

WIOSAP PROGRESS REPORTING AT THE 2ND PROJECT STEERING COMMITTEE MOMBASA, KENYA 27TH TO 28TH AUGUST 2018

Table of Contents

1.0 INTRODUCTION.....	1
2.0 PROGRESS OVERVIEW.....	2
3.0 PROGRESS HIGHLIGHTS	2
3.1 Component A: Sustainable Management of Critical Habitats	2
3.2 Component B: Water Quality.....	3
3.3 Component D: Governance and Regional Collaboration	3
3.4 Overarching activities	4
3.4.1 Call for Concepts on demonstration projects	4
3.4.2 Revised work-plans and budgets	5
4.0 Annexes.....	5
Annex 1: Regional Outlooks on Marine Protected Areas and Critical habitats: Background, Purpose and Process	5
Annex 2: Outline of Ecosystem Restoration Guidelines (Mangrove example).....	7
Annex 3: Science to Policy Forum for the UNEP/Nairobi Convention for the Protection, Management and Development of the Marine and Coastal Environment of the Western Indian Ocean held in Durban, South Africa 9-11 July 2018.....	8
Annex 4: Concept application template	10

1.0 INTRODUCTION

The WIOSAP Project ideally started in September 2016 after signing of the Inter-Collaborative Agreement (ICA) and launched in April of 2017 in Mauritius. Since then, low key implementation of activities has been going with full scale implementation being constrained by capacity since the PMU was not established yet till January 2018, when the Project Manager came on board.

Since January this year, a number of steps have been undertaken by the Secretariat to facilitate full scale project implementation. Such include:

- Development of TORs for various Regional Task Forces and endorsement by Focal Points.
- Consultations with Focal Points on nominations and establishment of Regional Task Forces and National Implementation Committees.
- Development of call for concepts on demo projects documentation, consultation with Focal Points and placement of the actual call.
- Development of various TORs for consultancies to develop Ecosystem Restoration Guidelines and other necessary tools/Guidelines.
- Revision of work-plans and budgets.

It is anticipated that with the call for concepts having gone out, submissions done and processing/review to be done in September, this should move the project into the core and most active phase of implementation of demonstration projects. The demo projects will be the legacy of WIOSAP as a project and therefore the role/leadership of National Focal Point Institutions working with partners critically important. First review will be done at national level by the National Implementation Committees (NIC) chaired by the respective Focal Point Institutions before submission to PMU for prioritization and forwarding for the 2nd level of review by Regional Task Forces. Successful and approved concepts will then be invited to submit full proposals for consideration. The call for full proposals will go out in October 2018. Final approval of concepts and proposals will be done by the Project Steering Committee (PSC). Ownership of recommended concepts and proposals from national level is key especially in ensuring alignment to national and WIOSAP priorities.

This reporting period will therefore focus on this initial phase of implementation highlighting key activities, which have been implemented or whose implementation is underway under different Components. The next reporting session will fall within the active phase of demonstration projects implementation and thus will be detailed at Output level.

2.0 PROGRESS OVERVIEW

The progress reported covers the period since 2016 to date. However, during the sitting of the 1st PSC last year during which it was observed that full scale implementation of the project has been delayed, the PSC then recommended that the Project start-up period is pushed back to June 2017 and runs till June 2022 so that it covers a full five years period. This latter action will be reflected in the revised workplans and budgets as was advised by the last PSC.

The main progress highlights will cover:

1. **Component A:** This will focus on the development of 2 Outlooks i.e. the Critical Habitats and Marine Protected Areas (MPAs) Outlooks to establish baselines for SDG14.2 and 14.5 respectively. Development of tools/guidelines to support implementation of demonstration projects will also be highlighted.
2. **Component B:** In recognition of the impact of marine litter on water quality and the current elevated global momentum to address the problem, support has been given to the development of a regional Marine Litter Action Plan.
3. **Component D:** This covers capacity building of National Focal Institutions through national/regional Senior Leadership trainings, ICZM Protocol development at regional level, strengthening of the Science to Policy Platform, establishment of national and regional coordination structures, PMU establishment, regional collaboration/partnership opportunities. Under the same Component, sustainability of WIOSAP through enhanced pipeline funding is highlighted.

