



PROJECT DOCUMENT

Republic of Seychelles

United Nations Development Programme

Global Environment Facility

Medium Size Project: “Capacity Development for Improved National and International Environmental Management in Seychelles”

Proposal ID: 00057085, Project ID: 00071548, PIMS: 3703

The project aims to “**increase capacity for effective environmental management to address national and global environmental issues**” by achieving certain desired results identified in the NCSA: i) International environmental conventions are effectively managed, ii) Donor-funded projects are designed to help Seychelles meet international and national environmental commitments and priorities. iii) International and national environmental commitments are financed through a range of sources and mechanisms, and iv) Institutional framework to effectively implement Seychelles’ environmental plan is in place.

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ACRONYMS

AEIN	African Environmental Information Network
AOSIS	Alliance of Small Island States
CBD	Convention on Biological Diversity
CBD CHM	CBD Clearing House Mechanism
CCD	Convention to Combat Desertification
CPAP	Country Programme Action Plan for Seychelles 2003-2006
DMC	Destination Management Company
EIA	Environmental Impact Assessment
EMPS	Environment Management Plan of Seychelles
EMPS CU	EMPS Coordinating Unit (secretariat)
EMPS SC	EMPS Steering Committee
EPA	Environment Protection Act
FCCC	Framework Convention on Climate Change
GEF	Global Environment Facility
GEM	Global Environmental Management
GNP	Gross National Product
M&E	Monitoring and Evaluation
MDG	Millennium Development Goals
MDGSR	MDG Status Report
MEA	Multilateral Environmental Agreements
MLUH	Ministry of Land Use and Habitat
MoU	Memorandum of Understanding
MSP	Medium Size Project
MT-IOSEA	Marine Turtles Indian Ocean South East Asia MoU
NAP	National Action Plan
NBSAP	National Biodiversity Strategy and Action Plan
NCSA	National Capacity Self-Assessment
NCSA AP	NCSA Action Plan
NGO	Non Governmental Organisation
POPS	Persistent Organic Pollutants
PSC	Project Steering Committee
SARS	Severe Acute Respiratory Syndrome
SCCI	Seychelles' Chamber of Commerce and Industry
SCG	Seychelles Coast Guard
SIDS	Small Island Developing State
SIDSnet	SIDS network
SIM	Seychelles Institute of Management
SINC	Seychelles Initial National Communication (FCCC)
SOE	State of the Environment
TCPA	Town and Country Planning Act
UNDP	United Nations Development Programme
UNESCO	UN Educational, Scientific and Cultural Organisation
WSSD	World Summit on Sustainable Development

Part 1 - Situation Analysis

1. The Republic of Seychelles is a Small Island Developing State (SIDS) in the western Indian Ocean that enjoys a healthy tropical environment outside of the cyclone belt. The archipelago consists of some 115 islands with a total area of 455km² spread over an Exclusive Economic Zone (EEZ) of 1.4 million km². The islands are generally recognised as consisting of two main groups: the central archipelago of ancient mountainous granite islands and the low-lying outer islands consisting of coral atolls, islands and sand banks.
2. The environments of these two island types are very different. The granite islands are fragments of the former Gondwanaland (isolated by some 70 million years and 1000 miles from the nearest continental landmass) with globally significant and unique ecosystems typified by high endemism. The outer islands whilst less biodiverse and harbouring fewer endemics nevertheless represent important ecosystems and species assemblages most notably on Aldabra the world's largest raised atoll. Seychelles is a country of high global biodiversity significance which:
 - has identified, to date, more than 1000 endemic species (GoS 2002),
 - is included within the Conservation International Indian Ocean Islands biodiversity hotspot.
 - is listed as having two Endemic Bird Areas (EBA) (the granite islands and Aldabra atoll) and 20 Important Bird Areas (IBA) by BirdLife International.
 - has two (biodiversity) world heritage sites: Aldabra atoll and the Vallee-de-Mai on the island of Praslin.
3. The significance of the environment in terms of biodiversity and as the base for socio-economic development has been recognised by the Government and reflected in the declaration of some 47% of the landmass as protected areas, another 20-25% classified as sensitive areas under the 1994 Environment Protection Act (EPA), and its E.I.A. regulations 1996, and 228km² of marine parks and reserves.
4. Seychelles as a SIDS, with a large proportion of its landmass and infrastructure situated on, low-lying coastal plains, is very prone to the impacts of climate change. Seychelles was severely affected by the 1997/98 ENSO event with extensive coral bleaching and death and impacts anticipated on artisanal fishery production and the basic cost of living. In recent years changes in the duration and intensity of rainfall have been experienced resulting in flooding and seasonal water shortages. Seychelles' per capita green house gas emissions are much lower than the global average and this is projected to remain the case despite increasing demand for energy. Carbon dioxide emissions and removal capacity are calculated at 195,000 and 833,000¹ tonnes respectively making Seychelles a net sink and it is estimated that this removal capacity will be maintained by targeted management practices through 2020.
5. The granite islands do not fit under the CCD definition of "arid, semi-arid and sub-humid areas"² whilst the meteorological data for the drier outer islands is lacking. Seychelles rather addresses the CCD through the GEF portfolio of land degradation. The definition of land degradation being: "*The reduction of land resource potential through desertification and deforestation, with contributing factors being:*
 - *Soil erosion, denudation, pollution, loss of organic matter, and loss of fertility;*
 - *Loss of vegetation cover, and IAS that result in loss of cover.*
 - *Habitat conversion (urban or agricultural); and*

¹ This figure relates only to terrestrial sinks, no work has been done to estimate the sequestration capacity of reefs, sea grass beds etc... within territorial waters.

² Where the ratio of annual precipitation to potential evapo-transpiration falls within the range of 0.5 to 0.65.

- *Aquifer degradation, leading to loss of soil cover.*
6. Seychelles has a long history of land degradation dating back to the first colonisation where extensive deforestation occurred to meet the demand of imperial navies for timber. Subsequent settlement and expansion of agricultural activities resulted in wide-ranging vegetation degradation and related erosion. The granite islands also have a long history of fire and erosion on the steeper hills. The outer islands have also suffered considerable land degradation through wholesale vegetation loss for the creation of coconut plantations and for certain islands extensive mining for guano which has resulted in severely degraded soil profiles and limited vegetation cover. Finally alien species are a major factor in ongoing degradation through their impacts upon vegetation cover, conversion of habitats and related soil degradation and/or erosion. Soil erosion threatens agrarian production and related livelihoods whilst undermining national food security.

Part 1 B – Baseline Course of Action.

7. Environmental management and development are legislated primarily by two Acts the 1972 Town and Country Planning Act (TCPA) and the 1994 EPA (and its 1996 EIA regulations). The Planning Authority was established under TCPA and deals with aspects of physical planning and standards whilst the EPA addresses the environmental aspects of development through its Environment Impact Assessment (EIA) regulations (1996) and associated sensitive areas atlas. The two pieces of legislation are independent, falling under separate ministerial portfolios (Land Use and Habitat and Environment and Natural Resources respectively). They are equal in authority and mutually supportive in the development process with approval required from each for a development to go forward. There are various other pieces of legislation that relate to development pertaining to: the country's extensive protected area network, protection of various resource or threatened components of biodiversity, protection of water catchment areas etc...
8. There is currently no mandated National Land Use Plan (NLUP) and development programming is largely ad-hoc and responsive to potential investors. The EIA mechanism also addresses developments on an individual rather than a cumulative basis within any particular land management unit, which leaves scope for a creeping degradation of environmental services, loss of biodiversity and ultimately unsustainable development in a particular area. Watershed areas are currently not adequately integrated into the broader planning policy framework.
9. The main development sectors are guided by strategic documents:
 - Vision 21, a 10-year strategic framework that divides the industry into various components, including sections on ecotourism and the integration of tourism for environmental sustainability, guides tourism planning and development.
 - The National Agricultural and Fisheries Policy (2000 –2010), in tandem with the inshore fisheries management strategy seek to enhance food security in a sustainable manner³.
10. The EMPS is the principal institutional mechanism for addressing national and international environmental concerns. Several studies have commented on the lack of a comprehensive framework for linking these with other national development priorities or the activities of the other sectors.⁴ The difficulties in implementing many of the recommendations from the various previous environmental

³ Work has also just commenced on a new five year fisheries development plan to expand fisheries by diversifying activities and adding further value; and preserving Seychelles' premier role in the Indian Ocean as a tuna processing and transshipment port.

⁴ See for example, Conservation and National Parks Service, Seychelles Conservation Strategy Review, Division of Environment, Ministry of Foreign Affairs, Planning and Environment, (EU funded) 1995.

management reviews are in part due to the limited number of staff, technical skills and funding available to undertake the necessary follow-up actions. But they are also related to deficiencies in the current institutional and policy framework that lead to unnecessary divisions between sectors, ministries and organizations/NGOs involved in conservation.

11. Without GEF support, the baseline scenario would involve continued focus on ad hoc, national environmental concerns with an emphasis on biodiversity conservation, insufficient collaboration between government and NGOs; and the ongoing constraints on harnessing of broader national capacities in environmental management. The EMPS coordination and follow-up implementation of NCSA Action Plan has been very limited to date. It is recognized that improvements are needed in how the EMPS and NCSA Action Plan are implemented, and in the basic capacity to deliver the expected results. Effective implementing mechanisms do not currently exist and are unlikely to emerge without some additional support in terms of capacity building and continued momentum to NCSA Action Plan implementation.

