progress made since the previous biannual report and provide details of any unforeseen impediments to project implementation. The report will also include up-to-date financial information on the expenditure of project funds. These reports will be reviewed, amended as required and approved by the PSC as part of the record of their meetings.

Project Implementation Review: The WIOSAP project will need to participate in the GEF Project Implementation Review (PIR) process. The PIR is mandatory for all GEF projects that have been under implementation for at least a year at the time that the exercise is conducted. The PIR will be carried out between June and September of each year of implementation. It will contain sections on basic project data, financial status, procurement data, impact achievement and progress in project implementation. The basic outline will follow the structure of the Project results framework with indicators assigned to objectives, means of verification, and assumptions. The PIR questionnaire is sent to the Project Manager, usually around the beginning of June of each year. The Project Manager will have on average 1.5- 2 months to collect the necessary information, and submit the PIR to UNEP/ GEF Coordination Office.

Annual Project Report: This report will be prepared by the Project Manager in consultation with the relevant Stakeholders and will be submitted to UNEP/DEPI and the Nairobi Convention Secretariat. The report will enable the partners of the project to obtain information on the performance of the project with regard to the implementation of agreed activities. The APR will also provide details on the project achievements, initial evidence of success, including constraints in the implementation of agreed activities and how those constraints/shortcomings will be addressed in subsequent years. The report will also include a compilation of lessons learned and financial expenditure statement. The review of the APR will be based on the logical framework matrix and the agreed performance indicators.

Mid-Term Evaluation (MTE): The project will undergo an independent Mid-Term Evaluation at the mid-point of project implementation. The mid-term project evaluation will focus on relevance, performance (effectiveness, efficiency and timeliness), issues requiring decisions and actions, and

initial lessons learned on the project design, implementation and management. The evaluation will also include all parameters recommended by the GEF Evaluation Office for mid-term evaluations and will verify information gathered through the GEF tracking tools, as relevant. The evaluation will be carried out using a participatory approach - parties that benefit or are affected by the project will be consulted, as well as the PSC and Nairobi Convention Focal Points. The Project Manager will prepare a management response to the mid-term evaluation recommendations along with a plan for effecting the required changes in project implementation. The UNEP/DEPI Task Manager will have the responsibility of monitoring the implementation of agreed recommendations. The Terms of Reference for the Mid-term review will be prepared by the UNEP/DEPI Task Manager in consultation with the Nairobi Convention Secretariat and the PMU. The recruitment of a consultant to carry out mid-term evaluation will be undertaken by UNEP Evaluation and Oversight Unit.

Terminal Evaluation (TE): An independent final evaluation will take place at least six (6) months prior to the final Project Steering Committee meeting. This terminal evaluation will be undertaken in accordance with UNEP and GEF procedures and will focus on the same issues as the mid-term evaluation but in addition it will also examine the early evidence of project impact and sustainability of results, including the contribution to capacity building and the achievement of global environmental benefits. GEF Tracking Tools will also be compiled before the Terminal Evaluation and entries verified by the consultant. The terminal evaluation will focus on the delivery of the project's outputs and outcomes detailed in the project document and as amended following the mid-term evaluation. The final evaluation will assess the impact and sustainability of results, including contribution to capacity building in the WIO region including also the achievement of global environmental benefits. The Terms of Reference for this evaluation will be prepared by the UNEP/ GEF Coordination Office based on guidance from the PMU and the Nairobi Convention Secretariat. The Terminal Evaluation will also provide recommendations for follow-up activities. The management response to issues raised in the terminal evaluation will be prepared by the Project Manager in consultation with the Nairobi Convention Secretariat and National Focal Points. The Evaluation and Oversight Unit of UNEP will manage the terminal evaluation process. The review of the quality of the evaluation report will be done by UNEP's EOU who will subsequently submit the report to the GEF Evaluation Office not later than 6 months after the completion of the terminal evaluation.

Project Terminal Report: This report will be prepared by the PMU during the last three months of the project. This report will provide details on the achieved results (outcomes and outputs), lessons learnt, problems/constraints experienced and specific areas where results may not have been achieved. It will also provide recommendations on measures that should be put in place to ensure sustainability and replication of the project's results. The follow-up will be the responsibility of the Nairobi Convention Secretariat to ensure long-term sustainability of project results.

Periodic Site Visits: UNEP/DEPI, the Nairobi Convention Secretariat and WIOSAP PMU staff will conduct periodic visits to project sites in participating countries based on the schedule that will be agreed at PSC meetings. These periods will be factored into the annual Work Plans and budgets of the project. The purpose of site visits will be to assess the progress in the implementation of specific project activities in the field, such as the in-country interventions. Members of the PSC may be invited to join these visits as may be appropriate. A field visit report will be prepared by the Project Manager within the period of one month after the visit to the field. The Audit Service may also undertake ad hoc site visits. Due to challenges faced during implementation of several of the pilot projects carried out as part of the WIO-LaB Project (UNEP, 2012), these regular field visits are deemed essential to ensure that projects are carried out in time and within budget.

Table 4. Monitoring and evaluation activities, timeframes and responsibilities.

Activity	Responsibilities	Timeframes
Half Yearly Progress Report (HYPR)	Project Manager in consultation with Project stakeholders	every six month (by 30th June and 31st December of each year)
Annual Project Report (APR)	Project Manager in consultation with Project stakeholders	Annually
Project Implementation Review (PIR)	Project Manager, Nairobi Convention Secretariat, UNEP/DEPI, Project Team, UNEPGEF Coordination Office	Annually, between June and September of each year
Mid-Term Evaluation (MTE)	Project Manager, Nairobi Convention Secretariat, UNEP/DEPI, UNEP's Evaluation and Oversight Unit (EOU)	Mid-point of the project implementation period
Terminal Evaluation (TE)	Project Manager, Nairobi Convention Secretariat, UNEP/DEPI, UNEP's Evaluation and Oversight Unit (EOU)	At least six months before the end of project
Financial Reporting	Project Manager and UNEP Financial Management Officer	31st March, 30th June, 30th September, 31st December of each year
Periodic Site Visits (PSV)	Project Manager, Nairobi Convention Secretariat, UNEP/DEPI, PSC members and National Focal Points, as may be necessary.	Annually

7 REVIEW OF RISK MANAGEMENT

7.1 Review of Risks

The WIO-SAP Project Document identifies the main risks to successful implementation of the Project. It also suggests mitigation measures to reduce these risks. After review, it is apparent that all the listed risks are justified, and have not changed since development of the Project Document. Comments on those risks already identified (in parenthesis), and two additional risk factors (8 and 9), are added to Table 5 below.

The SAP has built in measures to mitigate the above-mentioned risks, including specific targets and actions aimed at mobilizing the required political support, building capacity, enhancing cooperation and coordination and creating sustainable financial mechanisms. Specific targets and activities in this regard have been included as part of various components of the WIOSAP project .

Table 5. Project risks and risk mitigation measures.

Risk	Impact / Likelihood	Mitigation Measures
1. Inadequate cooperation & coordination: *Coastal and marine environmental considerations may not adequately be incorporated into projects, programmes, policies and activities, in the manner envisaged in the WIO-SAP project in order to ensure consistency with a comprehensive vision of the WIO region.*	Medium / Low	The project will use the existing regional and national coordination mechanisms established under the auspices of the Nairobi Convention which have proved effective during the implementation of the UNEP-GEF WIO-LaB Project. The project will promote participatory approaches at various levels and provide financial support to local communities, CBOs and NGOs to ensure their full participation in the implementation of project activities. The project will promote the establishment of inter-ministerial coordination committees bringing onboard various government departments and institutions in the process of implementation of the project activities in each of the participating countries. This will ensure integration of project outputs into national economic development and planning processes including national environmental management processes. The project will involve and train decision-makers from a variety of government institutions and departments to increase the possibility of sustainable coastal and marine ecosystem management approaches being integrated into national development planning and policy-making processes. This will also include ensuring involvement of government agencies, local authorities and natural resource users who are responsible for the degradation of coastal and marine ecosystems.
2. Inadequate political will: *The governments of the participating countries may not accord sufficient importance to the implementation of the WIO-SAP project or may not mandate key national institutions and other key partners of the project to comprehensively participate in region-wide programmes embracing the entire WIO Region as envisaged in the project.*	Medium / Low	The project will use the already established national and regional coordination/cooperation mechanisms including networks established in the implementation of the WIO-LaB Project. The project will involve senior government officials and policy-makers in the implementation of the project through inter-ministerial committees and similar national inter-sectoral coordination mechanisms. The project will provide support to National Focal Points to strengthen the existing national coordination mechanisms/processes and ensure effective consultations

Risk	Impact / Likelihood	Mitigation Measures
		and participation of all relevant key government partners in project implementation.
3. Inadequate capacity: *Mechanisms and regulations essential for integrated management of the WIO region's coastal and marine natural resources may not be developed, reformed, adopted or adequately implemented due to limited capacity in the participating countries.*	Medium / Medium	The project will involve key stakeholders in the implementation of the project and promote cooperation between local and national institutions in order to make use of available capacity in participating countries. The project will provide financial support to National Focal Points to strengthen the existing national coordination mechanisms/processes and ensure effective cooperation of all relevant key government institutions and other partners. In addition, each project component will provide for capacity building activities at all levels of decision-making and management. The project will also develop guidelines, tools, methodologies, manuals and other documents that will guide decision-makers in government institutions to implement mechanisms and regulations for integrated management. The project will provide decision-makers with policy briefs on key LBSA and ICZM issues and also train them in order to increase the likelihood of sustainable coastal and marine ecosystem management approaches being integrated into national development planning and policy-making processes.
4. Inadequate financial resources: *Due to the current global financial crisis, governments of participating countries and national and regional institutions or organizations may not be able to allocate adequate human and financial resources to the implementation of the WIO-SAP project.*	Medium / Low	The project will demonstrate to the governments of the participating countries that the economic value of coastal and marine ecosystems and the benefits that will be accrued can be enhanced through improved management and protection from land-based sources and activities. Demonstration of project benefits will increase the support of the governments and other partners to the project including also to the Nairobi Convention. (The inclusion of ecosystem valuation activities in the project will enhance the demonstration of project benefits). The project will provide specific technical support to project partners to develop sustainable financing modalities for high-cost investments such as municipal waste-water treatment including modalities of financing pollution monitoring programmes on long-term basis.

