



NATIONAL CAPACITY SELF-ASSESSMENT FOR GLOBAL ENVIRONMENTAL MANAGEMENT (NCSA)

FINAL ASSIGNMENT REPORT



SUBMITTED BY:
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Lead Local Consultant
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1. INTRODUCTION

This report is the final assignment report of the Lead Local Consultant of the UNDP-GEF National Capacity Self-Assessment for Global Environmental Management (NCSA) Project, Mr. Jan Rijpma. It reports on the implementation and achievements of the Project, building on what was earlier reported in the monthly Progress Reports, which were all submitted to the Environmental Management Plan Seychelles (EMPS) Steering Committee. This report does not deal with specific findings of the NCSA, these are all reported in separate Reports and Publications (See Annex 3).

The NCSA was officially launched at a Launching Workshop on the 3rd December 2003 and had as its objective: **“To determine the priority needs, and establish a plan of action, for developing Seychelles’ capacity to meet its commitments to global environmental management, as a signatory of Global Environmental Conventions (CBD, FCCC, CCD)”**.

The NCSA consisted of 4 Outputs, or Phases:

- 1. Establishment of project management and implementation mechanisms;**
- 2. Strategic overview of obligations under the Conventions;**
- 3. In depth analysis of capacities and of capacity development needs at systemic, institutional and individual levels;**
- 4. Development of Action Plan for addressing priority capacity needs.**

The NCSA was implemented by the Ministry of Environment and Natural Resources (MENR) in collaboration with the Ministry of Foreign Affairs (MFA), and overseen by the Steering Committee of the EMPS. The Lead Local Consultant was responsible for day-to-day coordination and implementation, and reported directly to the Project Officer of the International Convention Unit (ICU), Policy, Planning & Services (PPS). The respective activities were undertaken by different teams of national consultants, See Annex 2 for the main implementers and participants in the Project.

2. ACTIVITIES UNDERTAKEN

Activities were undertaken as per detailed Workplans, which were revised before the start of every Phase, see Annex 1 for the details and respective achievements.

The different Activities and Outputs were more or less completed on schedule. All important Outputs were submitted for comments and feedback to the EMPS Steering Committee, in particular the following main reports:

- Strategic Overviews;
- Capacity Assessment;
- Action Plan.

See Annex 3 for a full list of Reports and other materials produced during the implementation of the NCSA.

Different Workshops at key moments were held:

- NCSA Launching Workshop;
- Stakeholder Workshop on Strategic Overviews;
- Stakeholder Workshop on Capacity Assessment.

Some smaller Workshops were also organized for selective participants, e.g. on “Effective Stakeholder Involvement”, as well as different Planning/Working sessions with the NCSA Project Team.

3. CONSTRAINTS

The main constraint was related to availability of key persons, either within the NCSA Project Team, or key stakeholders that were not able to participate in Workshops, do interviews, or give comments. This influenced at times the quality and timeliness of the outputs. Some administrative issues, e.g. contract preparation and payments of consultants, also took longer than expected.

4. RECOMMENDATIONS

The reporter has the following recommendations, which are either issues that are not yet finalized but are part of the original NCSA Workplan (points 1 – 4), or new ideas for further implementation of the Action Plan and other follow up (points 5 – 6).

1. **Operationalize Website.** Due to technical difficulties the intended NCSA Website is still not operational. It is recommended to overhaul the initial plan and turn this into a more comprehensive website, e.g. a “clearinghouse” or “knowledgebase” on environment.
2. **Printing of Reports.** The main reports produced during the NCSA (Strategic Overviews (3), Capacity Assessment and Action Plan) should be professionally designed and printed, and distributed to stakeholders;
3. **Ensure Government approval and adoption of Action Plan.** A paper for National Interministerial Committee (NIC) should be prepared, and a presentation should be given, so that high level (cabinet) approval can be obtained.
4. **Round Table.** A Round Table, or another type of meeting in an appropriate format, should be organized with national and international high-level executives, to obtain commitment and pledges for implementation of the Action Plan.
5. **Implementation of Action Plan.** The Action Plan for Environmental Capacity Development should be implemented, using the structure as recommended by the Project Team and explained in the Report (Option C: *Contracting out the coordination & monitoring function of the Action Plan to an independent entity*).
6. **NCSA Follow up.** Explore the possibilities of use of NCSA budget savings, and/or possible further GEF funding, for implementation of certain aspects of the Action Plan, e.g. “Strengthening International Convention Management” (Clearinghouse, etc.), or “Project Development and Coordination” (through EMPS).

5. LESSONS LEARNED

Some of the experiences and “lessons learned” that have emerged during implementation of the NCSA, are the following (not in order of priority):

Guidance – Project Document

The initial guidance to the NCSA was provided by a clear and well-documented Project Document, which was the result of a previous PDF-A Project. Unfortunately, the existing UNDP guidelines and toolkits on NCSA were found to be difficult to understand and not easy to use in the Seychelles context.

Independent, National Lead Consultant

Having an independent, contracted, Lead Local Consultant, rather than (part- or full-time) Government staff managing the Project, helped to ensure timely and effective implementation of the project.