Barriers to Implementation of Global Environmental Conventions

12. The NCSA identified capacity limitations at the *systemic level*:
 - The EMPS 2000 – 2010 and its steering committee (EMPS SC) serve as the primary systemic mechanism for environmental management in Seychelles and have sound formats, structure and criteria. The EMPS however, whilst it addresses local priorities does not integrate international commitments (Rio Convention commitments and related international processes) into the local context. As such local activities cannot be refined to meet international commitments and progress nationally cannot be interpreted in terms of international requirements for the purposes of reporting or adaptive management.
 - The work of the EMPS SC is not adaptively managed as it does not utilise a strategic approach or targeted annual work plans. (This reflects a lack of capacity in the coordinating unit - see institutional capacity below).
 - There is a lack of data indicative of implementation of Rio Conventions and no central database to guide planning, inform decision-making or facilitate national reporting.
 - Full national capacity in civil society is not properly harnessed to the betterment of local and global environmental management.
13. The NCSA identified capacity limitations at the *institutional level*:
 - The EMPS CU has been identified as lacking capacity to properly fulfil its secretariat duties and provide the necessary support and guidance to the EMPS SC. The lack of utilisation of annual plans, targets and benchmarks negates the possibility for the EMPS SC to effectively target and adaptively manage its work. This capacity shortfall has been identified more than once (EMPS sectoral awareness 2004, NCSA 2005) and an Action Plan was developed for the EMPS CU, but capacity has been insufficient to implement the plan. This capacity shortfall has broad ranging and systemic effects, as it is the major limiting factor on the performance of the primary systemic mechanism.
 - The International Conventions Unit (ICU) has also been identified as lacking in capacity. The unit formed in 2004 in recognition of the need to coordinate and streamline international convention activities in Seychelles has only one staff member and no dedicated budget.
 - There is a marked lack of institutional knowledge of the Rio Conventions limiting the incorporation and implementation of international commitments in the local context and national capacity available outside of the public sector is not properly harnessed to bridge this gap.
 - There is limited capacity to undertake national reporting to the Rio Conventions and MEAs in general, often resulting in the late or even non-submission of reports. As reports are also tools

for a country to assess its progress and constraints this has a multiplier effect on the targeted implementation of national and global environmental management and the utilisation of adaptive management approaches.

- There is a lack of established institutional capacity to bridge these gaps through training courses. Action is needed to create technician and management training courses that integrate national and global environmental management scenarios.
- Finally there is a lack of institutional models and guidelines/toolkits in the existing planning, development and land use policy framework to integrate international obligations into the local and national management context.

14. The NCSA identified capacity limitations at the *individual level*:

- Individual capacity and institutional capacity constraints are often very closely related particularly in SIDS scenarios where skilled human resources are at a premium.
- Management personnel lack knowledge of the Rio Conventions including:
 - How to design projects and systems that incorporate them into the local initiatives.
 - how and where to access available funds
- Technical personnel lack understanding of global commitments in local context and how to apply them.
- Field personnel lack experience in applying integrated environmental management regimes and have not been provided the basic generic tools (see models and guidelines above) to facilitate this practical application.

PART II – Project Rationale and Strategy

15. The proposed project is designed to address specific issues identified in the NCSA report and in previous assessments of the EMPS that point to key institutional barriers within government, and between government and non-government organisations, and related capacity limitations that constrain the effectiveness of the current EMPS operations.

16. The proposed project is based firstly, on the need to mainstream global environmental objectives into the EMPS, which is the main strategic planning and coordinating mechanism for environmental management in the country, and secondly, on the need to strengthen the capacity for and experience of integrated approaches that address climate change, biodiversity and land degradation. There is strong public and government support for improved environmental management but the institutional effectiveness of the EMPS mechanism is questionable, with broad systemic ramifications, and requires strengthening. The training and successful models of integrated approaches that mainstream global objectives are currently not available to build the necessary national capacities within government and NGOs. The integration or mainstreaming activities will focus on:

- improving the EMPS document, mechanism and organisation; and
- Developing and demonstrating local measures for the joint implementation of climate change, biodiversity and land management objectives in local natural resource management.

17. The primary project strategy is to strengthen the institutional structure, functions and capacities of the EMPS by more direct focus on mainstreaming global environmental concerns, broadening the non-governmental partnerships involved in delivery of the EMPS programme, and providing improved operational capacity to deliver the expected results for national and international environmental management. It will contribute to five capacity results required in a management system as per Annex

4 and the progress to monitor capacity development will be done through the monitoring of nine capacity development indicators as indicated in Annex 4.

18. The project will improve the national EMPS structures to incorporate Rio Conventions into existing programmes. This will be achieved through more effective organisation, enhanced human resource capacity, and establishing a model cross-cutting approach that integrates global climate change, biodiversity and sustainable land management objectives into local watershed management or district Land Use Planning⁵ management. The GEF incremental contribution will result in specific, measurable changes in how global environmental commitments are addressed in Seychelles; i.e. mainstreaming into national environmental management, SOE indicators/reporting, and local processes (e.g. guidelines and technical “toolkits”) for integrating the conventions into watershed management and/or district land use plan development. Currently in the Seychelles, integration of environmental management programs and projects is insufficient and not closely aligned with international objectives, such as those represented in the Rio Conventions. Although a cross-cutting Environmental Management Plan for Seychelles (EMPS) exists, in its current form most private and non-governmental stakeholders view it as a government-dominated process that is neither sufficiently participatory nor effective in guiding environmental policy or implementing programs and projects. In the baseline scenario, the EMPS will continue to be seen as primarily a government-managed process, and it will continue to be implemented based on general environmental principles that do not specifically address international conservation and development objectives. Furthermore, local watershed management and district land use planning will continue to be implemented by agencies such as the Ministry of National Development and the Planning Authority, while environmental programs that focus on climate change impacts and adaptation, biodiversity conservation, and sustainable land management will be implemented by environmental NGOs and agencies such as the Ministry of Environment, Natural Resources and Transport, with essentially no cooperation or information sharing between these two sectors. The GEF incremental contribution will allow the Seychelles to integrate these disparate sectors, and will result in specific, measurable changes in how global environmental commitments are addressed in Seychelles by mainstreaming climate change, biodiversity and land management concerns into national environmental management, SOE indicators/reporting, local processes (e.g. guidelines and technical “toolkits”) and watershed management and/or district land use plan development.

19. The proposed project time frame is as follows:

	Starting Date	Completion Date
Preparation	February 2006	April 2007
Implementation	July 2009	July 2012

Project Goals and Objectives

20. The Project Goal is to effectively implement the Rio Conventions in Seychelles. This includes integration of compliance with the specific provisions of the three conventions (biodiversity, climate change, land degradation) within the ongoing national implementation of the EMPS.
21. The Project Objective is to integrate local and global environmental management and enhance the capacity to implement global environmental management objectives within national programmes. This focuses on mainstreaming global objectives at the operational level.

⁵ The three main populated islands are divided into 25 administrative local government districts; some of which are developing pilot land use plans in consultation with local communities.

Project Outcomes, Outputs and Activities

22. The proposed project has three expected outcomes and 11 outputs as summarized below:

Outcome 1.0: Awareness and capacity are developed for mainstreaming global environment conventions into national programmes - *the purpose of this outcome is to mobilise national organisations, decision makers and programmes in Seychelles to specifically address global environmental concerns.*

Outputs:

- 1.1 EMPS is reviewed, updated, extended and incorporates international commitments;
- 1.2 A new EMPS Secretariat is established;
- 1.3 Identification and appointment of *National Centres of Expertise* for EMPS implementation;
- 1.4 Key technical and management staff from lead stakeholder groups understand global environmental conventions and mainstreaming opportunities

Activities: key activities identified include: updating and extending the EMPS to effectively integrate Rio Convention commitments into national initiatives, developing a new secretariat and coordination mechanism for the EMPS, appointing *centres of expertise* to lead components linked to the conventions, and training key technical and management staff from lead stakeholder groups to understand global environmental conventions and mainstreaming opportunities

Outcome 1 proposes significant institutional changes in EMPS at the national scale. These include:
Review and Updating of EMPS

- Integration of international obligations and targets in EMPS work programmes.
- Extension of EMPS to 2015 to include CBD and WSSD (World Summit on Sustainable Development) 2010 and 2012 targets and pertinent 2015 Millennium Development Goal targets.
- Integration of, or thorough cross-referencing with, SINC, NAP, BSAP.
- Develop terms and conditions to contract out role of EMPS secretariat.

Establishment/Recognition of Centres of Expertise

- Develop comprehensive MoU models for the decentralisation of convention commitments to national centres of expertise³.
- Develop lists of national experts to enable their incorporation into pertinent initiatives, peer exchange, staff rotation etc...

Training for key technical Staff

- Train key technical staff from stakeholder agencies in the linkage of global and local environmental goals, develop and run course(s), including educational materials, at training centres e.g. SIM and retain capacity to repeat courses.

Outcome 2.0: Environmental information and reporting is strengthened - *the purpose of this outcome is to identify, target, organise and expand the information available on global environmental concerns and facilitate and enhance the reporting on them in a systematic and representative manner.*

Outputs:

- 2.1 Develop a central environmental database on key indicators related to global conventions;
- 2.2 State of the Environment reporting framework

Activities: key activities identified include: identifying and selecting a set of targeted reliable environmental indicators for the Rio Conventions, establishing a central national environmental database, designing a format for and producing a national report on the status of these indicators that facilitates and enhances the process of national reporting to MEAs.

Reporting and data management/access are both major capacity constraint issues in the current Seychelles scenario for local and global environmental management. The development of this database will provide capacity building for key technical staff. Subsequent national reporting should utilise teams of national experts, the appropriate *centres of expertise* (see Outcome 1) and the pertinent Govt. focal points thereby building a critical mass of reporting capacity, providing technicians with the understanding of the linkages between local initiatives and international commitments; and thus providing more personnel with an understanding of the broader global environment management scenario.

Outcome 3.0: Capacity for local implementation of global environmental conventions is developed, applied and disseminated - *the purpose of this outcome is to demonstrate how the global objectives related to climate change, biodiversity and land management can be jointly applied in watershed management and/or district land use planning scenarios*

Outputs:

3.1 Institutional framework (legal and organisational basis) is developed for mainstreaming global objectives into local land and water management in residential and rural contexts.

3.2 Training programme is developed for promoting integrated implementation of climate change, biodiversity and land management objectives in land and water management at the local level.

3.3 Training of government staff, NGOs and local stakeholders is successfully completed on integrated approaches to Rio Conventions implementation at the local level.