Risk	Impact / Likelihood	Mitigation Measures
		The regional partnership initiatives will strengthen the foundation of strategic and sustainable financing evidenced by co-finance mobilized for the project. (In addition, additional funding will be actively sought by the project to ensure any gaps identified are filled).
5. Staff turnover	Medium/Low	Given the complexity and the size of the project, skilled and regionally experienced personnel must be recruited to the PMU. The project will be housed within the UNEP Nairobi Convention which can hire new, additional staff as it may be required in the course of project implementation. The Convention Secretariat will provide backup support until new staff is recruited. (In addition, to ensure continuity during implementation of national level activities, the project will recruit specific national project officers where necessary, who will remain responsible for project activities irrespective of whether they may be transferred to another post within country).
6. Inadequate awareness: *There may be a lack of effective stakeholder participation in the implementation of strategies and activities defined in the project. Also, some key players in the WIO region may not be fully informed about the project objectives, activities and expected outcomes, and their participation in the implementation of the project may be limited and ineffective*.	Medium / Low	Project activities related to assessment and economic valuation of marine and coastal resources coupled with outreach and educational campaigns targeting various stakeholder groups will raise awareness on the importance of investing in and sustainably managing the WIO resources. The project will develop an effective communication strategy targeting a diverse range of stakeholders.(This strategy will include the production of regular communication materials to widely share information on the project). The project will develop and maintain a high level of stakeholder ownership; this concerns not only ownership by participating government agencies and institutions, but also NGOs, CBOs, the private sector and the local communities.

Risk	Impact / Likelihood	Mitigation Measures
7. Negative impacts of climate change: *The participating countries may face severe environmental, ecological and socio-economic disruptions owing to impacts of climate variability and change and this may affect the ability of governments and project partners to implement priority activities envisaged in the project.*	Medium / Low	The WIO-SAP project will provide technical and financial support to participating countries to undertake studies on the vulnerability of coastal and marine ecosystems to climate change and develop appropriate mitigation measures. The project will support monitoring and assessment of the coastal and marine habitats to better identify changes, and also develop extractive use strategies that promote alternative livelihood systems to coastal communities to reduce their reliance on coastal natural resources. The project will improve the understanding of climate change impacts among policy makers through preparation of policy briefs and also through science-policy forums and provision of assistance in preparation of regional policy positions on climate change.
8. Inadequate sustainability beyond the life of the project: *On ongoing concern with regional projects with a defined lifespan is continuation of project initiatives after project termination.*	High / Medium	The WIO-SAP project will to a large extent build upon the existing institutional structures in the countries of the WIO. At a regional level, the mechanisms of the Nairobi Convention will be strengthened through project activities, and the overarching approach taken in the project will include efforts to institutionalise and domesticate project activities and structures so that they may continue after the funded project phase. In addition, the 5-year project period will be utilized to investigate and source sustainable funding mechanisms to allow relevant activities and structures to continue into the future, through the Nairobi Convention mechanisms.
9. Political instability: *While most countries in the region are currently politically stable, there is the risk of instability disrupting project activities in particular regional hotspots.*	High / Medium	The Project will be sensitive to political changes in the region, and through the inclusion of partners and stakeholders in each of the participating countries, conduct project activities with due consideration of current and developing geo-political realities.

8 WORK PLAN AND BUDGET

8.1 Overall Project Workplan

The overall 5-year workplan that was presented in the Project Document has been extensively reviewed during this Inception Phase. While no substantial changes have been made to the contents of the work programme, it has been necessary to adapt timeframes for implementation of the various activities to coincide with the anticipated start date. The Gantt chart showing this proposed new timeframe is shown in Table 6 below.

While some preparatory activities have been ongoing since August 2016, coordinated by the Nairobi Convention Secretariat, the majority of activities will now commence in the fourth quarter of 2017. By this time the PCU will be in place and project implementation can proceed at full pace. Activities that can be initiated earlier before the PCU is in place, will be started under the direction of the Secretariat.

It is proposed that from Year 2, annual Joint Steering Committee meetings between the WIO-SAP PSC and the PSC of its sister project, SAPPHIRE, occur to ensure close cooperation and coordination of these related projects.

In order to account for the later than anticipated start of most activities, and to ensure that enough time is provided for the completion of the overall project, it is proposed that the Project period is extended to June 2022. This will in effect provide a full five years for implementation after the PCU is in place. Under this scenario most activities will be completed by the end of 2021, with six months provided to wrap-up the project.

Table 6. Overall Project Workplan.

ACTIVITY/DELIVERABLE	2017			2018				2019				2020				2021				2022	
	A-J	J-S	O-D	J-M	A-J	J-S	O-D	J-M	A-J	J-S	O-D	J-M	A-J	J-S	O-D	J-M	A-J	J-S	O-D	J-M	
COMPONENT A - SUSTAINABLE MANAGEMENT OF CRITICAL HABITATS																					
Outcome A.1 Management of critical habitats to enhance ecosystem resilience and conservation																					
A.1.1.1 Development of marine spatial plans for 5 sites																					
A.1.2.1 Development of Management plans in 3 sites																					
A.1.3.1 Restoration of degraded critical habitats (1 site)																					
A.1.4.1 Pilot actions to build capacity in ICM (3 sites)																					
Outcome A.2 Development of tools and methods to support coastal planning and management																					
A.2.1.1 Application of Economic valuation methodologies (2 sites)																					
A.2.2.1 Adaptation of Tools and guidelines for vulnerability assessment and spatial planning																					
A.2.3.1 Development of sustainable extractive use strategies																					
A.2.4.1 Development of key indicators for habitat monitoring and management.																					
A.2.4.2 Establishment of national modalities for monitoring																					
COMPONENT B - IMPROVED WATER QUALITY																					
Outcome B.1 Improvement of quality of coastal receiving waters																					
B.1.1.1 Identification and implementation of wastewater treatment (3 sites)																					
B.1.2.1 Implementation of effluent reduction measures (1 site)																					
B.1.3.1 Programmes and actions for empowering communities (4 countries)																					
Outcome B.2 Adoption of regulatory Framework for monitoring and management of pollution																					
B.2.1.1 Review and development of regional standards																					
B.2.2.1 Development and implementation of water quality monitoring framework (3 countries)																					
B.2.3.1 Capacity building for implementation of regional standards																					
COMPONENT C - SUSTAINABLE MANAGEMENT OF RIVER FLOWS																					
Outcome C.1 Building capacity for Environmental Flow Assessments (EFAs)																					
C.1.1.1 Identification and supporting conducting EFA in 2 river basins																					
C.1.2.1 Development and implementation of environmental flow management plans (2 sub-basins)																					
Outcome C.2 Strengthening of capacity for conjunctive management of river flows																					
C.2.1.1 Preparation of regional guidelines on EFA																					

ACTIVITY/DELIVERABLE	2017			2018				2019				2020				2021				2022	
	A-J	J-S	O-D	J-M	A-J	J-S	O-D	J-M	A-J	J-S	O-D	J-M	A-J	J-S	O-D	J-M	A-J	J-S	O-D	J-M	A-J
COMPONENT D - GOVERNANCE AND REGIONAL COLLABORATION																					
Outcome D.1 Strengthening institutions for WIO-SAP implementation																					
D.1.1.1 Finalization and implementation of the ICZM protocol																					
D.1.1.2 Capacity building for ICZM protocol implementation																					
D.1.2.1 Support country processes for ratification of the LBSA protocol																					
D.1.2.2 Build capacity for implementation of LBSA protocol																					
D.1.3.1 Support countries to monitor WIOSAP																					
D.1.3.2 Presentation of regular reports on WIOSAP																					
D.1.4.1 Develop capacity of WIOSAP project management																					
D.1.4.2 Strengthening the capacity of national structures																					
D.1.4.3 Support the establishment and operationalisation of the regional structures																					
Outcome D.2 Improvement of knowledge management systems and exchange mechanism																					
D.2.1.1 Improvement of Nairobi Convention Clearing House Mechanism (CHM)																					
D.2.1.2 Development of institutional and financial means																					
D.2.2.1 Establishment of NC science-policy exchange platform																					
D.2.2.2 Support regional scientific platforms and networks																					
Outcome D.3 Project Coordination & Implementation																					
D.3.1. Recruit, establish and operate PMU																					
D.3.2. Engagement of Executing Partners																					
D.3.3. Project Steering Committee (PSC)																					
Back to back technical meetings																					
Participate in SAPPHIRE Inception Meeting																					
Joint Steering Committee with SAPPHIRE																					
D.3.4. National Project Coordination																					
Outcome D.4 Monitoring and Evaluation																					
D.4.1. Mid-Term Evaluation (MTE)																					
D.4.2. Terminal Evaluation (TE)																					
D.4.3. Annual External Audit																					

8.2 Progress to Date

Preparation for the inception of WIO-SAP has been ongoing since August 2016 with the Project providing support to several activities that will continue through the implementation phase. The main activities supported through the Nairobi Convention Secretariat were a meeting of the Science-Policy Forum which was held in Seychelles from 11-12 October, 2016, and the 3rd ICZM Protocol negotiations meeting which was held in Zanzibar from 21-24 November, 2016. Both these activities required action soon after project approval to ensure that momentum with these regional processes was maintained, and activities and budget have been included in the Project Document to ensure that support is provided through the 5-year project term.