Component C activities will start in earnest when demonstration projects come online and therefore isn't captured in the current reporting.

3.0 PROGRESS HIGHLIGHTS

3.1 Component A: Sustainable Management of Critical Habitats

1. **Supporting SDG delivery in the region:** While the major focus of the Nairobi Convention mandate under the 2030 Agenda is SDG14, the Work-Programme of the Convention and scope of the WIOSAP project is broad enough to support regional delivery of a number of SDGs. Aligning WIOSAP to support SDG delivery is key as the Prodoc was developed

before the 2030 Agenda came into being. Mapping of WIOSAP Outcomes to relevant SDG Targets is therefore key. In this regard, the project is developing 2 WIO Outlooks on Critical Habitats and MPAs to establish regional baselines on SDG14.2: *By 2020, sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts, including by strengthening their resilience, and take action for their restoration in order to achieve healthy and productive oceans* and SDG14.5: *By 2020, conserve at least 10 per cent of coastal and marine areas, consistent with national and international law and based on the best available scientific information*. The MPA Outlook will be launched during COP 9, while development of the Critical Habitats Outlook is underway. The 2 Outlooks are being developed in collaboration with WIOMSA (Please see Annex 1 summary).

2. Under the activity Development of marine spatial plans and associated capacity building, a Marine Spatial Planning and Areas Beyond National Jurisdiction workshop was held in Seychelles in November last year in collaboration with WIOMSA and IOC-UNESCO. Two technical trainings are planned for in September and October 2018 focusing on English and French speaking countries respectively in collaboration with IOC-UNESCO and WIOMSA. In Q1 of next year, a policy workshop in MSP will also be conducted.
3. Tools/Guidelines to support project implementation: A number of ecosystem restoration guidelines are being developed to ensure availability of resources to inform restoration projects under the project and beyond when this intervention becomes necessary. These will focus on mangroves, coral reefs and seagrass beds. The essence of these Guidelines is that they should be contextualized for the WIO Region and have relevant supporting case studies from the region where possible. TORs have also been developed for other tools and assessments including: vulnerability assessment toolkit, economic valuation toolkit and Alternative Livelihoods Lessons Learnt assessment (Please see outline of the Ecosystem Restoration Guidelines in Annex 2).

3.2 Component B: Water Quality

In recognition of the impact of marine litter on water quality and the current elevated global momentum to address the problem, support has been given to the development of a regional Marine Litter Action Plan. The Institute of Marine Sciences (IMS) is currently leading in the development of this Action Plan and the project has supported regional consultations during the last Focal Point meeting in April 2018, the July 2018 Science to Policy Forum and will make a presentation on progress during the 2nd PSC. The Secretariat proposes to support some marine litter work under Component through at least 2 demonstration projects and collaborative meetings.

3.3 Component D: Governance and Regional Collaboration

1. ICZM: The Contracting Parties to the Convention have committed to develop a regional ICZM Protocol. The 3rd negotiation was held in November 2016 and it is anticipated that with one more negotiation, a final draft of the WIO ICZM Protocol will be delivered.
2. Improvement of the NC Clearing House Mechanism: A national consultant was hired and developed a structure for the Community of Practice, which will be part of the CHM. The 2nd phase currently underway will built an interactive database, populate it and ensure appropriate hosting. A dashboard will also be part of the database.
3. Establishment of PMU: Three staff now sit in the PMU i.e. Project Manager, Finance Assistant and Admin Assistant. Recruitment of a Communication Officer has been finalized, while the position of Policy Officer has been re-advertised for the 3rd time and hope to get good candidates this time round. The positions of Policy Officer,

Communication Officer and Finance Assistant will be shared between WIOSAP and SAPPHIRE to strengthen linkages between the Projects.