3.4 Demonstration sub-projects are effectively designed and implemented by stakeholders to promote integrated environmental management at the local level.

3.5 Monitoring, reporting and dissemination of experiences support Rio Conventions implementation.

Activities: key activities identified include: mainstreaming of biodiversity, climate change and land management issues in policy, legislation and technical guidelines watershed management and district land use planning, develop and implement mainstreaming training; test, refine and implement mainstreaming models in representative scenarios and actively disseminate findings.

These activities will involve close liaison with the GEF *Sustainable Land Management* and the *Mainstreaming Biodiversity* projects, to develop the institutional models for watershed plans and island management that integrate the requirements of the three Rio conventions in local strategies, with a particular emphasis on adaptation to and mitigation of climate change and sustainable land management. They will include training of Govt and NGO staff, farmers, developers, community officials etc., in implementation of the institutional models and appropriate demonstration activities.

Sustainability

23. The proposed project is sustainable because it balances the various aspects of capacity development: enabling mainstreaming, partnership-building, institutional development and access to new and additional resources. Strengthening the established EMPS institutional arrangements and generating measurable results that involve civil society support and participation in the work of the EMPS SC will sustain the project results.

24. The training support, demonstration projects and “toolkits” serve to embed the project benefits in ongoing decision making. The project incorporates:
- Partnership by embracing a cross-sectoral approach and developing capacity in public, private and NGO sectors.
 - A sound balance between the development of models and policies to integrate, and the capacity and techniques to implement, global environmental management commitments in the national context.
 - Capacity development at all three levels and targets “keystone” elements that have multiplier effects throughout the three-tiered capacity development concept.
 - Enhanced access to funding and support:
 - Establishes a clearinghouse mechanism for information on potential donors and funding mechanisms.
 - Creates an empowering environment for expanded stakeholder participation thereby optimising access to counterpart capacity.
 - Introduces an innovative tendering procedure for project components to optimise resource access and cost effectiveness.
 - Applies and mainstreams the use of basic environmental economic tools in environmental management.
 - Incorporates global environmental management into planned and ongoing local and national initiatives thereby ensuring the improved application of existing funds to global environmental management objectives.
25. In addition to the clear commitment of the Seychelles Government and the burgeoning interest of civil society; measures for the sustainability of the project outcomes have also been built into the overall structure:
- Financial terms: the project will enable the enhanced use of existing capacity and resources, particularly through the decentralisation of certain commitments to civil society centres of expertise and the development and strengthening partnerships. This will serve to better access new and additional resources for environmental management, freeing government resources for other identified capacity building applications; e.g. the maintenance of the environmental information and reporting facility. The reorganisation of the EMPS through the contracted service delivery model will also ensure the most efficient and cost effective options are utilised to coordinate the main systemic environmental management mechanism.
 - Institutional terms:
 - development of existing capacities to integrate GEM into the national context.
 - the institutionalisation of targeted capacity development courses at national centres of learning, and
 - the public tender and revamping of the EMPS SC secretariat role ensures the best available capacity is utilised in this key role. Subsequent bidding at the end of each contract period will allow the evolution of a mechanism with greater effectiveness, efficiency, transparency and value for money.
 - Environmental terms: the creation of policy requirement and models, technical guidelines and cross-sectoral capacity effectively integrates GEM into the local context and *modus operandi* enhancing the grass roots pursuit of sustainable development and delivering real and measurable advances in local and global environmental management.

Replicability

26. Replication and scaling up of project results will be promoted by:

- Reports and products will be disseminated in a targeted manner to national and international agencies and will be universally available over the project website. Particular scope for replicability is envisaged through dissemination to SIDS groupings and networks (e.g. AOSIS and SIDSNET etc...).
- Awareness building under Outcome 1 will improve the potential to implement the Conventions and to institutionalize the mainstreaming of global concerns into national programmes.
- The three model project scenarios (rural, residential and small island) and the watershed and/or local district management units, have been selected due to their representative and replicable nature with national effects.
- The major products of the project include the development of: policy, legislative and technical tools that will allow for replication at systemic, institutional and individual levels.
- Output 3.5 involves dedicated efforts to identify the lessons learned, to refine the local methods for mainstreaming and to disseminate the successful elements with the intention of replication.

Stakeholder Involvement

27. The project has been designed with extensive participation of government, private sector and NGO stakeholders. It was guided by a sub-committee of the EMPS Steering Committee (SC), which is the primary stakeholder forum and institutional mechanism for environmental management in Seychelles. The Committee includes representation from all government agencies involved in environmental management and environmental NGOs, including the Liaison Unit of NGOS of Seychelles (LUNGOS), Marine Conservation Society (MCS), Nature Seychelles and Nature Protection Trust of Seychelles.
28. The project addresses elements of the first four priority issues identified in the NCSA (2005), which involved a highly consultative and contemporary assessment of capacity constraints and needs with regard to global environmental management.
29. An initial inception plan was drafted and circulated to the sub-committee, the focal points for the three Rio Conventions, and senior management officials in the MENR. Feedback from this led to the development of a project concept paper and outline that was submitted to the sub-committee and various Government officials for comments. Following feedback from the sub-committee, the concept paper was circulated to the full EMPS SC for comments and a presentation was made to an ordinary meeting of the EMPS SC. Through this process of consultation with the sub-committee, convention focal points, full EMPS SC and circulation between LLC, IC and the ICU the project document was progressively developed from initial concept to final draft MSP.
30. The project will be steered by a committee (PSC) selected and appointed by the EMPS SC and will function as a sub-committee to the EMPS SC. The PSC, chaired by MENR⁶, will be small (no more than 10 members), functional, representative and transparent in function. Key agencies for inclusion on the committee are, inter alia the Ministry of Land Use and Habitat (MLUH), environmental NGOs, the Government's Human Resources Development Division, the Farmers Association, the Seychelles Chamber of Commerce and Industry (SCCI), a representative of the major building contractors, a representative of the major private tourist agencies or Destination Management Companies (DMCs).

⁶ MENR includes the portfolios for Forestry, Agriculture, and Environmental Impact Assessment and is the parent Ministry for the National Utilities Company.

31. The project will ensure cross-sectoral integration through the equitable and transparent functioning of its steering committee and the careful selection of its members. The inclusion of observers from project partners and the invitation of key personnel as necessary will further enhance collaboration. Finally the periodic reporting to the EMPS SC, the country's primary environmental stakeholder forum, will ensure optimum integration and partnership building.
32. Collaborators in the field implementation of projects will be drawn from a diverse group of stakeholders depending on the pilot sites chosen and their particular circumstances, in addition to the agencies listed above partners will include local government offices, SIM, the Department of Education, private land owners and local communities.⁷
33. The project has been structured to maximise the number of beneficiaries by:
 - addressing capacity development in a balanced way across the three levels i.e. systemic, institutional and individual and in particular keystone elements of capacity, and
 - targeting capacity from the local community level up to the national level.

Key Indicators, Assumptions and Risks

34. Section II presents the Logical Framework Analysis, which highlights the key performance indicators, assumptions and risks. The objective-level indicator of project achievement is whether the EMPS institutional mechanism and programmes are operating effectively and achieving measurable progress in implementing Seychelles' international and national environmental commitments. The level of joint and synchronized implementation of these commitments through a re-organized EMPS is a key test of project achievement.
35. The project will be monitored and evaluated in accordance with established UNDP/GEF procedures and will be conducted by the project team and the UNDP Country Office with support from UNDP-GEF. The project will use a capacity development monitoring and evaluation scorecard to monitor the project capacity development progress. It will monitor the relevant nine capacity development indicators for this project, which are of direct relevance to effectively implement the Rio Conventions in Seychelles. This includes integration of compliance with the specific provisions of the three conventions within the ongoing national implementation of the EMPS (see table below). This scorecard will be used to review/rate the relevant capacity development indicators at inception, at mid-point of project implementation and finally at the end of project implementation. This capacity development monitoring tools will be used by the project implementation team to monitor the project capacity development progress and also by the evaluators to conduct the MTE and the final evaluation.

⁷ In this context local communities will also include working populations (e.g. in tourism destination and estate management) on small islands.

Capacity Result / Indicator	Contribution to which Outcome
CR 1: Capacities for engagement	
Indicator 1 – Degree of legitimacy/mandate of lead environmental organizations	1, 3
Indicator 2 – Existence of operational co-management mechanisms	1, 3
Indicator 3 – Existence of cooperation with stakeholder groups	1
CR 2: Capacities to generate, access and use information and knowledge	
Indicator 4 – Degree of environmental awareness of stakeholders	
Indicator 5 – Access and sharing of environmental information by stakeholders	2
Indicator 6 – Existence of environmental education programmes	
Indicator 7 – Extend of the linkage between environmental research/science and policy development	
Indicator 8 – Extend of inclusion/use of traditional knowledge in environmental decision-making	
CR 3: Capacities for strategy, policy and legislation development	
Indicator 9 – Extend of the environmental planning and strategy development process	3
Indicator 10 – Existence of an adequate environmental policy and regulatory frameworks	1
Indicator 11 – Adequacy of the environmental information available for decision-making	2
CR 4: Capacities for management and implementation	
Indicator 12 – Existence and mobilization of resources	
Indicator 13 – Availability of required technical skills and technology transfer	3
CR 5: Capacities to monitor and evaluate	
Indicator 14 – Adequacy of the project/programme monitoring process	3
Indicator 15 – Adequacy of the project/programme evaluation process	

36. The critical assumptions include the hypothesis that institutional change and targeted capacity building will increase the level of progress in environmental management, and the major assumptions are that national and global objectives are operationally compatible in the EMPS implementation process, and that government, NGOs and private sector will collaborate effectively within a joint EMPS (national) - Rio Conventions (global) framework.