In order to prepare for the Inception Meeting, a consultant was recruited to assist with the WIO-SAP Inception Phase which will end once the Inception Meeting on 10-11 April 2016 has taken place, and recruitment of the PMU is completed. The consultant was requested to review the WIO-SAP Project Documents, including budgets and workplans, and develop a detailed workplan for Year 1 of the Project, taking into account new project timeframes. In addition, the consultant was asked to review the Results Framework and indicators for the project and update the Stakeholder Analysis carried out as part of preparation of the Project Document. This process, which was initiated in January 2017, has now culminated in this Inception Report, which will be used as a resource in the Inception Meeting. Details activities carried out from January to April 2017 can be seen in the Workplan presented in Appendix 5.

8.3 Workplan for the Period August 2016 to December 2017

The Workplan for the period August 2016 to December 2017 is shown in Appendix 5. As discussed for the overall 5 year workplan, this workplan for the first year takes into account the adjusted timeframes for the initiation of full scale project implementation. It is more detailed that the overall project workplan, and its development has involved identifying priority activities that need to be initiated early in the project. Many of these activities will be continued into 2018, and will be included in the detailed workplan for that year which will be prepared by the Project Manager once in place.

The workplan in Appendix 4 also includes time frames for the completion of the activities associated with the Inception Phase, which can be considered to run from August 2016 to the date of the Inception Meeting in April 2017. In its final form this workplan will also indicate potential partners who could be involved in the implementation of the various work packages. Considerations on, and details of the process to be followed in the selection of the partners, are provided in Section 4.3 and in Appendix 3, respectively.

It is important to note that it is proposed that the 1st PSC meeting of WIO-SAP takes place in September 2017, and that this could be held back to back with the Inception Meeting of the SAPPHIRE project. While the two projects will run in parallel, and have several joint activities, SAPPHIRE will only begin implementation several months after WIO-SAP. Linking the 1st WIO-SAP PSC meeting with the SAPPHIRE Inception meeting will ensure a level of coordination between the two projects in the first year. From year two, it is recommended that the two projects hold Joint PSC meetings to foster close collaboration.

8.4 Budgetary Considerations

Detailed budgets allocated to the various activities of the Project are not provided in this Inception Report. The proposed budget for Year 1, and the overall project, which is based on that provided in the Project Document, will be presented to the Steering Committee at their first meeting (September 2017) for consideration before finalisation.

The overall budget contributions from the GEF, participating countries, and partners, remains unchanged, and can be seen in Section 2 above. The budget prepared in the Project Document assumes the project will run for 5 calendar years, starting in January of Year 1 and concluding in December of Year 5. In reality, the bulk of project activities and associated expenditure will occur in a revised timeframe staring in earnest in the fourth quarter of 2017. This will require annual budgets to be adjusted to take the new timeframes into consideration. The main changes anticipated are less activities and expenditure to December 2017, with some activities and costs rolling over to 2018. In addition, because an extra six months are being proposed for project completion, costs associated with this extension, such as for project personnel, and an additional steering committee meeting, will need to be accounted for. Other costs that had not been included in the original Project Document, such as for the Inception Meeting, will also need to be budgeted for from the overall project budget. This will mean that the budgets as presented in the Project Document for the various project activities will need to be adjusted in some cases.

During the preparation of the revised 5-year and 1-year workplans, it was necessary to assess the budget as presented in the Project Document in relation to the adapted timeframe of activities. A start on a proposed new budget has therefore been made that can be discussed by the WIO-SAP Steering Committee once in place.

9 REFERENCES

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APPENDIX 1. Updated Project Results Framework

Outcomes/ Outputs	Objectively Verifiable Indicators			Means of verification	Assumptions
	Indicator	**Baseline**	**Target**		
Outcome A.1: Appropriate tools and methodologies are used to manage critical coastal and marine habitats in order to enhance their resilience and long-term sustainability	Adoption, integration and use of tools and methodologies for improved and sustainable coastal and marine habitat management and restoration Adoption of spatial plans and establishment of planning capacity to support and guide the management process Adoption of the ICZM Protocol and ratification of LBSA Protocol by all countries by the year 2022. Close collaboration with ongoing related initiatives such as the UNDP implemented SAPPHIRE project among others to strengthen synergies	Baseline to be established on current status of existing tools Elements of spatial planning are being developed in a few partner countries, comprehensive baseline of completed spatial plans to be established No regional ICZM protocol adopted. One country has ratified the LBSA protocol Establishment of coordination arrangements between WIO- SAP and SAPPHIRE projects	The LBSA Protocol ratified in at least 8 countries and the ICZM Protocol signed by at least 8 countries by the year 2022. Creation of synergies between activities of WIO-SAP and SAPPHIRE and integration of results into the regional governance framework of the Nairobi Convention	Reports of the Conference of Parties to the Nairobi Convention. Reports of Steering Committee. Signed copies of LBSA and ICZM Protocols. Evidence of national level adoption of the standards included in the CHM. Minutes of regular coordination meetings. Presentation of implementation progress and results to the COP of the Nairobi Convention	Management plans are implementable taking into account the capacity challenges of the countries involved. Technologies introduced are socially accepted and demonstrate results. There is political will to develop a new protocol. National and regional institutions will participate to the extent required. Continued interest in seeking synergies between activities to efficiently deliver outputs to partner countries.
Output A.1.1: National	Spatial plans adopted by	Marine spatial planning	End of project target:	Reports of participatory	In-country capacity is

Outcomes/ Outputs	Objectively Verifiable Indicators			Means of verification	Assumptions
	Indicator	Baseline	Target		
institutions undertake participatory spatial planning to increase the resilience of selected key coastal ecosystems to anthropogenic impacts including the impacts of climate change and variability.	competent authorities and stakeholders building on extensive stakeholder analysis. All relevant sectors and a wide group of stakeholders (including civil society, private sector and women's groups) are involved from the start and partnerships are established with agencies that have capacity in gender training and analysis.	is not currently a standard methodology or management tool. Few marine spatial plans exist in the region. Baseline to be established.	New spatial plans prepared for at least five [5] key marine and coastal zones in at least 5 countries by 2022.	dialogue processes (including gender specific considerations and the involvement of civil society). Publication of spatial plans for target sites. Project Annual Reports, indicting the adoption of the plans at an appropriate level	available and sufficient to prepare spatial plans. Political will exists to prepare and implement plans. Countries willingness to share data or allow access to data.
Output A.1.2 Management plans developed and adopted for at least 5 key critical coastal and marine habitats, reinforcing the regional MPA network and mitigating habitat loss and climate change impacts.	5 critical coastal and marine habitats management plans in target countries adopted, taking the socio-economic dimension and in particular gender considerations into account in all stages of the process.	Few coastal management plans prepared and implemented (baseline to be established).	End of project target: Management plans adopted for at least [5] coastal zones in at least 5 countries by 2022.	Reports of participatory processes including gender specific considerations, targeted meetings with women's groups and the involvement of civil society. Publications on coastal management plans for target sites. Project Annual Reports that indicate adoption.	In-country capacity is available and sufficient to develop management plans. Political will exists to prepare and implement plans.
Output A.1.3 At least one key degraded critical coastal	Ha of priority habitats restored.	No area has been restored within the	End of project target: By 2022, there will	Reports of on-the-ground interventions and	Communities and all stakeholders can be

Outcomes/ Outputs	Objectively Verifiable Indicators			Means of verification	Assumptions
	Indicator	**Baseline**	**Target**		
habitats restored and resilience increased;		SAP implementation framework.	be at least a total of 5 ha each of coral reefs, seagrass beds, mangrove forest restored in degraded hotspot sites.	experience gained in initiating and sustaining restoration projects documented and shared on the project website and in reports and meetings of the Nairobi Convention. Mid-term and Terminal Evaluation Reports. State of the coast reports. Project Annual Reports.	engaged in restoration works. Particular attention is paid to multi-stakeholder dialogue representing a variety of groups including women and civil society. There is capacity and knowledge available for restoration of ecosystems.
Output A.1.4 Pilot actions build capacity in ICZM, demonstrating how ICZM can be strengthened at the local level through the empowerment of communities and other actors in on-the-ground interventions (under A.1.2 and A.1.3).	Number of ICZM plans in target coastal sites involving a wide range of stakeholders. Number of multi-stakeholder meetings held with all involved stakeholders including civil society and women's groups.	ICZM is not currently used as a standard tool for the empowerment of communities. Community stakeholder awareness of ICZM is not yet widespread in the region. Baseline to be established	End of project target: By 2022, at least 5 ICZM plans for target coastal zones will be developed, involving wide stakeholder dialogue including women and civil society.	Copies of ICZM plans for target sites. Minutes of meetings and considerations of stakeholder involvement in the development of the plans. Project Annual Reports, including the adoption of the plans at appropriate levels.	There is political will to develop ICZM plans in target sites. Particular attention is paid to ensuring the widest stakeholder dialogue, including the voice of women and civil society. In-country capacity exists for development and implementation of ICZM Plans.
Outcome *A.2 Appropriate tools and methods (which integrate economic, social and environmental*	Tools such as regional guidelines for economic valuation, vulnerability assessment, spatial	Currently tools and methods for integrating economic valuation, vulnerability	By 2022, tools which integrate economic, social and environmental	Tools are adopted and used in existing planning and management processes.	The in-country support and capacity is made available to develop and implement these tools.