4. **Nairobi Convention science-policy exchange platform:** 4 Science to Policy Forums have been supported i.e. in December 2016 from 11th to 12th; during the WIOMSA Symposium from 27th Oct – 2nd Nov 2017; Forum for Academic and Research Institutions (FARI) workshop from 12th to 15th December 2017 and the most recent Science to Policy Forum in Durban from 9th to 11th July 2018 during which partner institutions presented on various topical research subjects leading to a number of proposed Decisions for consideration during COP 9. A number of those topical subjects and their associated areas of decisions will be presented during the 2nd PSC (*Please see outline of presentations made at the Forum in the Agenda under Annex 3*).
5. **Coordinated management, monitoring and learning:** Under strengthening the capacity of national structures including the Nairobi Convention Focal Points to provide oversight on the WIO-SAP project implementation, 3 Senior Leadership Trainings have been conducted in Mombasa (19 participants), Tanga (28 participants) and Mahe (16 participants). A total of 63 senior officers from relevant government agencies/departments participated in the workshops. This is realization of the fact that leadership is key to manage change especially during a time the region is experiencing unprecedented spate of developments likely to compromise the integrity of coastal and marine resources.
6. **Coordinated management, monitoring and learning:** In support of the establishment and operationalization of the regional coordination and implementation structures, TORs for Regional Task Forces have been developed and endorsed by Focal Points during the Focal Points meeting at Nosy Be, Madagascar from 6th to 7th April 2018. The TORs also included establishment of National Implementation Committees. Many countries have already nominated experts into the Task Forces for Component A, B and C.
7. **Sustainability of WIOSAP through enhanced pipeline funding under the Outcome Coordinated management, monitoring and learning is a major deliverable.** 3 Concepts have been developed namely: A partnership for ocean governance and fisheries management in the Western Indian Ocean region to be submitted to SIDA; Development of a Transboundary Conservation Area between Kenya and Tanzania to be submitted to GEF and Transition to a Resilient Blue Economy in the Western Indian Ocean to be submitted to the Global Climate Fund (GCF). These concepts will be presented for further comments during the 2nd PSC.

3.4 Overarching activities

3.4.1 Call for Concepts on demonstration projects

Demonstration projects will be the most important legacy of the project. The documents for concepts on demonstration projects were developed and shared with all Focal Points for comments. This included a background document detailing the focus of WIOSAP i.e. its Goal, Specific objectives, components and associated outcomes/outputs, concept evaluation criteria and submission procedures. A template was also developed to guide potential proponents in addition to a FAQs document to address further areas of interest and thus provide additional clarity on the call. The call went out on 28th of June with a closing dateline of 29th of July 2018. However, we received many requests to extend the 1 month dateline and thus an extension of 2 weeks up to 15th of August granted (*Please see Concept Template in Annex 4*).

To ensure national ownership of proposed demonstration projects, first point of review of country concepts will be by respective National Implementation Committees chaired by the Focal Point

based on the already agreed on criteria i.e. relevance of the action, participatory project design, cost effectiveness and leverage co-funding, sustainability of the action, innovative value in terms of proven solution, theory of change and institutional mandate. *Concepts building on successful or completion of promising WIO-LAB demos will be favourably considered.* WIO-C members were also encouraged to consider submitting concepts as their collaboration will help in mobilizing their co-funding which was committed during the development of the WIOSAP prodoc.

3.4.2 Revised work-plans and budgets

Following advice from the 1st PSC, revised work-plans and associated budgets for 2018, 2019 and 2020 – 2022 have been prepared and will be presented during the sitting of the 2nd PSC as captured in the agenda. The Secretariat will be seeking for approval of these work-plans and budgets from the PSC as already presented to the Implementation Agency (UNEP).