37. A key risk is the ability of governmental, private and NGO organizations to work effectively together. As government scales down its activities, streamlines and gradually moves from the role of primary implementer to that of facilitator, frictions can occur between agencies/ stakeholders as roles, relations and portfolios change in the implementation of the Environmental Management Plan. These concerns and interactions are recognized at the outset and will be addressed in the EMPS Steering Committee (SC) capacity development, partnerships-building and programming. Additional risks, and their corresponding risk mitigation measures, are outlined below:

Risks and Risk Mitigation Measures

Risk / External Factor	Risk Category*	Level of Impact**	Risk Mitigation Measures
Ongoing reorganization of Government of Seychelles does not preclude the establishment of sufficiently functional National Centres of Expertise to support EMPS implementation	Organizational	M	<ul style="list-style-type: none"> Project will work with the Ministry of Environment, Natural Resources & Transport to ensure that National Centres of Expertise will be incorporated into government reorganization planning
Establishment of national environmental database, and reporting on the State of the Environment, may be constrained by limited availability of suitable indicators and data sets, and trend data benchmarks	Operational	L	<ul style="list-style-type: none"> Existing EMPS mechanism will be used to seek out all available data, and to identify critical gaps in data, which can be filled through activities of other ongoing projects (such as GEF-funded projects on biodiversity mainstreaming, biosecurity, and sustainable land management). Also, agreements will be signed with all key stakeholders, in particular environmental NGOs, to ensure that existing information is made available for the database and state of the environment

Risk / External Factor	Risk Category*	Level of Impact**	Risk Mitigation Measures
			report
Institutional framework for mainstreaming global objectives into local land and water management, as well as micro-watershed management models incorporating Rio Convention requirements, are not compatible with land use planning under the Town & Country Planning Act & other legislation	Regulatory	L	<ul style="list-style-type: none"> Project will coordinate with ongoing GEF-funded projects on biodiversity mainstreaming and sustainable land management, which are working with the Ministry of National Development and the Planning Authority to revise and strengthen all land and resource use planning legislation and regulations in the Seychelles
Seychelles is likely to witness climatic changes (e.g. extended dry spells, more severe weather events) that may make watershed and/or district land use plans and programs out of date and ineffective	Environmental	M	Ongoing assessments will measure and take into account changing climate conditions, and project activities such as land and resource use planning, training in land and water management, integration of Rio Conventions implementation, and monitoring and reporting practices, will be adapted based on these assessments.

*Risk Categories: Financial, Operational, Organizational, Political, Regulatory, Strategic, Other (UNDP/GEF Risk Management Strategy; Resource Kit, 2006)

**Level of Impact – H (High Risk), M (Moderate), L (Low)

Part III – Implementation Arrangements

Programme Coordination Unit

38. The “Lessons Learned” from earlier environmental projects in Seychelles have shown that it is crucial to have a strong project coordination mechanism. This is of particular importance when several sizeable UNDP-GEF Projects need to be coordinated at the same time, which will be the case in Seychelles over the period 2007 – 2012, even more so taking into account the existing capacity constraints (e.g. as reflected in the national Capacity Self Assessment, NCSA). It is with this in mind, as well as to ensure an independent and effective facilitation between the different stakeholders (government, private sector and civil society), that a central Programme Coordination Unit (PCU) has been established in Seychelles. This UNDP supported PCU oversees, support and coordinate all activities of the different UNDP-GEF projects. The PCU is led by an overall “Programme Coordinator”, see ANNEX VI for Terms of Reference. The Programme Coordinator is supported by an efficient administrative and accounts set-up, to ensure transparency and accountability, especially in its procurement. A National Project Director will be appointed by the Government as is the case for all GEF projects to ensure the conduit and liaison between the PCU and government, as well as the timely and adequate disbursement of funds (see ANNEX VI for TOR). An important aspect of the PCU is to closely follow and coordinate with other (GEF and non-GEF) Environmental Projects, in order to make best use of the provided project resources, and make sure the overall goal is achieved in the most effective manner. The UNDP-GEF Capacity Development Project is cross-cutting and will seek to strengthen capacity for national and international environmental management.

Technical Assistance

39. Short-term national as well as international technical assistance (TA) will be provided by the Project, in order to overcome barriers and achieve the project outputs/outcomes. The TA will be directly contracted by the PCU, through a transparent procurement process (i.e. development of Terms of References, advertizing and recruitment) following UNDP regulations and will directly assist the implementing entities and report to the PCU.

Programme / Project Steering Committee(s)

40. For effective direction and steering of the project, a committed and balanced Programme Steering Committees (PSC) that represents stakeholders' interests will be set up. The PSCs may meet periodically (e.g. quarterly) to consider progress, budgets & workplans, set policies and targets for the different projects. They will also decide on major TORs (e.g. for Technical Assistance). The Steering Committee will nominate 2 – 3 members to sit on a tender evaluation committee, together with the UNDP CO and Programme Coordinator, to evaluate and decide on bids for contracts (prepared by PCU). Most of the materials for Steering Committee meetings are prepared by the PCU, e.g. budgets, workplans, progress reports and evaluation of bids. The PSCs will periodically inform the full EMPS Steering Committee.

Reporting

41. The implementing partners of the specific activities (organizations, consultants, contracted entities) will report to the respective Project Manager. The Project Managers will prepare the necessary progress and other (technical, etc.) reports. The overall Programme Coordinator edits, approves and consolidates the Project Reports, and submits to the PSC and UNDP following standard UNDP reporting procedures.

PART IV – Monitoring and Evaluation

42. Project monitoring and evaluation will be conducted in accordance with established UNDP and GEF procedures. The Logical Framework Matrix in Section II provides impact indicators for project implementation along with their corresponding means of verification. The Monitoring and Evaluation Plan is appended to Annex III. This provides: (i) a detailed explanation of the monitoring and reporting system for the project; (ii) a presentation of the evaluation system; and (iii) a work plan and the budget for M&E.
43. The Programme Coordination Unit (PCU) will be responsible for day to day monitoring activities. The Programme Coordinator will be responsible for the preparation of reports for the Steering Committee and UNDP on a regular basis, including the following: (i) Inception Report; (ii) Annual Project Report; (iii) Project Implementation Review; (iv) Quarterly Progress Reports; and (v) Project Terminal Report. The objectives of these reports are detailed in Annex III. The Quarterly progress reports will provide a basis for managing project disbursements. These reports will include a brief summary of the status of activities, explaining variances from the work plan, and presenting workplans for each successive quarter for review and endorsement. The Annual Project Report will be undertaken annually, and will entail a more detailed assessment of progress in implementation, using the set indicators. It will further evaluate the causes of successes and failures, and present a clear action plan for addressing problem areas for immediate implementation.
44. *Annual Monitoring* will occur through the *Tripartite Project Review (TPR)*. The TPR will be composed of representatives of GOS, UNDP and the Project. This will serve as the highest policy-level meeting of the parties directly involved in the implementation of the project. The project will be subject to Tripartite Reviews at least once every year. The first such meeting will be held within the first twelve months of implementation. The project proponent will prepare an Annual Project Report

(APR) and submit it to UNDP-CO and the UNDP-GEF regional office at least two weeks prior to the TPR for review and comments.

45. The project will be subjected to at least one independent external evaluation:
- (i) Mid-term Evaluation - will be undertaken at the end of the second year of implementation. The Mid-Term Evaluation will determine progress being made towards the achievement of outcomes and will identify course correction if needed;
 - (ii) Final Evaluation - will take place three months prior to the terminal tripartite review meeting, and will focus on the same issues as the mid-term evaluation. The final evaluation will also look at impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental goals.
46. The Government will provide the designated UNDP Resident Representative with certified periodic financial statements, and with an annual audit of the financial statements relating to the status of funds according to the established procedures set out in the Programming and Finance manuals. The Audit will be conducted by the legally recognized auditor of the Government, or by a commercial auditor engaged by the Government

PART V - Legal Context

47. This Project Document shall be the instrument referred to as such in Article I of the Standard Basic Assistance Agreement between the Government of Seychelles and the United Nations Development Programme, signed by the parties on 18 November 1977. The host country-implementing agency shall, for the purpose of the Standard Basic Assistance Agreement, refer to the government co-operating agency described in that Agreement.
48. UNDP acts in this Project as Implementing Agency of the Global Environment Facility (GEF), and all rights and privileges pertaining to UNDP as per the terms of the SBAA shall be extended mutatis mutandis to GEF.
49. The UNDP Resident Representative in Mauritius/Seychelles is authorized to effect in writing the following types of revision to this Project Document, provided that he/she has verified the agreement thereto by GEF Unit and is assured that the other signatories to the Project Document have no objection to the proposed changes:
- Revision of, or addition to, any of the annexes to the Project Document;
 - Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of the inputs already agreed to or by cost increases due to inflation;
 - Mandatory annual revisions which re-phase the delivery of agreed project inputs or increased

- expert or other costs due to inflation or take into account agency expenditure flexibility; and
- Inclusion of additional annexes and attachments only as set out here in this Project Document