Outcomes/ Outputs	Objectively Verifiable Indicators			Means of verification	Assumptions
	Indicator	**Baseline**	**Target**		
considerations) support coastal planning and management.	planning and extractive use strategies, are integrated into coastal planning and management.	assessment, spatial planning and extractive use strategies are not widely used in coastal planning and management.	considerations will be an integral part of the coastal planning and management process		Political willingness supports the development of these tools.
Output A.2.1 Economic valuation of at least three (3) key critical coastal and marine habitats including integration of economic valuation into coastal management and planning.	Regional guidelines for Economic Valuations of at least three (3) key coastal ecosystems adopted and used in actual valuation studies. Values of coastal and marine ecosystem services incorporated in management planning including particular attention to the involvement from the onset - and considerations of women and civil society.	Economic valuation guidelines have as yet not been established on a regional scale. Management plans do not as yet integrate information on values of ecosystem services.	End of project target: By 2022, Economic valuation studies will be undertaken for at least 1 coastal ecosystem in at least 5 countries in the region using the guidelines. By 2022, information on the value of coastal and marine ecosystems is used in decisions related to coastal planning.	Reports of Economic Valuation studies. ICZM Reports clearly showing that economic values are used in planning. Project Annual Reports.	Capacity is available in-country to undertake economic valuation of coastal ecosystems. Experts with a broad knowledge base can be identified and appointed. Regional guidelines are developed before the valuation studies. Willingness to engage widely with stakeholders.
Output A.2.2 Tools and guidelines for vulnerability assessment and spatial planning support monitoring and management actions.	Toolkits and guidelines for vulnerability assessments, spatial planning are developed and applied, including gender sensitive analysis.	There are as of yet no guidelines used for vulnerability assessment and spatial planning in the region.	End of project target: By 2022, guidelines and methodologies for vulnerability assessment and spatial planning will be used in at least 5 countries in the region.	Vulnerability assessment and spatial planning finalised using the guidelines and tools. Guidelines for ecosystem vulnerability assessment. Guidelines for spatial	Planners and policy makers will make effective use of tools and guidelines. Guidelines are user friendly and meet the needs of users.

Outcomes/ Outputs	Objectively Verifiable Indicators			Means of verification	Assumptions
	Indicator	Baseline	Target		
				planning.	
Output A.2.3 Sustainable extractive use strategies developed and adopted for specific coastal and marine natural resources.	Number of sites with extractive use strategies for coastal natural resources adopted for implementation.	The countries have not developed extractive use strategies for specific coastal and marine resources.	End of project target: By 2022, sustainable extractive use strategies will be developed and adopted for specific coastal and marine natural resources, in at least 5 countries in the region.	Reports on sustainable extractive use strategies. Project Annual Reports, showing the involvement of Stakeholders, and adoption of the strategies.	Effective collaboration between ministries/authorities (fisheries, forestry, commerce, local government etc.).
Output A.2.4 Adoption of regional indicators and baseline assessment in support of critical habitat monitoring and management.	A set of regional indicators for ecosystem monitoring, assessment and management, developed and adopted (taking the SDGs into account) including socio economic and gender specific indicators.	Currently regional indicators and guidelines are not commonly used for ecosystem assessment in the region.	By 2018, regional indicators and guidelines for ecosystem assessment will be drafted. They will be tested in all pilot site habitats to set a baseline for 2018. End of project target: By 2022, indicators are monitored to demonstrate change in ecosystem status in pilot sites and in the region in general. SDG indicators are integrated into the indicator framework.	Report on the adoption of regional indicators. Reports of PADH, WSQ and MWM Task Forces. Project reports showing the indicator monitoring results. Reports on the SDG processes related to ecosystem monitoring.	Task Forces reach agreement on regional indicators and assessment methods. Capacity to carry out indicator monitoring exists in target countries. Data and information available in support of the regional set of indicators.

Outcomes/ Outputs	Objectively Verifiable Indicators			Means of verification	Assumptions
	Indicator	**Baseline**	**Target**		
*Outcome B.1 Quality of coastal receiving waters improved through **pilot interventions.***	Overall reduction of the annual amount of nutrient input (kg/year) to the coastal waters in pilot sites leads to improved quality of coastal and receiving waters.	There is limited data available on effluent treatment in the pilot sites. ICZM plans are currently not systematically incorporating water quality.	Total of at least six innovative investments in improved wastewater management in six countries. Improved quality of coastal receiving waters due to reduction of N & P pollution loads by at least 50% over baseline (kg/year).	Water quality/pollution standards and monitoring reports.	Capacity and knowledge exists in-country to promote, coordinate and implement pilot interventions. Political will to support pilot interventions exists.
Output B.1.1 Cost-effective technologies for municipal wastewater treatment demonstrated in at least 3 sites.	Removal rates of N and P in the sites. Best practices of innovative pilot activities captured and disseminated to all key stakeholders including civil society and user groups (including women's groups)	Limited baseline data available. Limited awareness of the reuse of treated wastewater.	End of project target: Reduction of at least 50% of the baseline of N& P pollution loads in the three hotspots.	Site visits to demonstration projects. Reports on results of stakeholder dialogues including participation of women's groups. Reports of regional Task Forces (MWM, WSQ). Reports of on the ground interventions. Reports on municipal wastewater management. Project Annual reports, showing monitoring	There is capacity and knowledge to adopt cost-effective technologies for wastewater treatment. There is a will among policy makers to promote cost effective technologies for wastewater treatment.

Outcomes/ Outputs	Objectively Verifiable Indicators			Means of verification	Assumptions
	Indicator	Baseline	Target		
				results.	
Output B.1.2 Effluents at a minimum of 3 demonstration sites are collected, treated, recycled and/or disposed of in accordance with international best practices.	Removal rates of COD and nutrients. Increased volume of reused treated wastewater	There is currently no treatment of effluents in the pilot sites.	End of project target: By 2022, At least 50% of the treated wastewater from 3 hotspots reused and recycled.	Site visits to demonstration projects. Reports on on-the-ground interventions. Reports of regional Task Forces. Project Annual reports, showing monitoring results.	Political willingness by local administrations Pro-active participation by local industries. Necessary targeted awareness raising of local community of the planned activities carried out from the onset and throughout the project.
Output B.1.3 Pilot actions undertaken to build capacity for water quality management and ICZM promoted through empowerment of communities and other actors at pilot sites.	ICZM plans incorporate water quality management. Number of multi-stakeholder meetings held in preparation of the ICZM plans with particular attention given to the empowerment of women and the input of civil society	There are currently no ICZM plans fully incorporating water quality management.	End of project target: By 2022, there will be ICZM plans in at least 5 countries in the region, incorporating water quality management.	Minutes of stakeholder meetings including representation of women and civil society. National reports/ MTR site visits. Project Annual Reports showing the adoption of the ICZM plans.	Communities are able to understand and effectively participate in the stakeholder dialogue. Community experts with a broad knowledge base and local expertise should be identified and appointed. Careful selection of communities and community 'champions'.
Outcome B.2 Regulatory Framework for monitoring and management of pollutant loads, effluents and receiving water quality adopted at regional level.	Policy, legislative and institutional arrangement to support monitoring frameworks for pollutant loads, effluents and receiving water quality set up supporting SAP	There is currently no comprehensive regionally harmonised water quality and pollution monitoring framework set up for the region.	A regionally harmonised water quality and pollution monitoring framework set up for the region by 2022.	Adoption of regional (and national) water quality standards and a regional monitoring framework is in place.	Support of all participating countries will need to be ensured. Data availability, and access.

Outcomes/ Outputs	Objectively Verifiable Indicators			Means of verification	Assumptions
	Indicator	**Baseline**	**Target**		
	implementation at national and regional level as appropriate. Monitoring and management frameworks are strengthened at both national and regional levels.				
Output B.2.1 Regionally harmonized framework for monitoring pollution loads and water quality standards developed for receiving coastal waters.	Regional receiving marine water standards developed and agreed with elements of participative monitoring.	There is currently no regionally harmonised water quality and pollution monitoring in the region. There are no regionally agreed standards for receiving marine waters.	End of project target: By 2022, regionally receiving marine water standards will be agreed upon.	Decisions of the Nairobi Convention COP on the adoption of the regional water quality standards. Regional standards.	There is political will to develop regional standards. Capacity exists in the region to monitor the variables set in the standards.
Output B.2.2 Regionally harmonized standards and monitoring framework for pollutant loads and effluent and marine water quality standards adopted by at least five (5) countries through participatory national and regional consultations.	Regionally harmonised total pollution load standards. Number of regional (2) and national (5) multi-stakeholder consultations taken place.	There is no regionally harmonised pollution load standards.	End of project target: By 2022, regionally harmonized total contaminant load standards will be adopted.	Reports on regionally harmonised pollution load standards. Reports of regional and national multi-stakeholder dialogues.	There is political will to develop regional pollution load standards. Capacity exists to monitor pollution loads.
Output B.2.3 Regulatory and human capacity of national and regional facilities/institutions	Number of competent institutions involved in the network for monitoring of water quality.	There is currently weak capacity to apply and enforce water quality standards.	End of project target: By 2022, At least five scientists from each participating country	Reports on pollution monitoring and quality of the results.	Improved capacity will contribute to improved water quality monitoring.

Outcomes/ Outputs	Objectively Verifiable Indicators			Means of verification	Assumptions
	Indicator	**Baseline**	**Target**		
strengthened to promote implementation of water quality monitoring using regional standards.	Allowable differences between the quality of monitoring between a reference institution and other participating institutions.	There is a limited network of institutions for monitoring the quality of water. Difference in water quality monitoring results and quality of data is not at an allowable level.	are involved in the network for water quality monitoring. By 2022, monitoring results show an improved quality of monitoring activities among all the participating institutions.		
Outcome C.1 Environmental Flow Assessments (EFAs) underpin the integrated management of river flows and coastal areas, and implementation of assessment recommendations strengthens ecosystem resilience.	Strengthened resilience and improved and integrated management of river flows and coastal areas.	Currently no systematic EFAs are undertaken in the region. There are still important data gaps.	End of project target: By 2022 improvement of flows in pilot rivers.	The recommendations of the EFA studies are integrated into the management decisions of river authorities.	Capacities in countries are available and sufficient to facilitate the integration of the EFA results into management and policy decision making.