4.0 Annexes

Annex 1: Regional Outlooks on Marine Protected Areas and Critical habitats: Background, Purpose and Process

The Background

The Nairobi Convention through its GEF-funded project, '*Implementation of the Strategic Action Programme for the protection of the Western Indian Ocean from land-based sources and activities (WIO-SAP)*', which started in December 2016, is supporting Contracting Parties towards the delivery of the United Nations 2030 Sustainable Development Agenda in general and specifically Goal (SDG) 14 with special focus on Targets 14.2 and 14.5. Target 14.2 calls for the sustainable management and protection of marine and coastal ecosystems to avoid significant adverse impacts, including by strengthening their resilience, and take action for their restoration, to achieve healthy and productive oceans by 2020, while Target 14.5 states that by 2020, countries shall conserve at least 10 per cent of coastal and marine areas, consistent with national and international law and based on best available scientific information.

The WIO-SAP Project addresses priority conservation issues within the WIO Region as agreed on by Contracting Parties through the following 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 flows 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 Regional Outlook on Marine Protected Areas (MPAs) in the WIO region is one of the main outputs of Component A, and together with the Regional Outlook on Critical Habitats is intended to inform policy-making with regard to enhanced coastal and marine conservation in the region. These two publications will feed into a third publication on recommendations for strengthening marine conservation in the WIO region, aimed at supporting contracting parties to meet their

obligations, specifically under SDG Targets 14.2 and 14.5 and Aichi Target 11, and also under other SDGs.

All three publications are being developed in partnership with the Western Indian Ocean Marine Science Association (WIOMSA), which with its strong connections across the scientific and MPA communities in the region is playing a vital co-ordination and commissioning role.

The Purpose

The specific purpose of the Regional Outlook on MPAs is to provide a baseline assessment of existing coastal and marine conservation efforts in the region. This involves not only a quantitative assessment of the areas and habitats currently under protection, but also a qualitative assessment of the effectiveness of the protection measures in place across the region. Areas considered to be under sufficient levels of protection for inclusion in this assessment are those which have been formally proclaimed, under appropriate legislation as MPAs, and those under forms of protection which conform to the internationally recognised criteria for Other Effective Area-based Conservation Measures (OECMs).

This Outlook will contribute to a larger process involving the development of an Outlook on Critical Habitats in the region, and a final Outlook on recommendations for the available future strategic options, including other effective area-based conservation measures (OECMs) for countries to achieve the 10% target based on the identification of critical habitats that require protection. The Outlook captures the spatial extent and management effectiveness of current MPAs, makes recommendations for enhanced management and also documents proposed MPAs as countries make progress towards the 10/20 target. The link between the MPA Outlook and the related Critical Habitats Outlook is that many habitats are found within these MPAs, although some, in particular the deep-sea habitats are not well represented. Understanding the degree of coverage currently afforded the regions critical habitats will help inform the recommendations for future areas to be brought under protection through the establishment of more MPAs and OECMs.

The Development Process

The Outlook development process was initiated through a scoping workshop in Victoria, Mahé, Seychelles in June 2017. The objectives of this workshop were:

- to develop and agree on a process to conduct an overview of existing regional MPAs as part of the implementation of the SDG Target 14.5; and
- to develop and agree on a process to undertake a regional critical habitats inventory in the context of biodiversity and existing and emerging economic activities.

With the intended outcomes of these processes to achieve:

- establishment of authoritative databases on the most critical habitats and the biodiversity most at risk;
- MPA coverage (size, maps, and the conservation value of the MPAs from a biodiversity and socio-ecological values)
- determination of the management effectiveness of MPA including adaptive management processes and requirements
- determination of participating countries' future options for achieving 10% MPA coverage
- (e) communication to countries on what they need to do to achieve the 10% target based

on identification of critical habitats that require protection, and on the consequences of failing to meet the target, and

- a consistent monitoring and reporting framework at national and regional levels.