SECTION II - STRATEGIC RESULTS FRAMEWORK, SRF

Logical Framework Analysis: Outcomes, Outputs and Activities

Project Strategy	Objectively Verifiable Indicators	Sources of Verification	Assumptions & Risks
Outcome 1.0: Awareness and capacity is developed for mainstreaming global environment conventions into national programmes	<ul style="list-style-type: none"> Increased status of global environmental conventions in national policies and programmes Increased institutional and human capacity to implement global environmental conventions 	<ul style="list-style-type: none"> Amendments to national programmes integrating global objectives National EMPS monitoring and reporting programme 	<ul style="list-style-type: none"> Increased awareness and profile for global concerns leads to substantive progress in meeting convention requirements
Output 1.1: EMPS is reviewed, updated, extended and incorporates international commitments.	<ul style="list-style-type: none"> Revised, updated EMPS that reflects global conventions 	<ul style="list-style-type: none"> New edition of EMPS 2000 – 2015 	<ul style="list-style-type: none"> Acceptable institutional arrangements for updating and implementing the EMPS are established and operating effectively
Activities: 1.1.1: Review and update the EMPS: <ul style="list-style-type: none"> Integrate international obligations and targets into EMPS work programmes. Extend EMPS to 2015 to include CBD & WSSD 2010 & 2012 targets and pertinent MDG 2015 targets. Integrate, or thoroughly cross-reference the EMPS with existing INC, NAP and NBSAP documents. 	<ul style="list-style-type: none"> International targets and obligations incorporated extended in the national EMPS 2000 – 2015. Convention action plans incorporated into EMPS. Awareness and dissemination of EMPS 	<ul style="list-style-type: none"> New edition EMPS 2000 – 2015. 	<ul style="list-style-type: none"> Strategic framework and ten thematic areas of EMPS allows for incorporation of convention and international targets.
Output 1.2 A new EMPS Secretariat is established.	<ul style="list-style-type: none"> An effective operational unit to implement the EMPS programme 	<ul style="list-style-type: none"> EMPS reporting 	<ul style="list-style-type: none"> A local organization/contractor has the capacity to meet the secretariat requirements
Activities: 1.2.1: Develop terms and conditions for the public tender for role of EMPS secretariat. 1.2.2 Appoint a new secretariat	<ul style="list-style-type: none"> Best available national capacity is utilised to manage the country's primary systemic environmental management process. 	<ul style="list-style-type: none"> EMPS SC strategic plan, annual plans and progress reports EMPS SC contracting documents 	<ul style="list-style-type: none"> Roles and responsibilities are clearly defined Funding for the new secretariat is provided by the government

Project Strategy	Objectively Verifiable Indicators	Sources of Verification	Assumptions & Risks
1.2.3 Approve a workplan for the secretariat	<ul style="list-style-type: none"> Secretariat functions with increased efficiency, transparency and accountability. 		and/or the Environment Trust Fund (ETF).
Output 1.3: Identification and appointment of <i>National Centres of Expertise</i> for EMPS implementation	<ul style="list-style-type: none"> National centres appointed and functioning effectively in local and global environmental management 	<ul style="list-style-type: none"> MoUs and progress reports. 	<ul style="list-style-type: none"> Designated centres are able to establish cooperative relationships with other organisations Centres promote local & global environmental management
<p>Activities:</p> <p>1.3.1: Identify agencies that represent centres of expertise for various international environmental commitments.</p> <p>1.3.2: Develop comprehensive MoU(s) for the decentralisation of convention commitments to national centres of expertise, including:</p> <ul style="list-style-type: none"> Staff rotation and exchange Peer training Close liaison with national focal point. <p>1.3.3: Develop networks of national experts to optimise utilisation of national capacity in local and global environmental management.</p>	<ul style="list-style-type: none"> At least 3 centres identified and appointed. MoU(s) clearly state mandate, objectives and expected outputs with ultimate executive control necessarily remaining with Govt. National capacity base for MEA implementation is enhanced. Capacity to undertake national reporting is increased. Expert lists for at least the 3 primary conventions established. Networking sessions and activities are occurring 	<ul style="list-style-type: none"> Staff delegated at selected centres to manage the programme MoUs established Experts directory established Reports on technical meetings and networking activities 	<ul style="list-style-type: none"> Effective working relationships are maintained between the designated centres and the Government The incorporation of civil society partners: provides broader options for funding, taps new and additional resources and realises synergies.
Output 1.4: Key technical and management staff from lead stakeholder groups understand global environmental conventions and mainstreaming opportunities	<ul style="list-style-type: none"> Numbers of persons successfully trained in the linkage of national initiatives with global environmental conventions Replication of courses 	<ul style="list-style-type: none"> Post-course evaluations by participants Project evaluation reports 	<ul style="list-style-type: none"> Targeted audiences and messages are well defined.
<p>Activities:</p> <p>1.4.1: Develop curriculum and training materials aimed at improving the government and public understanding of the global environmental conventions:</p> <ul style="list-style-type: none"> Implementing global conventions in Seychelles EMPS Environmental/socio-economic 	<ul style="list-style-type: none"> Courses developed and under implementation. Awareness building materials developed and being disseminated Number and diversity of course participants. Capacity developed to repeat courses as 	<ul style="list-style-type: none"> Courses registered and run at SIM. Course modules and materials. No. of staff from no. of agencies trained. No. of trainers presenting courses. Post-training evaluations 	<ul style="list-style-type: none"> Rio Conventions are poorly understood by many key technical and management staff. Interpreting Rio Conventions in to the national context will increase targeted

Project Strategy	Objectively Verifiable Indicators	Sources of Verification	Assumptions & Risks
<p>assessment techniques in development plans and project approvals</p> <ul style="list-style-type: none"> Local strategies for implementing environmental management <p>1.4.2: Design modules for lectures, workshops and media presentations on the global conventions and Seychelles' commitments in their implementation.</p> <p>1.4.3: Train trainers to ensure local capacity to run courses.</p>	<p>necessary.</p> <ul style="list-style-type: none"> Stakeholder and public awareness of conventions and their relevance in Seychelles context raised. 		<p>implementation of global environmental management objectives.</p>
<p>Outcome 2.0: Environmental information and reporting is strengthened.</p>	<ul style="list-style-type: none"> Monitoring indicators are established related to the global conventions Environmental Information and Reporting Facility is established, operational, accessible and being used. 	<ul style="list-style-type: none"> SOE and other reports on global and national environmental issues using new data sources 	<ul style="list-style-type: none"> Data on global environmental parameters are streamlined with other national environmental information systems development and are sustainable
<p>Output 2.1 Develop a central environmental database on key indicators related to global conventions</p>	<ul style="list-style-type: none"> Accessible database (web-based and hard copy reference library) National reporting expedited. 	<ul style="list-style-type: none"> Website, documentation centre in place National reports submitted on schedule. 	<ul style="list-style-type: none"> Database is integrated with government's long term information systems development
<p>Activities:</p> <p>2.1.1: Identify potential indicators of environmental status relative to the conventions and other national SOE concerns.</p> <p>2.1.2: Review and validate these indicators with national advisors.</p> <p>2.1.3: Verify the data sources and data gaps associated with establishing the database:</p> <ul style="list-style-type: none"> Review existing data sets within and outside of government and compile data on the selected indicators Research data or identify project priorities to fill the gaps in the future. <p>2.1.4: Establish a central national environmental database, building upon existing initiatives, that provides selective</p>	<ul style="list-style-type: none"> Key environmental indicators determined and existing data collated. Priorities for data research identified. National database established in web-based, digital and hard copy formats, utilising or linked to existing initiatives as appropriate. Mechanism for verifying/approving data and process of updating established. No. of staff trained to maintain database. No. of personnel and agencies contributing to and accessing database. Database utilised as a primary resource in national reporting to MEAs. 	<ul style="list-style-type: none"> Minutes of advisor and expert meetings on indicators and updating of database. Data research requirements report. National database. National reports. 	<ul style="list-style-type: none"> Database development may be restricted or constrained by limited availability of suitable indicators and data sets, and trend data benchmarks. Transparent and accountable mechanism for updating and management of database will be required. Sufficient personnel are trained to maintain the database.

Project Strategy	Objectively Verifiable Indicators	Sources of Verification	Assumptions & Risks
information on and indicators for the Rio conventions; and integrates implementation of local/EMPS programmes and projects in that context.			
Output 2.2: State of the Environment reporting	<ul style="list-style-type: none"> • SOE report produced and Government endorsement received. 	<ul style="list-style-type: none"> • First national SOE report available. 	<ul style="list-style-type: none"> • Sufficient data are currently available for the first SOE report
<p>Activities:</p> <p>2.2.1: Develop a format for State of the Environment (SOE) reporting utilising the central database.</p> <p>2.2.2: Design format to reflect and/or enable reporting to the UNCED/ WSSD, MDG and SIDS (Barbados/ Mauritius) processes.</p> <p>2.2.3: Prepare and disseminate first national SOE report.</p>	<ul style="list-style-type: none"> • Approved format for SOE reporting. • Format facilitates reporting to MEAs and other related processes e.g. WSSD, IPOASIDS etc... • First SOE for Seychelles produced. 	<ul style="list-style-type: none"> • SOE format and report endorsed by Government. • Project monitoring and reporting. 	<p>The production of an SOE will:</p> <ul style="list-style-type: none"> • enhance local and global environmental management, • allow adaptive management of the EMPS coordination and implementation • facilitate the generation of national reports to the various MEAs.
<i>Outcome 3.0: Capacity for local implementation of global environmental conventions is developed, applied and disseminated</i>	<ul style="list-style-type: none"> • Institutional mechanisms for integrating global objectives are strengthened • Number of stakeholders capable of integrating environmental conventions into watersheds or district land use plans. • Number of initiatives in mainstreaming global conventions into watershed management activities 	<ul style="list-style-type: none"> • Land and watershed management activities with performance indicators related to global environmental conventions • National EMPS monitoring and reporting • Project reporting on indicators 	<ul style="list-style-type: none"> • Global environmental objectives are compatible with and given sufficient priority alongside other national/local objectives • Programme funding is available to utilize the new capacities
Output 3.1: Institutional framework (legal and organisational basis) is developed for mainstreaming global objectives into local land and water management in residential and rural contexts.	<ul style="list-style-type: none"> • Institutional assessment completed • Local organisational arrangements are identified for watershed or district management in selected residential, rural and small island scenarios. 	<ul style="list-style-type: none"> • Document produced • Reporting on local watershed management initiatives 	<ul style="list-style-type: none"> • Institutional framework (mainstreaming models) are compatible with land use planning under the <i>Town & Country Planning Act</i> & other legislation
Activities: 3.1.1: Address systemic processes and	<ul style="list-style-type: none"> • Legal and organisational framework for 	<ul style="list-style-type: none"> • Policy documents, guidelines and 	<ul style="list-style-type: none"> • Cross-cutting methods within