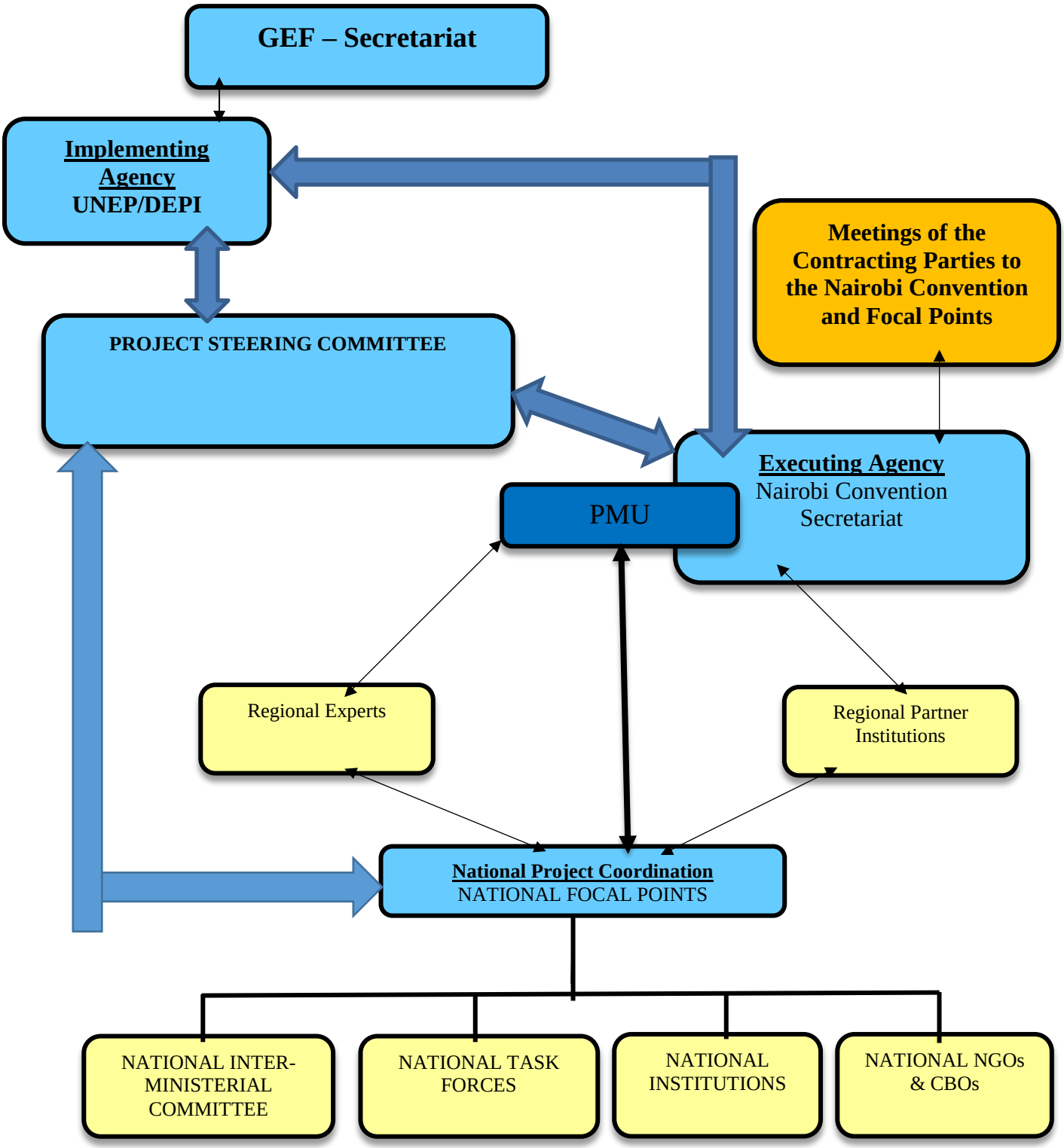
Outcomes/Outputs	Objectively Verifiable Indicators			Means of verification	Assumptions
	Indicator	Baseline	Target		
Output C.1.1 Environmental flow assessments conducted in at least three (3) pilot river basins to determine the environmental, economic and social trade-offs in water allocation and the need for management of river flows with respect to coastal areas.	Number of studies on EFA.	EFAs are as yet not carried out for the majority of rivers basins in the region.	End of project target: EFA studies conducted in at least 3 river basins draining into the Indian Ocean by 2022.	Reports of EFA studies. Project Annual Reports.	The project can build the capacity for EFA studies. There is a political will to carry out EFAs in target river basins. There is sufficient knowledge of using the EFA results in policy decisions.
Output C.1.2 Implementation of flow assessment recommendations and participatory river basin management approaches yield environmental, economic and/or social benefits as a result of improved river flows to the coast.	Number of integrated river basin management plans (including critical socio-economic elements and gender considerations). Number of assessment recommendations implemented.	The baseflow for rivers in the region has been reduced. The baseline for target rivers is currently not established.	End of project target: By 2022, implementation of EFA recommendation show initial improvement of flows in pilot rivers.	EFA reports. Annual reports, showing the baseflow in the target rivers.	Effective frameworks to resolve political economy issues and water use trade-offs can be developed as part of the EFAs.
Outcome C.2 Capacity to conjunctively manage river flows and coastal areas strengthened.	Strengthened and improved capacity for conjunctive management of rivers and coastal areas.	Lack of institutional capacity and governance and use of regional guidelines.	End of project target: Enhanced capacities using harmonized guidelines leading to effective conjunctive management by 2022.	Integration of guidelines and methodologies for EFA into management processes of river basin authorities.	Ownership and sustainability of the capacities for application of the guidelines developed.
Output C.2.1 Institutional capacity for implementation of climate sensitive environmental flow assessments enhanced and supported by appropriate	Number of EFA guidelines and methodologies in place. . Case study documentation for best practice including	Currently no regional guidelines exist. Institutional capacity for implementation is still not sufficiently	End of project target: EFA assessment exercises include strong capacity building component using the guidelines.	Reports of regional Task Forces. EFA guidelines and methodologies.	Institutions are supported to dedicate time and resources to the process. Regional expertise is

Outcomes/Outputs	Objectively Verifiable Indicators			Means of verification	Assumptions
	Indicator	Baseline	Target		
guidelines, methodologies and networks at both national and regional level.	gender specific case studies. Number of active networks involved. Number of participating institutions.	developed. Lack of a clear appropriate governance framework.	Institutional capacity is reinforced to ensure effective implementation through targeted training. Harmonized policies and guidelines.		enhanced through EFA assessments based on the guidelines.
*Outcome D.1 Updated **policies** and strong institutions underpin WIO-SAP implementation.*	Timely adoption and ratification of Protocols. Successful implementation of outputs through coordination and guidance of inter-ministerial committees and regional Task Forces.	Process of ICZM Protocol finalisation is ongoing. Process of LBSA Protocol ratification is ongoing. Absence of regional coordination office for WIO- SAP.	Accelerated ratification of the ICZM and LBSA Protocols. National and regional institutional set up for WIO SAP implementation strengthened.	Ratification of Protocols by countries. Reports and relevant decisions of the COP of the Nairobi Convention.	Political support and priority given to ratification of Protocols. Willingness for cooperation among existing institutions.
Output D.1.1 ICZM protocol developed and adopted at the regional level.	Adoption of the ICZM Protocol.	The ongoing process for the development of ICZM protocol.	End of project target: By 2022, all Nairobi Convention parties will have signed the ICZM protocol and at least 2 countries will ratify it.	Reports of the COP. Ratification instruments submitted to depository.	ICZM Protocol will be given sufficient political priority by countries.
Output D.1.2 LBSA protocol ratified in at least 4 countries and supported in all countries through the development of policy briefs, model legislation and capacity building to practitioners.	Number of countries ratifying/acceding the LBSA Protocol.	LBSA Protocol signed by 8 countries. However, only Mozambique has ratified it.	End of project target: By 2022, LBSA protocol will be ratified by at least 6 countries.	Ratification instruments submitted to depository.	LBSA Protocol will be given sufficient political priority.
Output D.1.3 Implementation	Establishment/building	There is no national	End of project target:	Reports of National	There is adequate

Outcomes/Outputs	Objectively Verifiable Indicators			Means of verification	Assumptions
	Indicator	Baseline	Target		
of the WIO-SAP succeeds at national level through the coordination and guidance of inter-ministerial committees and regional task forces.	on existing structures.	WIOSAP project office. NC focal points and task forces act as national project focal points.	By end of 2017, National task forces to support inter-ministerial committee and regional task forces established and operational in all participating countries.	Focal Points. Reports of National Task Forces.	budget to set up national coordination structures.
Output D.1.4 Establishment of a funding pipeline to support long-term implementation of the SAP through the Nairobi Convention including coordination of stakeholders and facilitation of learning and exchange in support of WIOSAP project implementation.	An effective regional management structure for the implementation of the WIOSAP Project. WIOSAP PMU at the Nairobi Convention Secretariat. Successful funding applications to support WIOSAP activities into the future.	The regional structure for the implementation of the WIOSAP project does not exist.	End of project target: By end 2017, the WIO-SAP Project Management Unit will have been established at the Nairobi Convention Secretariat and the first meeting of the Steering Committee will be organised. Additional funding secured to sustain activities where necessary after project closure.	Reports of Project Steering Committee. Annual reports of the project. Reports of the Nairobi Convention COPs.	Effective regional collaboration such as with RECS and African Union commissions for project management and resource allocation. Effective international collaboration and development of new partnerships.
Outcome D.2 Improved knowledge management systems and exchange mechanisms support WIO management, governance and awareness creation.	Integration of information on investments, climate variability and change into improved knowledge management system (CHM). Science-Policy forum actively promotes greater	Limited science-policy interaction. Lack of access to information. Lack of overview of ongoing initiatives.	Improved and updated multi-sectoral information within CHM, and access to it Improved Science-Policy interface with increased awareness creation, knowledge sharing of	Recognition and use of the CHM as an important source of access to reliable information for coastal and marine planning in the region.	Willingness to create the necessary synergies between national and regional commitments. Access to data-sharing. Support and willingness to create sustainable