The process has involved the commissioning of an editor and of authors from each country to collate all available information on existing MPAs and areas under equivalent protection, and also on the rapidly emerging phenomenon of Locally Managed Marine Areas (LMMAs), and their equivalents in different countries. The Outlook also has a strong focus on management effectiveness of MPAs to which a section is dedicated. All draft chapters are being subjected to both internal and external review and a validation process is underway with all countries concerned. National Validation of country chapters to ensure they respectively reflect current status and future direction and thus ownership has been a critical aspect of the process. Support from Focal Points and mandated agencies within countries is very much appreciated.

The design and layout processes are being led by a publication design specialist in collaboration with WIOMSA, the Nairobi Convention Secretariat and the editor. The aim is to have a final on-line electronic version of the Outlook ready for launch at the ninth Conference of the Parties to the Nairobi Convention on 31 August 2018, with a print version scheduled for the end of October 2018.

While the 10/20 target is the initial focus of this initiative, the Regional Outlook on Marine Protected Areas will provide a sound foundation on which to build marine conservation across the WIO Region into the future.

Annex 2: Outline of Ecosystem Restoration Guidelines (Mangrove example)

- 1. Understanding the Basics - A foundation in Mangrove Ecosystems:**
 - a. Understanding Mangrove Ecosystem Function;
 - b. Zonation & Geomorphology;
 - c. Mangrove distribution in WIO;
 - d. Mangroves & Climate Change.
- 2. Mangrove Restoration - What is it and when to use it:**
 - a. When is mangrove restoration necessary;
 - b. Restoration approaches;
 - c. Restoration as part of integrated mangrove management;
 - d. Identifying & reversing drivers of local mangrove decline;
 - e. Critical factors for restoration success.
- 3. Restoration Site Identification - Where and when:**
 - a. Criteria & Issues for Site Selection (e.g. checklist);
 - b. Site description variables:
 - i. Hydrological classification;
 - ii. Soil Surveys;
 - iii. Existing mangrove community structure, etc;
 - c. Understanding the institutional & legal context of potential restoration sites.
- 4. Principles of Best Practice - A Restoration Protocol:**
 - a. Elements of a restoration plan;
 - b. Community/public participation;
 - c. Choice of species;
 - d. Nursery Basics;
 - e. Site preparation;

- f. Plantation establishment & indicative work schedule;
 - g. A restoration maintenance programme (weed control, growth measurements, gap filling, hydrological maintenance etc.);
 - h. Budgeting: What does it cost under different conditions;
 - i. How it has worked, lessons learnt and recommendations.
5. Is Restoration Working? Implementing a systematic monitoring plan:
- a. Linking Programme objectives and monitoring;
 - b. Indicators of success & necessary data;
 - c. Sampling protocols;
 - d. Silvicultural management;
 - e. Ecosystem services assessment;
 - f. How it has worked, lessons learnt and recommendations.
6. Developing a Mangrove Restoration Management Plan (MRMP):
- a. Planning principles & policies;
 - b. A MRMP Checklist;
 - c. Implementing mitigation measures (to ensure the same drivers of change don't persist);
 - d. Communication strategies.

Annex 3: Science to Policy Forum for the UNEP/Nairobi Convention for the Protection, Management and Development of the Marine and Coastal Environment of the Western Indian Ocean held in Durban, South Africa 9-11 July 2018