Project Strategy	Objectively Verifiable Indicators	Sources of Verification	Assumptions & Risks
institutional procedures in the mainstreaming of biodiversity, climate change and land management objectives within watershed or district management units. ⁸ 3.1.2: Integrate requirements of the Rio conventions into models with emphasis on climate change adaptation and land management.	mainstreaming into community based watershed management is reviewed and strengthened. <ul style="list-style-type: none"> Requirements of Rio Conventions are incorporated into institutional models for local watershed management or district land use plans. 	national gazette (as appropriate).	the watershed context are clearly defined
Output 3.2: Training programme is developed for promoting integrated implementation of climate change, biodiversity and land management objectives in land and water management at the local level.	<ul style="list-style-type: none"> Programme designed in consultation with local stakeholders Government endorsed programme to incorporate integrated watershed management principles into standard operating practices 	<ul style="list-style-type: none"> Policy documents Technical support documents 	<ul style="list-style-type: none"> Micro-watershed management models incorporating Rio Convention requirements can be utilised within the existing planning and development framework.
Activities: 3.2.1: Develop training modules on watershed management implementation methods, approaches and technologies appropriate to the Seychelles 3.2.2: Develop training courses at the appropriate institutions (e.g. SIM. Agricultural and technical colleges).	<ul style="list-style-type: none"> Training modules established. Courses established at key training centre(s) 	<ul style="list-style-type: none"> Courses registered and run at appropriate institutions. Course modules and materials. No. of personnel, from no. of agencies, trained No. of trainers trained. 	<ul style="list-style-type: none"> Training is designed to address the local context, and barriers to understanding by field technicians.
Output 3.3: Training of government staff, NGOs and local stakeholders is successfully completed on integrated approaches to Rio Conventions implementation at the local level.	<ul style="list-style-type: none"> Number of participants successfully trained 	<ul style="list-style-type: none"> Post-training evaluations 	<ul style="list-style-type: none"> Local capacity is established to undertake the training
Activities: 3.3.1: Organize training courses on analysis of land and water issues and options in conjunction with climate change,	<ul style="list-style-type: none"> Delivery of training modules incorporating global environmental management issues into local 	<ul style="list-style-type: none"> Training materials and course programme/notes. 	<ul style="list-style-type: none"> Working on the community level results in more direct benefits to and hence greater

⁸ This will include identifying the legal and organisational framework for promoting global conventions implementation into community based watershed management and rehabilitation; the appropriate legislation and administrative arrangements are in place but they do not reflect environmental management commitments and there is limited understanding of relevant watershed management methods to advance the Rio Conventions. Watershed management includes land and water management within all forms of catchment areas, including entire small islands.

Project Strategy	Objectively Verifiable Indicators	Sources of Verification	Assumptions & Risks
<p>biodiversity, sustainable land management objectives including:</p> <ul style="list-style-type: none"> • mobilizing community organisations, • design of watershed or land use plans by local stakeholders, • drainage management and local rainwater harvesting concepts • economic evaluation of watershed management options to address environmental issues in development sectors. <p>3.3.2: Implement training of technical staff and stakeholders in applying environmental management in watershed and district land use scenarios.</p>	<p>community watershed management initiatives.</p> <ul style="list-style-type: none"> • Number of technical staff trained in application of watershed management that incorporates global environmental objectives. 	<ul style="list-style-type: none"> • Number of staff from number of agencies. 	<p>input from local stakeholders.</p> <ul style="list-style-type: none"> • Working populations on small islands are also considered as communities.
<p>Output 3.4: Demonstration sub-projects are effectively designed and implemented by stakeholders to promote integrated environmental management at the local level.</p>	<ul style="list-style-type: none"> • Local plans established with global and national objectives mainstreamed into local initiatives. • Results of integrated environmental management 	<ul style="list-style-type: none"> • No. of implementing partners. • Documents produced. • Progress reports on demonstration sub-project activities 	<ul style="list-style-type: none"> • Demonstration activities in selected areas are representative and provide a basis for dissemination
<p>Activities (Part 1):</p> <p>3.4.1: Select locations (residential, rural and small island scenarios) for demonstration projects through a review of project proposals by potential partners. Criteria utilised should include:</p> <ul style="list-style-type: none"> • Representativeness of issues and factors pertaining to global environmental management. • Replicability • Counterpart resources mobilised by proposal. <p>3.4.2: Formulate selected project concepts to best apply management models, within a logical framework that enables adaptive management.</p>	<ul style="list-style-type: none"> • At least three projects selected (1 each in residential, rural and small island scenarios) that optimise national benefits in terms of multi-sectoral capacity building, mobilisation of additional resources, representative nature and replicability. • Stakeholders agree to participate and contribute in-kind 	<ul style="list-style-type: none"> • Minutes of Steering Committee selection process and decisions. • Selected finalised project documents. • Field surveys of demonstration project results • Discussions with stakeholders 	<ul style="list-style-type: none"> • Sufficient suitable proposals. • Local stakeholder perceive benefits from the project • Civil society organizations have the capacity to assist local stakeholder groups. • Project governance is transparent and equitable thereby encouraging civil society involvement. • Projects are designed to enable adaptive management and sustainability
<p>Activities (Part 2):</p> <p>3.4.3: Develop management plans through</p>	<ul style="list-style-type: none"> • Watershed plans approved that address global conventions 	<ul style="list-style-type: none"> • Documents produced 	<ul style="list-style-type: none"> • The three scenarios are

Project Strategy	Objectively Verifiable Indicators	Sources of Verification	Assumptions & Risks
<p>implementation of sub-projects within a framework of land use development which:</p> <ul style="list-style-type: none"> • Addresses global environmental objectives in the watershed or district scale. • Undertakes at least three projects (representative residential, rural and small island scenarios) <p>3.4.4: Implement the plans and related techniques for achieving targeted environmental management objectives in the selected demonstration areas</p>	<ul style="list-style-type: none"> • Project results produced: <ul style="list-style-type: none"> - Community/stakeholder participation in each scenario. - Reduce run-off. - Increase soil retention. - Harvest rainwater effectively. - Maintain local water balance - Mitigate or reduce vulnerability to climate change. - Conserve sensitive biodiversity areas and ecosystem functions <ul style="list-style-type: none"> - Sustainable practices locally adopted and institutionalised - basic valuation tools utilised 	<ul style="list-style-type: none"> • Discussions with stakeholders • Project progress reports • Field surveys • Environmental indicators. 	<p>representative of Seychelles' terrestrial environmental management issues and offer good scope for replication nationally and internationally.</p> <ul style="list-style-type: none"> • Conditions for approval of management plans are defined in advance
<p>Output 3.5: Monitoring, reporting and dissemination of experiences support Rio Conventions implementation.</p>	<ul style="list-style-type: none"> • Monitoring indicators on environmental management results • Broad national dissemination of experiences through reports, educational materials and the media. 	<ul style="list-style-type: none"> • Project reports, presentations and media coverage. • Discussions with participants 	<ul style="list-style-type: none"> • An effective monitoring plan is produced and is implemented in a participatory manner
<p>Activities:</p> <p>3.5.1: Monitor projects effectively and generate periodic reports for stakeholders.</p> <p>3.5.2: Produce “toolkits” based on lessons learned</p> <p>3.5.3 Undertake periodic presentations to stakeholders and media on the purpose and progress of projects.</p> <p>3.5.4: Make project findings and recommendations readily accessible to stakeholders, and media.</p>	<ul style="list-style-type: none"> • Results monitoring data • Reports produced • Guidelines document and “toolkits” • Presentations made (Public education materials e.g. posters, leaflets, brochures etc...), • Media coverage television, radio and national press. • Guidelines are disseminated in an active and targeted manner. • Results available on website hard copy. 	<ul style="list-style-type: none"> • Quarterly and annual reports • Documents produced • Reports and website • Public education materials • Newspaper articles • Radio and TV coverage. 	<ul style="list-style-type: none"> • Effective dissemination of results and experiences enhances the project's national and global benefits.

SECTION III – TOTAL BUDGET AND WORKPLAN

Award ID:		00057085								
Award Title:		PIMS 3703 CB2/MFA/MSP: Capacity Development for Improved National and International Environmental Management in Seychelles								
Business Unit:		MUS10								
Project ID:		00071548								
Project Title:		PIMS 3703 CB2/MFA/MSP: Capacity Development for Improved National and International Environmental Management in Seychelles								
Implementing Partner (Executing Agency)		UNDP								
GEF Outcome/Atlas Activity	Responsible Party/Implementing Agent	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Total (USD)	Budget Notes
OUTCOME 1: Awareness/capacity are developed for mainstreaming global environ. conventions into nat. programmes	Dept. of Environment	62000	GEF	71200	International Consultants	36,000			36,000	# 1
				71300	Local Consultants	17,000			17,000	
				71400	Contractual ser-ind	14,000			14,000	# 2
				74500	Miscell. -Training	20,000			20,000	# 3
								Total Outcome 1	87,000	0
OUTCOME 2: Environmental information and reporting is strengthened	Dept. of Environment	62000	GEF	71300	Local Consultants		40,000		40,000	
				71400	Contractual ser-ind		30,000		30,000	# 4
				74500	Miscellaneous – Inform. System software/equip.		20,000		20,000	
								Total Outcome 2	0	90,000
OUTCOME 3: Capacity for local implementation of global environ. conv. is developed, applied, and disseminated	Dept. of Environment	62000	GEF	71300	Local Consultants		23,000	20,000	43,000	
				71400	Contractual ser-ind		17,000	105,000	122,000	
				74500	Miscellaneous		10,000	10,000	20,000	# 5
								Total Outcome 3	0	50,000
PROJECT MANAGEMENT	Dept. of Environment	62000	GEF	71300	Local Consultants	6,000	7,000	7,000	20,000	# 6
				71600	Travel	500	500	1,000	2,000	
				71400	Contractual ser-ind			12,000	12,000	# 7
				74500	Miscellaneous	1,000	2,000	1,000	4,000	
								PM Total	7,500	9,500
PROJECT TOTAL									\$ 400,000	

Notes:

- Only cash co-financing actually passing through UNDP accounts are entered here and in Atlas. Other co-financing is NOT shown here.
- # 1 – The consultant will assist the curriculum design and training programme development and testing. See terms of reference in Annex 5.
- # 2 – This will include costs of professional services to establish the new secretariat and operational practices.
- # 3 – This will include expenses associated with training materials and activities and stakeholder and public awareness.
- # 4 – This will include costs of professional services to develop the proposed central environmental database and information management system
- # 5 – This includes various training expenses and field expenses associated with implementing the local pilot projects at mainstreaming global environmental conventions into local watershed and island management programmes.
- # 6 – Project management functions will be jointly funded with in-kind contributions by Government of Seychelles.
- # 7 – The project final evaluation may be undertaken by a consultant or by a local organization, to be determined by the EMPS Steering Committee.