Outcomes/Outputs	Objectively Verifiable Indicators			Means of verification	Assumptions
	Indicator	Baseline	Target		
	interaction on marine related issues.		lessons learnt and policy briefs.		financing mechanisms.
Output D.2.1 Existing Nairobi Convention Clearing House Mechanism expanded to incorporate information on national and regional investments and projects, climate variability and change, guidelines, methodologies and success stories, among others.	Number of documents in the updated Nairobi Convention Clearing House Mechanism. Number of visits to the CHM websites.	The CHM exists but houses limited information there is limited access by stakeholders (baseline to be established).	End of project target: By 2022, CHM will be updated to include information and tools that will be generated by the WIOSAP Project. By 20202 there will be at least 25% increase in the number of visits to the NC CHM website.	CHM website. Number of new documents on CHM website. Number of hits on CHM website.	Sustainable financing mechanism is created.
Output D.2.2 Established science-policy exchange platform, under the Nairobi Convention, to support policy and to build consensus on key LBSA and ICZM issues in the WIO region.	Science-Policy forum promoting greater interaction between marine scientists and policy makers.	Gaps exist between science and the policy making processes.	End of project target: By 2022, science-policy forum will be established under the Nairobi Convention. By 2022, the project will organise at least 2 science-policy workshops and facilitate preparation of at least 5 policy briefs.	Project Annual reports. Policy briefs. Reports of science-policy workshops.	Synergies between NC commitments and other regional programmes, including RECs.

APPENDIX 2. Decision flows between WIO-SAP Project structures



APPENDIX 3. Procedure for the selection of pilot sites

The following is the proposed procedure for development and approval of the on-the-ground interventions. This process will start shortly after project inception and follow the following sequence:

a) Establishment of National Implementation Committees.
b) Adoption of the selection criteria by the National Committees.
c) Adoption of TORs for the Regional Technical Review Committee and the establishment of the Committee.
d) Development of an implementation plan for interventional projects (regional and national level) and a workshop to review the implementation plan including an agreement on the thematic areas for interventions.
e) Call for proposals (eg. Habitat restoration, Waste water management, Effluent reduction, ICZM interventions).
f) Selection of projects.

The process for development and selection of on-the-ground intervention projects will entail three stages:

i) **Submission of project concepts:** All the project concept notes will be submitted to the PMU. However, the initial reviewing and selection of the submitted concept notes will be done at the national level by the National Implementing Committee, or a panel established by the National Implementing Committee. Each country will forward a maximum of three concepts to the WIO-SAP PMU for further reviewing and shortlisting of concepts that will be invited to submit full proposals. The PMU will review national project proposals to ensure the projects concepts are; a) within budgets, b) thematically relevant and are supportive of the SAP implementation, c) have policy relevance at the national level and have a demonstrative value at the regional level; d) innovative.

ii) **Prioritisation of concepts**: The PMU will prioritise and submit all proposals to the Regional Technical Committee (s) (RTC/s), which will request proponents of successful concepts to develop full proposals.

iii) **Submission of full proposals:** The full project proposals will be reviewed by the RTC/s and recommend projects for selection. The recommendations of the RTU/s will be forwarded to the Project Steering Committee for the final decision. Depending on the need, and as recommended by the RTC/s, the Steering Committee may approve the projects as submitted or approve with a provision for further improvement including technical and financial support from the project to address identified weaknesses.

The Steering Committee will base its decisions on the advice of the RTC/s, and can only deviate from this advice when procedures have not been adhered to or if the RTC/s did not take into account other pertinent information about the proposed project, which is available to the Steering Committee.

Selection Criteria

Both the national and regional priorities and approaches have been identified and formalised through the TDA and SAP processes. Twenty nine (29) of these activities with associated targets (SAP, pages 33-60), timescales and indicators have been identified in the SAP. Given the limited financing and the human and institutional resource constraints the 29 activities have been consolidated into manageable

project components, and priority physical or geographic targets (e.g. ports, watersheds, or coastal areas) identified and prioritised at national and community levels based on the following criteria:

Criterion	Examples of conditions underlying potential interventions		
	Habitats	**Waters**	**Rivers**
Demonstrated economic importance	Ramsar site, MPA, coastal protection asset, new port development	Health of public beaches, contamination of fish, contamination of drinking water	New dam/ irrigation scheme, mining expansion, level of threat
Community engagement and co-financing available	Community conservation plan; Beach litter programme	District council sewage scheme planned, recycling initiatives	Pending transboundary river agreement; IWBM plan in preparation
Proven technical solution	Replanting mangroves	Application of MARPOL in port	Existing mechanism to include flow valuations in discussion of trade-offs
Discrete and manageable	MPA, major dive site	Major tourist beach with strong tourism association	Minor watershed with limited number of stakeholders. Specific transboundary flow (e.g. mining effluent)
Potential for replication	Permanent dive boat anchoring financed by dive boat operators	Financing model for community sewage treatment	Upstream/ downstream district council agreements and potential for PES
Realistic sustainable financing options	MPA admission fees, tourist levies	Tourists will pay more for cleaner beaches	Raised awareness of water valuation
Synergies across the geographies	New port near MPA requires reef blasting and dredging	New port has mining terminal with potential for spillages	New port, mining and new settlements requires increased water abstraction

- **Relevance of the proposal:** The proposal should clearly address TDA/SAP priorities; (short and medium term hotspots/ stress reduction potential) and generally demonstrate linkages between its objectives and the WIO-SAP project objectives as well as relevant issues identified in the SAP. The proposals should specifically align with at least two components of the WIO-SAP Project and demonstrate its contribution towards achieving the WIO-SAP project outcomes including national policy relevancy.

  The proposal should demonstrate regional importance or transboundary value and be in line with the list of identified hotspots in the TDA and national priorities as specified in the NEAP/NAP and other similar documents.

- **Multi-institutional:** Collaboration between several institutions is encouraged to help maximize efforts as well as foster learning, sharing and replication of project outcomes. Collaboration between institutions will be an essential and a key component of the WIO-SAP-supported projects.

- **Participatory project design:** The proposal should originate from consultations and wide engagement with stakeholders, including the beneficiaries and target group of the project and with particular emphasis on gender considerations (in line with the gender guidelines developed as part of the implementation plan). The proposal should show how the project stakeholders were involved in designing and preparing the proposal.

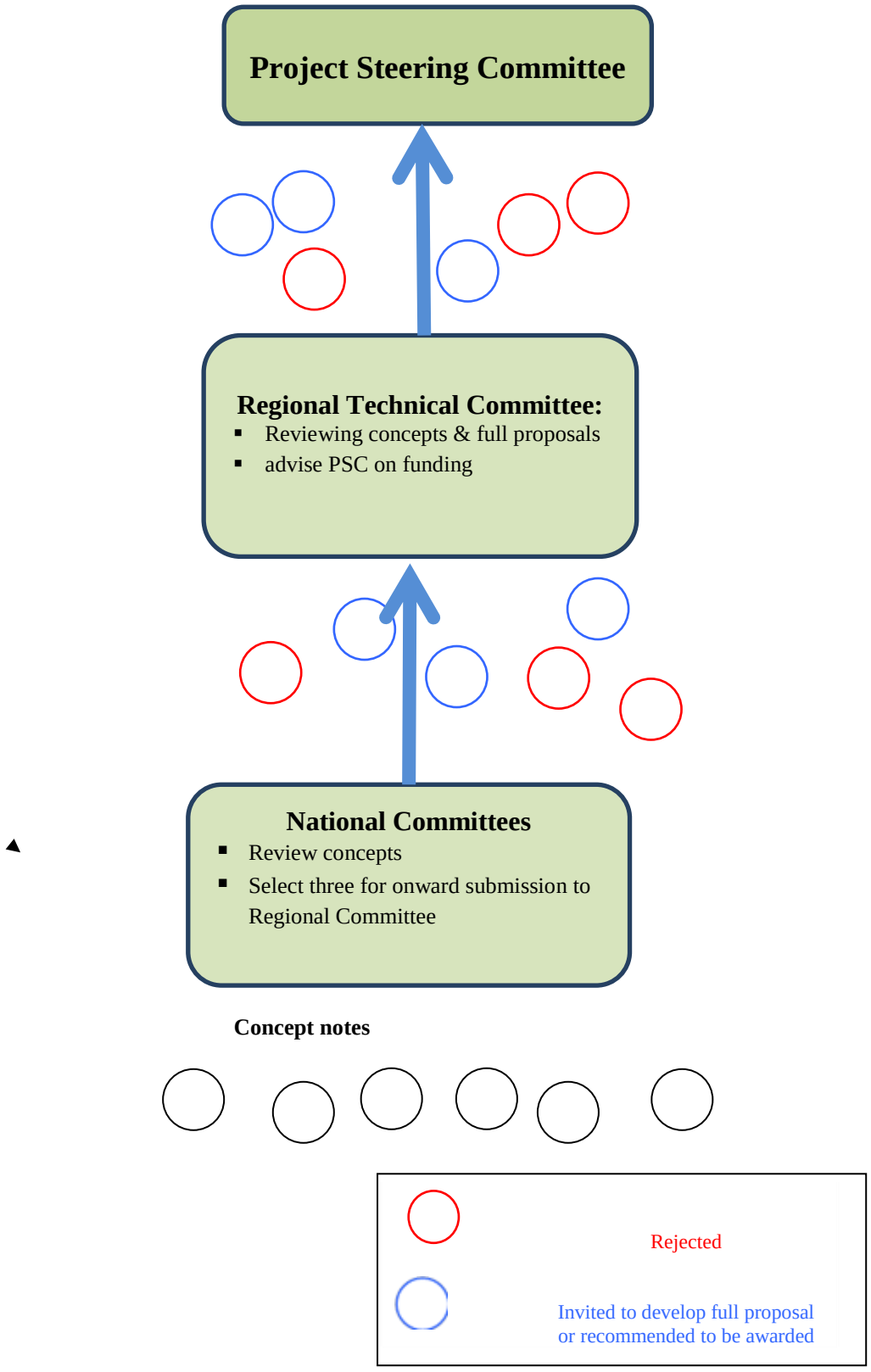
- **Leverage co-funding:** It is expected that the project will leverage co-funding, either in cash or in-kind from sources within and outside their countries. It is possible that at the concept stage, it will be difficult to state the actual co-funding amount. In such cases, applicants should state tentative co-funding amount, source, secured or unsecured and what project activities could potentially be supported by these funds.