Presentations made under different sessions

Session/Presentations	Lead Institution
Introduction to the Workshop	Nairobi Convention Secretariat
Session II: A regional approach to delivering SDGs	
MPA Outlook	WIOMSA/Nairobi Convention Sec
Critical Habitats Outlook	WIOMSA/Nairobi Convention Sec
A regional approach to SDGs	WIOMSA/Nairobi Convention Sec
Session III: Ocean Governance and SDGs	
Ocean governance	IMS
The establishment of MPAs on high and deep seas	IRD-Reunion
Using scenarios and voluntary commitments to guide policy and practice to achieve Sustainable Development Goal 14 in the Western Indian Ocean	CORDIO
Group Discussion I: A regional approach to delivering SDGs and Ocean Governance (5 Groups)	
Plenary Discussions	Nairobi Convention Secretariat
Session IV: Areas Beyond National Jurisdiction (ABNJ)	
WCMC – GEF Project on ABNJ	WCMC
Marine connectivity related to Areas Beyond National Jurisdiction (ABNJ) in WIO region	WIOMSA/Nairobi Convention
Closing Discussions	

Session/Presentations	Institution
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Session V: Climate Change Adaptation and Mitigation	
Role of mangroves and seagrass beds in climate change mitigation	WIO Mangrove Network
Ocean Acidification	WIOMSA/ Nairobi Convention/Future Earth
Session VI: Managing WIO resources amid increasing urbanization and infrastructural development	
Building partnership for coastal cities in WIO region	WIOMSA/ Nairobi Convention Sec
Sustainable port development	JKUAT
Group Discussion II: Discussions on decisions on ABNJ, Climate Change Adaptation and Mitigation; and Managing WIO resources amid increasing urbanization and infrastructural development	
Plenary Discussions	Nairobi Convention Secretariat
Session VII: Management of Marine Litter and Municipal Wastewater in the Western Indian Ocean	
Marine litter strategy	IMS
Promoting Innovation and Reuse: Opportunities for the Nairobi Convention	WIOMSA
Session VIII: Threatened and Endangered Marine Species/Ecosystems	
Conservation and management of chondrichthyans (sharks, rays and chimaeras) in the Western Indian Ocean	WCS
Reporting and supporting coral reef sustainability in the Western Indian Ocean	CORDIO
Integrated management of the marine and coastal resources of the Northern Mozambique Channel	WWF
Session IX: Emerging issues	
Threats posed to Marine Life in the Western Indian Ocean from Anthropogenic Ocean Noise and Shipping, including Ship strikes	WCS
No Net Loss of Biodiversity and Ecosystem Services; Applying the Mitigation Hierarchy and Biodiversity Offsets as tools to achieve sustainable development in the WIO	WCS
Group Discussion III: Discussions on decisions on Management of Marine Litter, Threatened and Endangered Marine Species/Ecosystems and Emerging Issues	
Plenary Discussions/End of Day 2	Nairobi Convention Secretariat
Session X: New partnerships and WIO Coral Reefs Report Launch	
Strengthening the role of FARI in Science to Policy Platform	WIOMSA
UN Habitat: Urban Agenda in Coastal Cities of Africa	UN Habitat
Impact of the 3rd Global Coral Bleaching Event on the Western Indian Ocean in 2016: Report Launch	CORDIO

Session XI: Nairobi Convention Work-programme	
Work Programme for 2018-2022: Invitation of partners inputs to the Work-programme	Nairobi Convention Secretariat
Discussion on how to monitor and report implementation of the Work-programme	Nairobi Convention Secretariat
A partnership for ocean governance and fisheries management in the Western Indian Ocean region	Nairobi Convention Secretariat
General Plenary Discussions	
Critical Habitats Authors Meeting	Nairobi Convention/WIOMSA

Annex 4: Concept application template

UNITED NATIONS ENVIRONMENT PROGRAMME

CALL FOR DEMO PROJECT CONCEPTS

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

Participating countries: Comoros, Kenya, Madagascar, Mauritius, Mozambique, Seychelles, Somalia, South Africa, Tanzania [and France (not project beneficiary)]

Executing organization: Nairobi Convention Secretariat

Duration of demo projects: 2 years

Stage of the call: Concept stage

Submission dateline: 15th August 2018

(Maximum 10 pages-excluding cover page, budget page and any annex)

INSTRUCTIONS

Project title	<Insert>
Organisation Name	<Insert>
Address	<Insert>
Website	<Insert>
Contact Person	Name: <Insert> Telephone: <Insert> Mobile phone: <Insert> Email: <Insert>
Registration Details	Type of organisation: <Insert> Country: <Insert> Year: <Insert>

Registration Number: <Insert>

Important note
In the body of the concept, remember to remove all the text in grey after completing the concept ensuring that it keeps to maximum 10 pages excluding cover and budget pages and any annex.