Summary of Funds:⁹

GEF	400,000
Government	100,000
TOTAL	500,000
National organizations¹⁰	160,00 est.
TOTAL	660,000

⁹ Summary table includes all financing of all kinds: GEF financing, co-financing, cash, in-kind, etc. etc.

¹⁰ These specific contributions by *centres of expertise* and pilot project partners are to be determined during the course of the project.

ANNEXES

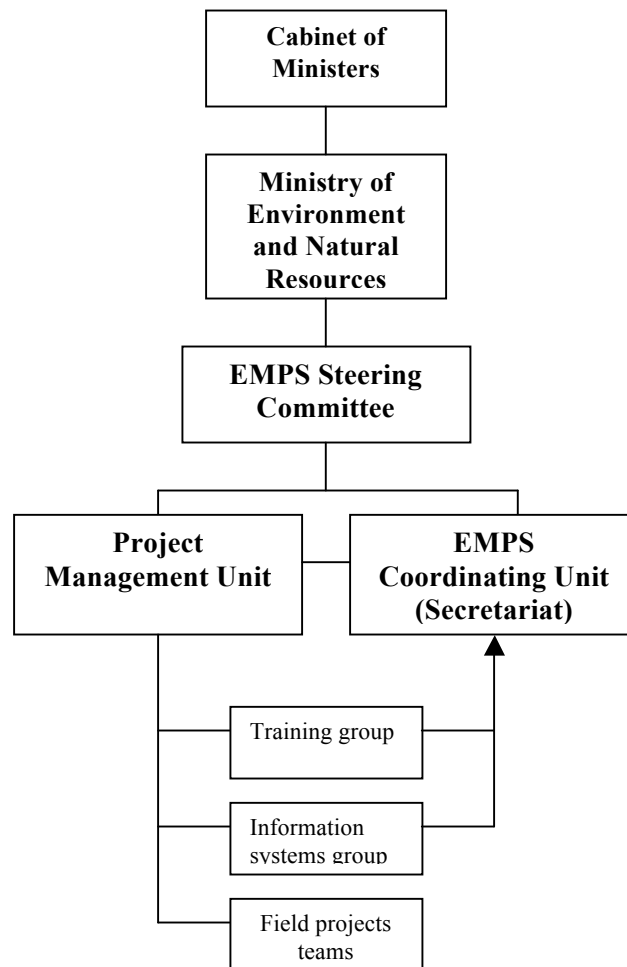
Annex I – Project Organigram

Annex II – Endorsement and co-Financing Letter

Annex III – Capacity Development and Monitoring Scorecard

Annex IV – Terms of Reference

ANNEX 1: Project Organisation



(1) Note: The Coordinating Unit component will be tendered out to bidders from qualified organisations.

(2) Note: The field projects will be open to tender bids from potential partners and implementers; this is particularly relevant to the small island scenario.

ANNEX 2: Endorsement and Co-Financing Letter



**Republic of Seychelles
Ministry of Foreign Affairs**

Tuesday 18th April 2006

**Ms Aase Smedler
Resident Representative
UNDP
Mauritius**

Dear Mrs Smedler,

In my capacity as the GEF Operational Focal Point, and on behalf of the Government of Seychelles and the Ministry of Foreign Affairs, I would like to give my strongest support to this Medium Size Proposal (MSP) title "Capacity Development for Improved National and International Environmental Management"

The endorsement of this proposal stems from the National Capacity Self-Assessment (NCSA) Action Plan which addresses primarily the national capacity needs and encapsulates the requirements of the focal points of the three Rio-Conventions. The Action Plan has been endorsed by the National EMPS Steering Committee and approved by the National Inter-ministerial Committee (NIC). The MSP is consistent with GEF Strategic Priorities for Capacity Building, in particular CB 2; Cross Cutting Capacity Building.

The approval of such a project will greatly enhance the effectiveness of implementation of the national and international management of key environmental issues. The project has three main outcomes and will address core aspects identified by the NCSA process - including 4 of the 10 priority issues identified in the resulting action plan.

/...

Mont Fleuri, P. O. Box 656, Victoria, Mahé, Seychelles
Tel: (248) 28 35 00 - Fax (248) 22 48 45 - E mail: mfapese@seychelles.net
Website: www.mfa.gov.sc

~ 2 ~

Outcome 1.0: Awareness and capacity are developed for mainstreaming global environment conventions into national programmes;

Outcome 2.0: Environmental information and reporting is strengthened;

Outcome 3.0: Capacity for integrating global environmental management into local watershed management is developed, applied and disseminated.

The Government of Seychelles will contribute USD100, 000 as in-kind and counterpart contribution for the project.

I further wish to express our appreciation for the continuing support that is being provided by UNDP and the GEF in this important programme of work.

Yours sincerely,



Claude Morel
Ambassador
Principal Secretary

Mont Fleuri, P. O. Box 656, Victoria, Mahé, Seychelles

ANNEX 3: Capacity Development Monitoring Scorecard

Project/Programme Name:

Project/Programme Cycle Phase:

Date:

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
CR 1: Capacities for engagement						
Indicator 1 – Degree of legitimacy/mandate of lead environmental organizations	Institutional responsibilities for environmental management are not clearly defined	0				
	Institutional responsibilities for environmental management are identified	1				
	Authority and legitimacy of all lead organizations responsible for environmental management are partially recognized by stakeholders	2				
	Authority and legitimacy of all lead organizations responsible for environmental management recognized by stakeholders	3				
Indicator 2 – Existence of operational co-management mechanisms	No co-management mechanisms are in place	0				
	Some co-management mechanisms are in place and operational	1				
	Some co-management mechanisms are formally established through agreements, MOUs, etc.	2				
	Comprehensive co-management mechanisms are formally established and are operational/functional	3				
Indicator 3 – Existence of cooperation with stakeholder groups	Identification of stakeholders and their participation/involvement in decision-making is poor	0				
	Stakeholders are identified but their participation in decision-making is	1				

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
	limited					
	Stakeholders are identified and regular consultations mechanisms are established	2				
	Stakeholders are identified and they actively contribute to established participative decision-making processes	3				
.... Add your own indicator(s)						
CR 2: Capacities to generate, access and use information and knowledge						
Indicator 4 – Degree of environmental awareness of stakeholders	Stakeholders are not aware about global environmental issues and their related possible solutions (MEAs)	0				
	Stakeholders are aware about global environmental issues but not about the possible solutions (MEAs)	1				
	Stakeholders are aware about global environmental issues and the possible solutions but do not know how to participate	2				
	Stakeholders are aware about global environmental issues and are actively participating in the implementation of related solutions	3				
Indicator 5 – Access and sharing of environmental information by stakeholders	The environmental information needs are not identified and the information management infrastructure is inadequate	0				
	The environmental information needs are identified but the information management infrastructure is inadequate	1				
	The environmental information is partially available and shared among stakeholders but is not covering all focal areas and/or the information management infrastructure to	2				

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
	manage and give information access to the public is limited					
	Comprehensive environmental information is available and shared through an adequate information management infrastructure	3				
Indicator 6 – Existence of environmental education programmes	No environmental education programmes are in place	0				
	Environmental education programmes are partially developed and partially delivered	1				
	Environmental education programmes are fully developed but partially delivered	2				
	Comprehensive environmental education programmes exist and are being delivered	3				
Indicator 7 – Extend of the linkage between environmental research/science and policy development	No linkage exist between environmental policy development and science/research strategies and programmes	0				
	Research needs for environmental policy development are identified but are not translated into relevant research strategies and programmes	1				
	Relevant research strategies and programmes for environmental policy development exist but the research information is not responding fully to the policy research needs	2				
	Relevant research results are available for environmental policy development	3				
Indicator 8 – Extend of inclusion/use of traditional knowledge in environmental decision-making	Traditional knowledge is ignored and not taken into account into relevant participative decision-making processes	0				

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
	Traditional knowledge is identified and recognized as important but is not collected and used in relevant participative decision-making processes	1				
	Traditional knowledge is collected but is not used systematically into relevant participative decision-making processes	2				
	Traditional knowledge is collected, used and shared for effective participative decision-making processes	3				
.... Add your own indicator(s)						
CR 3: Capacities for strategy, policy and legislation development						
Indicator 9 – Extend of the environmental planning and strategy development process	The environmental planning and strategy development process is not coordinated and does not produce adequate environmental plans and strategies	0				
	The environmental planning and strategy development process does produce adequate environmental plans and strategies but there are not implemented/used	1				
	Adequate environmental plans and strategies are produced but there are only partially implemented because of funding constraints and/or other problems	2				
	The environmental planning and strategy development process is well coordinated by the lead environmental organizations and produces the required environmental plans and strategies; which are being implemented	3				

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
Indicator 10 – Existence of an adequate environmental policy and regulatory frameworks	The environmental policy and regulatory frameworks are insufficient; they do not provide an enabling environment	0				
	Some relevant environmental policies and laws exist but few are implemented and enforced	1				
	Adequate environmental policy and legislation frameworks exist but there are problems in implementing and enforcing them	2				
	Adequate policy and legislation frameworks are implemented and provide an adequate enabling environment; a compliance and enforcement mechanism is established and functions	3				
Indicator 11 – Adequacy of the environmental information available for decision-making	The availability of environmental information for decision-making is lacking	0				
	Some environmental information exists but it is not sufficient to support environmental decision-making processes	1				
	Relevant environmental information is made available to environmental decision-makers but the process to update this information is not functioning properly	2				
	Political and administrative decision-makers obtain and use updated environmental information to make environmental decisions	3				
.... Add your own indicator(s)						
CR 4: Capacities for management and implementation						
Indicator 12 – Existence and mobilization of resources	The environmental organizations don't have adequate resources for	0				