- **Capacity to manage the intervention:** The proposal should clearly show how the intervention will be managed in-country and that the implementing structure has the capacity to ensure that all aspects of the project will be effectively addressed.

- **Sustainability of the action:** The proposal should show how sustainability will be secured after completion of the action. This can include aspects of necessary follow-up activities including potential for replication, built-in strategies, ownership etc., if any.

- **Innovative value in terms of proven solution:** Priority will be given to proposals aiming at improving existing and/or developing new and innovative tools, approaches, mechanisms and technologies for effective management of critical habitats and waste water.

- **Proven success as a WIO-LaB demonstration project:** In some cases interventions initiated and supported during the WIO-LaB project have shown potential to be up-scaled. These will also be considered for further support during WIO-SAP. However, proposals will need to demonstrate how building on these previous interventions will be beneficial to the country, and ultimately to the region through duplication.



Proposed process for selection of on-the-ground interventions

APPENDIX 4. Selection of Implementing Partners

Proposed Process

The following process is proposed for the selection of implementing partners:

1. The Project will identify work packages and associated budgets that need to be completed to address the objectives of the WIO-SAP.

2. The PCU will develop clear TORs for each work package.

3. Partners, including those that have been pre-identified as having the requisite skills, will be invited to submit proposals to the PCU for undertaking particular work packages. The timeframes for preparation and submission of proposals will fit into the overall WIO-SAP workplan. Proposals should include:

- Motivation to undertake the work
- Organisational capacity to undertake the activities
- Proven track record of delivery in the chosen field
- Administrative and technical reporting capability
- Ability to manage budgets and provide financial reports to the project
- Approach adopted in undertaking the work. For example, how will the organisation work with the different countries in conducting the work, among other considerations
- Proposed methodology
- A workplan and timeframe of how the activities will be conducted
- A list of partners (if any) that will be worked with to deliver the outputs
- CVs of personnel to be used

4. The Proposals are first submitted to the PCU for consideration

5. The two most acceptable proposals are forwarded to the relevant RTC/s with recommendations from the PCU.

6. The RTC/s assesses the recommended proposals and selects a preferred service provider.

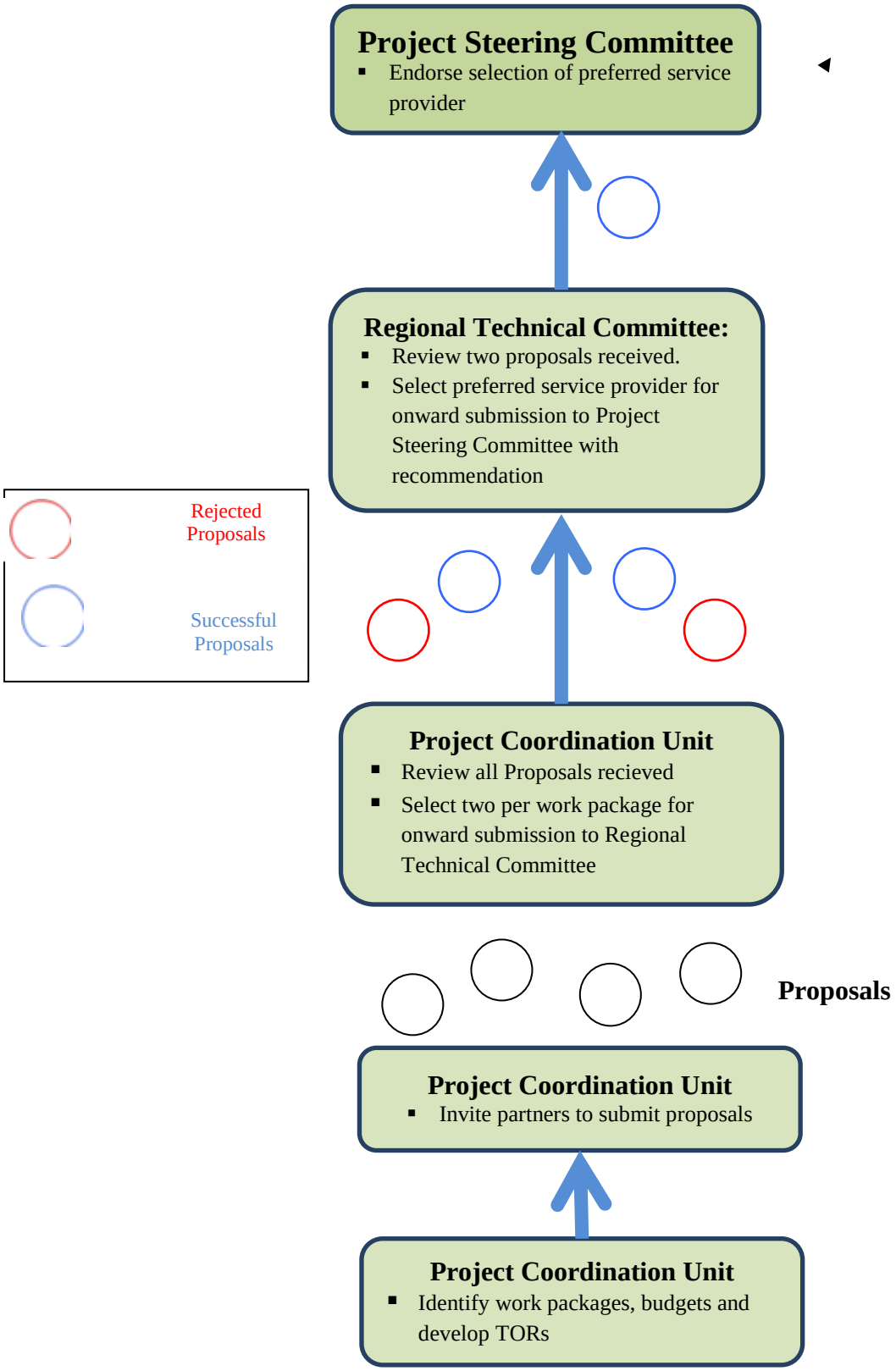
7. The selection is forwarded to the PSC for approval, which is expected to be a formality, unless the PSC has good reasons for querying the selection.

8. The preferred service provider to notified of their selection.

9. The contract between the Executing Agency (Nairobi Convention Secretariat) and the service provider is prepared by the PCU, and concluded.

10. Implementation begins

This process is represented diagrammatically as follows:


Project Steering Committee
Endorse selection of preferred service provider
Regional Technical Committee:
Review two proposals received.
Select preferred service provider for onward submission to Project Steering Committee with recommendation
Rejected Proposals
Successful Proposals
Project Coordination Unit
Review all Proposals recieved
Select two per work package for onward submission to Regional Technical Committee
Proposals
Project Coordination Unit
Invite partners to submit proposals
Project Coordination Unit
Identify work packages, budgets and develop TORs

APPENDIX 5. Workplan for the period August 2016 to December 2017

ACTIVITIES/DELIVERABLES	PARTNER/S	Aug-Dec 16	Jan				Feb				March				April				May				June				July				August				Sept				Oct				Nov				Dec			
			1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
INCEPTION PHASE - WIOSAP																																																	
Preparatory Activities	NCS	XXXX	X	X																																													
Contract Consultant for Inception tasks	Consultant				X																																											
Review of project documents	Consultant				X	X																																										
Initial discussion of outputs of Inception Phase (Nairobi/Zanzibar)	NCS + Consultant						X																																									
Recruitment of Project personnel	NCS						X	X	X	X	X	X	X	X	X	X	X	X																														
Preparation of draft harmonised year 1 work plan	Consultant							X	X	X																																						
Prepare draft detailed budgets for year 1	Consultant								X	X	X																																				
Harmonisation of Project Results Framework for both projects	Consultant								X	X	X																																				
Updated Stakeholder Analysis	Consultant								X	X	X																																				
WIO-C meeting to discuss engagement with WIOSAP										X																																				
Identify potential Steering Committee members, host institutions and project focal points	NCS + Consultant										X	X																																		
Preparation of draft Inception Report	NCS + Consultant										X	X																																		
Finalisation of Inception Report	NCS + Consultant												X	X	X																															
Inception meeting for WIOSAP																X																														
Invite country participation on WIOSAP Steering Committee	NCS																X	X																													
WIOSAP Project Management Unit (PMU) in place																			X																												