I. BACKGROUND AND JUSTIFICATION¹

<This section should provide a brief introduction to the current social and economic situation related to the geographic region and beneficiaries of the project. The background should also describe:

- a. The problem or critical issue which the proposal seeks to resolve**
- b. How the need for the project was determined**
- c. How the proposed action relates to other relevant national development strategies and policies; WIOSAP priorities and relevant global commitments**
- d. Whether there are other programmes and activities which will complement the proposal**

If a non-governmental organization has prepared the concept, it is important to describe how concerned Governmental officials were made aware of and/or were involved in project formulation>.

II. PARTNERSHIPS

<Leveraging strategic partnerships will be a key requirement in the project for synergy and sustainability. Partnerships developed and engaged must add value from design to implementation.

- a. Explain the mandate and role of each partner**
- b. What kind of resources the Lead Agency and partners will provide>.**

Partner Name	Mandate	Role in the project	Resources partner will provide
1.	<Insert>	<Insert>	<Insert>
2.	<Insert>	<Insert>	<Insert>

III. OBJECTIVES

A. Overall objective

<This section should state the overall desired change at outcome level covering the project period>.

B. Immediate objectives

<This section should describe what the project is expected to achieve in terms of effects among intended beneficiaries. Specifically, the section discusses what changes are expected to occur among intended beneficiaries if project operations are successful. Changes can include new and improved technical skills and knowledge, increased income-generating capacities, and greater public awareness at the community, national, regional or international levels and most critically,

¹ Remember to remove all the text in grey after completing the concept ensuring that it keeps to maximum 10 pages excluding cover and budget pages and any annex.

improved ecological integrity of target ecosystems. Objectives must always meet the SMART criteria>.

IV. PROJECT IMPLEMENTATION AND MANAGEMENT PLAN

A. Expected project results and indicators

<This section should describe the overall results (outcomes/outputs) that the project is expected to accomplish and whether there may be unintended benefits of the project. The discussion should indicate in quantitative terms, to the extent possible, what the project will produce through its planned activities and budget. Indicators for such results which will be used to measure success should also be provided for such results>.

B. Project activities and work plan

<This section should describe how each immediate project objective will be carried out in terms of planned activities, their timing and duration, and who will be responsible for each activity. This can be summarized in a simple table (see example at the end)>.

C. Project Beneficiaries

<This section describes who and how many people are expected to benefit from the project, both directly and indirectly. It should also discuss how intended beneficiaries have been involved in project design, and their expected role in project implementation and evaluation. Gender considerations and respect to human rights of involved constituencies must be highlighted>.

D. Implementing agency management of project

<This section should describe the implementation structure of the project indicating who will be responsible for planning and management of project operations as well as the roles of other bodies and organizations associated with the project? What arrangements will be established to ensure that there will be effective coordination with other relevant and related programmes and activities?>

V. SUSTAINABILITY

<Describe how the results of the project will be maintained in the long term. For example, through handing over to the government, integrating with other ongoing and/or planned programmes, building a sustainable social enterprise, or seeking further donor funding>

VI. PROJECT MONITORING AND EVALUATION

<This section should discuss proposed mechanisms and procedures for monitoring of project operations to ensure that activities occur as planned, that they remain directed towards stated objectives, and that appropriate corrective action is taken if required.

VII. BUDGET

<A budget indicating categories, sub-categories, quantities, unit cost and total cost should be provided. Co-financing is a major requirement of this call and this should be indicated either in cash or in-kind>