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
	their programmes and projects and the requirements have not been assessed					
	The resource requirements are known but are not being addressed	1				
	The funding sources for these resource requirements are partially identified and the resource requirements are partially addressed	2				
	Adequate resources are mobilized and available for the functioning of the lead environmental organizations	3				
Indicator 13 – Availability of required technical skills and technology transfer	The necessary required skills and technology are not available and the needs are not identified	0				
	The required skills and technologies needs are identified as well as their sources	1				
	The required skills and technologies are obtained but their access depend on foreign sources	2				
	The required skills and technologies are available and there is a national-based mechanism for updating the required skills and for upgrading the technologies	3				
.... Add your own indicator(s)						
CR 5: Capacities to monitor and evaluate						
Indicator 14 – Adequacy of the project/programme monitoring process	Irregular project monitoring is being done without an adequate monitoring framework detailing what and how to monitor the particular project or programme	0				
	An adequate resourced monitoring framework is in place but project monitoring is irregularly conducted	1				
	Regular participative monitoring of	2				

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
	results in being conducted but this information is only partially used by the project/programme implementation team					
	Monitoring information is produced timely and accurately and is used by the implementation team to learn and possibly to change the course of action	3				
Indicator 15 – Adequacy of the project/programme monitoring and evaluation process	None or ineffective evaluations are being conducted without an adequate evaluation plan; including the necessary resources	0				
	An adequate evaluation plan is in place but evaluation activities are irregularly conducted	1				
	Evaluations are being conducted as per an adequate evaluation plan but the evaluation results are only partially used by the project/programme implementation team	2				
	Effective evaluations are conducted timely and accurately and are used by the implementation team and the Agencies and GEF Staff to correct the course of action if needed and to learn for further planning activities	3				
.... Add your own indicator(s)						

ANNEX 4: Terms of Reference for Project Organisation and Positions

(a) Project Steering Committee Terms of Reference

The Project Steering Committee will be responsible for overseeing the project activities in the direction as needed to the project. The principal tasks of the PSC are as follows:

1. Overall supervision and smooth implementation of the MSP
2. Provide high level orientation and guidance for the project.
3. Ensure collaboration between institutions and free access on the part of project actors to documents, information systems, databases, etc.
4. Ensure the integration and coordination of project activities with other related government funded initiatives.
5. Ensure that the training needs identified in the project proposal and case studies selected training are appropriate.
6. Recruit the Project Management Agency. Select the best project management bid on the experience, cost effectiveness and organisational capacity.
7. Review and endorsement of the Project Management Plan (Project Document) that will guide activities.
8. Ensure that a proper selection panel is set up for the recruitment of all consultants and bid agencies.
9. Approve all the Terms of Reference for the consultants that would be prepared by the Project Manager.
10. Review and endorse progress and financial reports and per project monitoring and report arrangements.

(b) Project Management Unit

The PMU will have overall responsibility for managing the organization, workplan, activities and progress and financial reporting to the Steering Committee and UNDP. The role will be open to competition open to government service and the public. This is a senior level role and the bidder should have extensive experience in the implementation of environmental or land projects, and the management of similar scale of projects, preferably with experience in capacity building and training programmes.

The PMU will have operational and financial autonomy, including the authority to select and manage specific project activities or components to local consultants and local institutions. The PMU will perform a liaison role with government, UNDP, and all stakeholders involved with the project. The terms of reference for this position include the following:

1. Preparation of a project management plan (Project Document) that meets the standards applied to GEF projects.
2. Drafting/Reviewing of terms of reference for the Project Steering Committee.
3. Preparation of annual workplans, funds requisition, six-monthly progress and financial reporting and monitoring of outputs and outcomes as per GEF standards.
4. Coordination with local authorities and stakeholders in the planning of case study training activities.
5. Monitoring, and assistance where required, in the smooth operation of the steering committee and demonstration project technical committees, as appropriate, and reporting on any difficulties in achieving the activities and targets within annual workplans.
6. Disbursement of funds as per operational procedures consistent with financial management standards of Government of Seychelles and GEF.
7. Preparation of a monitoring plan including templates or guidelines for reporting on activities and outputs by project implementing participants.
8. Coordination of post-training evaluations with training delivery organizations and individuals.
9. Secretariat services to the Project Steering Committee.
10. Reporting directly to the Project Steering Committee and as necessary the EMPS SC.
11. Facilitation of monitoring and evaluation missions by UNDP or designated consultants to UNDP, in liaison with MENR.

(c) National Project Coordinator Terms of Reference

The Project Coordinator (PC) is responsible for the effective and timely implementation of the Project. The PC provides the administrative and technical assistance required by the Project Steering Committee (PSC) and/or EMPS Sub-committee and other parties involved in the Project, to efficiently and effectively carry out its mandate under the Project.

The PC will be required to perform the following tasks:

- Ensure the timely implementation of planned activities under the project as stipulated in the work programme. The PC should provide the lead role in implementing such activities;
- Develop scope of work and terms of reference and other procurement documentation required to solicit the procurement of technical assistance and other services;
- Interact closely with all relevant stakeholders and other partners to ensure involvement of all stakeholders in the activities of the Project;
- Foster/facilitate, establish and maintain links with other related national and international programmes and projects as well as with individuals and institutions;

- Prepare draft technical and other documents as requested by the Steering Committee and as required by the work plan according to the following reporting requirements;
 - a) Monthly progress reports on work completed as per work plan
 - b) Technical, policy and briefing papers as requested by the EMPS Sub-Committee
- Coordinate, oversee and execute, as appropriate, the preparation of the outputs of the Project.

Qualifications and Experience:

- Preferably master's degree in environment-related studies and other related disciplines;
- Good understanding of the Seychelles' environment/development;
- At least six to eight years experience relevant to the project;
- Excellent communication (Written and Oral) Skills;
- Demonstrated experience in project management;
- Demonstrated experience in working with government and donors;
- Excellent inter-personal skills and proven ability to promote teamwork amongst individuals and groups that do not easily collaborate with each other;
- Fluency in English is essential and a working knowledge of Creole will be considered as additional assets.

(d) International Consultant

The International Consultant will develop and test the curriculum and training materials for improving government and public understanding of the global environmental conventions, especially as they relate to climate change and land degradation, and assist in the mainstreaming of the global conventions in Seychelles. The level of effort is estimated at 6 person-weeks.

The key tasks will include:

- Review the Seychelles EMPS and NCSA context for training and awareness building on the global conventions.
- Collaborate with an appointed local advisory *training group* formed under the EMPS.
- Develop a training and awareness development plan for (a) government staff and operations, and (b) the general public.
- Consult with the training group on the plan, as well as candidate *centres of expertise* and others and revise as necessary.
- Prepare curriculum and materials for review by Dept. Of Environment staff and selected EMPS Steering Committee members.
- Finalize the curriculum and materials.
- Propose a training and awareness development programme in consultation with the local contacts.

(e) Training Group

A training group will be established from government, NGOs and universities for the purposes of advising the project on the training and awareness development plan and assisting the curriculum development. Duties will include:

- Identify needs and issues in follow-up to NCSA recommendations on Rio Conventions training and awareness.
- Advise and assist the training consultant.
- Review and comment on awareness building materials and curriculum/materials related to global environmental issues.
- Assist in design of modules for lectures, workshops and media presentations on the global conventions and Seychelles' commitments in their implementation.
- Participate in and facilitate the training of trainers to help build local capacity to run courses and awareness initiatives.

(f) Information System Group

An information system group will be established from government, NGOs and universities for the purposes of advising the project on the proposed national environmental database and SOE reporting process. Duties will include:

- Identify needs and issues in follow-up to NCSA recommendations on environmental information systems.
- Advise and assist the consultants involved in developing the database and information system and accessing relevant information.
- Review and advise on the proposed environmental indicators and their use in SOE reporting and other functions.
- Review and comment on draft database designs.
- Review and comment on the proposed format for State of the Environment (SOE) reporting and use of the database.
- Participate in and facilitate the training of environmental database users.



SIGNATURE PAGE

Country: Seychelles

Expected Output(s)/Indicator(s): The project will project is to “**increase capacity for effective environmental management to address national and global environmental issues**” by achieving certain desired results identified in the NCSA: i) International environmental conventions are effectively managed, ii) Donor-funded projects are designed to help Seychelles meet international and national environmental commitments and priorities. iii) International and national environmental commitments are financed through a range of sources and mechanisms, and iv) Institutional framework to effectively implement Seychelles’ environmental plan is in place.

Country Programme Outcome(s): Enhance capacity for global environmental management by strengthening the national institutional framework, technical skills and related capacities to manage commitments under the global environmental conventions in conjunction with national objectives.

Implementing partner: Ministry of Environment, Natural Resources and Transport

Other Partners: UNDP, Environment Management Plan of Seychelles (EMPS)

Programme Period: 2007-2010 Programme Component: Multifocal/Capacity Building Project Title: Capacity Development for Improved National and International Environmental Management in Seychelles GEF Project ID: 3703 ATLAS Project ID: 00071548 Project Duration: 36 months Management Arrangement: NEX supported by Country Office through Project Implementation Unit	Budget	USD 500,000
	GEF	USD 400,000
	Allocated resources:	
	• Government	USD 100,000
	TOTAL PROJECT COSTS:	USD 500,000

Agreed by:

<u>On behalf of:</u>	<u>Signature</u>	<u>Date</u>	<u>Name/Title</u>
Government of Seychelles			Dr Rolph Payet GEF Operational Focal Point
Implementing / Executing Agency			Mr. Joel Morgan Minister of Environment, Natural Resources and Transport
UNDP			Mr. Claudio Caldarone Resident Representative UNDP Mauritius & Seychelles