ACTIVITIES/DELIVERABLES	PARTNER/S	Aug-Dec 16	Jan				Feb				March				April				May				June				July				August				Sept				Oct				Nov				Dec			
			1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
COMPONENT A - SUSTAINABLE MANAGEMENT OF CRITICAL HABITATS																																																	
Outcome A.1 Management of critical habitats to enhance ecosystem resilience and conservation																																																	
A.1.1.1 Development of marine spatial plans for 5 sites																																							X	X	X	X	X	X	X	X	X	X	X	X
Provide technical and financial support to the relevant institutions in target countries to engage key stakeholders and develop and implement marine spatial plans for selected priority coastal zones/hotspot areas.																																							X	X	X	X	X	X	X	X	X	X	X	X
Selection of pilot sites																																								X	X	X	X	X							
Organise specific national and regional training workshops on the development of marine and spatial plans.																																											X	X	X	X				
Provide Geographic Information System (GIS) and remote-sensing equipment and software to relevant institutions in target countries.																																														X	X	X	X
A.1.3.1 Restoration of degraded critical habitats (1 site)								`																															X	X	X	X	X	X	X	X	X	X	X	X
Provide support to participating countries to implement pilot ecosystem restoration projects in collaboration with CBOs and NGOs in selected hotspot sites.																																							X	X	X	X	X	X	X	X	X	X	X	X
Selection of pilot sites																																								X	X	X	X							
Outcome A.2 Development of tools and methods to support coastal planning and management																																																	
A.2.2.1 Adaptation of Tools and guidelines for vulnerability assessment and spatial planning																																							X	X	X	X	X	X	X	X	X	X	X	X
Engage an international consultant to work jointly with the regional experts/PADH Task Force and ICM Working Group to develop regional guidelines and methodologies for ecosystems vulnerability assessment and for spatial planning in participating countries																																							X	X	X	X	X	X	X	X	X			
Provide support to participating countries to establish national technical working groups to review, adapt and integrate into appropriate national strategies, programmes or plans, regional guidelines and methodologies for ecosystems vulnerability assessme																																											X	X	X	X	X	X	X	X
Provide support to national institutions to integrate tools and guidelines for vulnerability assessment and spatial planning into national ecosystem monitoring and management programmes.																																														X	X	X	X

ACTIVITIES/DELIVERABLES	PARTNER/S	Aug-Dec 16	Jan				Feb				March				April				May				June				July				August				Sept				Oct				Nov				Dec			
			1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
COMPONENT B - IMPROVED WATER QUALITY																																																	
Outcome B.1 Improvement of quality of coastal receiving waters																																																	
B.1.1.1 Identification and implementation of wastewater treatment (at least 3 sites)																																			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Request for proposals for priority sites																																			X															
Selection of priority sites																																				X	X	X													
Provide financial support to national institutions/local government authorities to work jointly with community-based organisations and other partners, to implement pilot wastewater management demonstration projects in target hotspot sites and compile less																																						X	X	X	X	X	X	X	X	X	X	X	X	X
B.1.2.1 Implementation of effluent reduction measures (at least 1 site)																																			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Request for proposals for priority sites																																			X															
Selection of sites																																				X	X	X													
Provide support to appropriate national institutions/local authorities with appropriate mandate to implement effluent reduction measures that are cost-effective, efficient and sustainable, in selected sites in target countries.																																						X	X	X	X	X	X	X	X	X	X	X	X	X
Engage stakeholders in the implementation of strategies for reducing generation of effluents at priority sites																																												X	X	X	X	X	X	X	X
Establish and implement national water quality monitoring programmes to determine the effectiveness and sustainability of effluent reduction measures																																															X	X	X	X
Outcome B.2 Adoption of regulatory frameworks for monitoring and management of pollution																																																	
B.2.1.1 Review and development of regional standards																																			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Engage national experts to work with with national Water and Sediment Quality (WSQ) working groups to review the existing water quality standards, regulations and processes at national level and provide recommendations for their improvement																																													X	X	X	X	X	X	X	X
Engage a regional consultant to work with WSQ working group and national experts to develop regional standards and guidelines for effective wastewater and effluent monitoring across the region																																													X	X	X	X	X	X	X	X
B.2.3.1 Capacity building for implementation of regional standards																																															X	X	X	X
Engage international consultant to carry out a capacity building needs assessment for monitoring and controlling wastewater/effluent discharges																																															X	X	X	X

ACTIVITIES/DELIVERABLES	PARTNER/S	Aug-Dec 16	Jan				Feb				March				April				May				June				July				August				Sept				Oct				Nov				Dec			
			1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
COMPONENT C - SUSTAINABLE MANAGEMENT OF RIVER FLOWS																																																			
Outcome C.1 Building capacity for Environmental Flow Assessments (EFAs)																																																			
C.1.1.1 Identification and supporting EFAs in 2 river basins																																			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Select river basins																																				X	X	X												
Engage national experts to conduct EFA studies in selected river basins using standard regional EFA guidelines and or methodologies																																					X	X	X	X	X	X	X	X	X	X	X	X	X	X
Outcome C.2 Strengthening of capacity for conjunctive management of river flows																																																			
C.2.1.1 Preparation of regional guidelines on EFA																																			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Establish a regional EFA working group																																				X	X	X												
Engage an international consultant to work jointly with national experts and develop regional EFA guidelines and or methodologies																																						X	X	X	X	X	X	X	X					
C.2.1.2 Pilot development of an institutional and regulatory framework (1 site)																																			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Selection of site																																				X	X	X												
International EFA consultant to conduct regional workshops for building multi-stakehoder capacity for a conjunctive management of river basins																																															X			

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COMPONENT D - GOVERNANCE AND REGIONAL COLLABORATION																																																		
Outcome D.1 Strengthening institutions for WIO-SAP implementation																																																	
D.1.1.1 Finalization and implementation of the ICZM protocol																																																	
Countries to engage national legal and technical task force to review the draft ICZM Protocol and provide recommendations.																																																	
National consultative meetings to consider the draft ICZM Protocol produced by the Legal and Technical Review Task Force upon incorporation of the national recommendations.																																																	
D.1.1.2 Capacity building for ICZM protocol implementation																																																	
Engage national consultants to work with the national Legal and Technical Review Task Forces to assess national capacity needs for the implementation of ICZM Protocol.																																																	
D.1.2.1 Support country processes for ratification of the LBSA protocol																																																	
Engage national experts to develop policy briefs on LBSA issues for LBSA practitioners/policy makers																																																	
D.1.2.2 Build capacity for implementation of LBSA protocol																																																	
National Focal Points to identify chalenges in the implementation of the LBSA Protocol and create awareness to policy makers through national forums																																																	
D.1.3.1 Support countries to monitor WIOSAP																			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
PMU to develop TORS for the national and regional Task Forces and the Inter-Ministerial Committees																			X	X	X	X																													
Establish national WIOSAP Project coordination offices and associated structures																						X	X	X	X																									
D.1.3.2 Presentation of regular reports on WIOSAP																										X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Engage a regional communication expert to prepare a regional communication strategy																									X	X	X	X	X	X	X	X																	
Countries to prepare regular briefs on various key coastal and marine issues																																																	
D.1.4.1 Develop capacity of WIOSAP project management																									X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Hold stakeholder consultative workshops as a means of deciding on partnerships for implementation of SAP actions																																	X	X	X	X													
Establish linkages with relevant regional ministerial or senior government officials meetings and relevant meetings of the RECs																									X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
D.1.4.2 Strengthening the capacity of national structures																									X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Facilitate anD support the establishment of a network of national inter-ministry committees to enhance inter-sectoral dialogues and cooperation.																																	X	X	X	X	X												
D.1.4.3 Support the establishment and operationalisation of the regional structures																									X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Establish and operationalise regional coordination and implementation structures for specific project activities (eg. working groups and task forces for PADH, WSQ, MWM, and EFA)																																	X	X	X	X	X												

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COMPONENT D - GOVERNANCE AND REGIONAL COLLABORATION																																																	
Outcome D.2 Improvement of knowledge management systems and exchange mechanisms																																																	
D.2.1.1 Improvement of Nairobi Convention Clearing House Mechanism (CHM)																																			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Engage a consultant to review the existing CHM, and identify gaps and recommend areas that need to be expanded																																			X	X	X	X	X	X	X	X								
Support NC to update CHM																																											X	X	X	X	X	X	X	X
D.2.1.2 Development of institutional and financial means																																			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Engage a regional expert to carry out a review of the status of the national nodes of the CHM																																			X	X	X	X	X	X	X	X								
D.2.2.1 Establishment of NC science-policy exchange platform																																	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Engage a regional expert to support the NCS and NFPs in establishing a science-platform for the Nairobi Convention																																	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Organize a science-policy workshop with an aim of establishing the science-policy platform																																											X							
D.2.2.2 Support regional scientific platforms and networks																																											X	X	X	X	X	X	X	X
Provide support to the biannual WIOMSA Scientific Symposium																																											X							
Outcome D.3 Project Coordination & Implementation																																																	
D.3.1. Recruit, establish and operate PMU																			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
D.3.2. Engagement of Executing Partners																																			X	X	X	X												
D.3.3. Project Steering Committee (PSC)																																	X																	
Back to back technical meetings																																	X																	
Participate in SAPPHIRE Inception Meeting																																	X																	
D.3.4. National Project Coordination																							X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Recruit Assistant National Project Coordinators																							X	X	X																									
Establish National Coordinating Committees																										X	X	X																						
Identify Lead Institutions																											X																						
Outcome D.4 Monotoring and Evaluation																																																	
D.4.3. Annual External Audit																																														X	X	X	X
Half Yearly Progress Report (HYPR)																																														X	X	X	X
Annual Project Report (APR)																																														X	X	X	X