International Consultant

It has proved beneficial to have an experienced International Consultant, who could bring certain skills, expertise and an international overview. It is equally important to make an effort to try to transfer (part of) those skills to the national counterparts, through (short) training sessions, peer learning, hands-on training, etc.

Common understanding and vision of the NCSA

It is important that all consultants (international, local) and stakeholders share a common understanding and vision of the NCSA. This was given attention from the start of the NCSA through numerous Meetings, Sessions, etc.

Link to national programmes/activities, etc.

It is essential to have an overview of all relevant national programmes / plans / activities in environment and capacity development. NCSA findings were linked to, as far as possible, existing plans and activities, in order not to duplicate efforts, and take advantage of already existing institutions and possible synergies. Initially, the persons involved in the implementation of the NCSA were not fully aware of all other relevant activities in environment and their potential beneficial links. One of the main reasons for this is a lack of oversight, or a “clearinghouse” for all environment activities (projects / programmes, etc.).

Ownership

As indicated in several guides and toolkits, the National Capacity Self Assessment should be nationally owned, as the name implies. This notion should be taken seriously from the start, and all stakeholders should be properly informed and, as far as possible, involved in the process. It is essential to adapt guidance from Guides, Toolkits, International Consultants, etc. to local circumstances.

National Agenda

In order to create ownership of the NCSA, it is important to highlight the national benefits. Efforts should be made to ensure that the NCSA is not only about global environmental management, but addresses national issues. The International Convention Unit in MENR and the EMPS are 2 entities of importance for international and national environmental management. An attempt has been made to build capacity in and around these entities, by identifying and discussing capacity issues involving these entities. The NCSA proved also instrumental in setting up a CCD Committee, which prepared the 1st National Report.

Committed Project Team

A committed Project Team (Consultants, Project Officer, etc.) is of primary importance for the success of the NCSA. To ensure commitment, the persons actively involved in the NCSA should have the idea that the Nation, their organization and / or themselves will benefit from this process.

Expertise

It is important to find the right mix of expertise and experience in the Project Team. The expertise on CBD and FCCC was generally available and was consequently involved in the NCSA. There was no previous experience with CCD; this expertise more or less evolved as the NCSA progressed. Experience with “Capacity Development” was incorporated in the NCSA, by giving a prominent role in the process to an HRD Specialist.

Active, broad based Steering committee

It is important that an active and broad based Steering Committee oversees the process, in the case of the NCSA this was the EMPS Steering Committee. Necessary high-level support was offered by the Principal Secretary in the Ministry of Environment and Natural Resources (Implementing Agency), who is also Chairperson of the EMPS Steering Committee, and who was instrumental in setting up and supporting the project.

Participatory approach,

A participatory approach in implementing the NCSA can be achieved by inviting a broad array of stakeholders on board, and making them actively aware of the objective and potential benefits of this programme.

Flexible, adaptive management

In a project like the NCSA, one should adopt a flexible and adaptive approach to planning and execution of the Project, because of constantly changing circumstances and newly emerging information and insight. One should especially take advantage of arising synergies, or withhold from certain activities if duplication may arise. In dealing with high-level, professional consultants in the team, it is important to adapt the execution to their timeframe and experience/insight.

Analysis

Capacity analysis requires a certain skill, expertise and mind-set, which was in Seychelles largely provided by the HRD specialist and International Consultant.

6. ACKNOWLEDGEMENTS

The Lead Local Consultant would like to acknowledge all who have participated in the NCSA, to make this an interesting and fruitful experience. The reporter wants to thank in particular the following persons, who were the main implementers of the programme:

- Rebecca Loustau Lalanne, Project Officer, PPS, MENR;
- Susan Abs, International Consultant;
- Antoine Moustache, Director General Crop Development, MENR;
- Wills Agricole, Director Meteorological Services;
- John Nevill, Independent Consultant;
- Kerstin Henri, Project Coordinator, Nature Seychelles;
- Marina Confait, Director General Human Resources Department, Ministry of Education and Youth

ANNEX 1: NCSA ACHIEVEMENTS AS PER REVISED WORKPLAN.

OUTPUT 1: ESTABLISHMENT OF PROJECT MANAGEMENT AND IMPLEMENTATION MECHANISMS					
ACTIVITIES	SCHEDULE		INDICATOR	ACHIEVEMENT	DIFFICULTIES FACED / CONSTRAINTS
	DEC '03	JAN '04			
1.1 Set-up Steering Committee (SC).			Steering Committee meetings held and minutes produced;	Steering Committee set up (= EMPS Steering Committee); Meetings held on 10/12/03, 12/01/04 and 02/02/04, see minutes.	
1.2 Develop TOR's and for Lead Local Consultant – LLC, and International Consultant – IC.			TOR's approved and Lead Local Consultant (LLC) and International Consultant (IC) selected.	Lead Local Consultant appointed 20/11/2003; Detailed TOR for International Consultant (IC) developed, commented and approved; IC selected.	The first selected IC declined at very late stage. A replacement was selected and finally contracted in May 2004.
1.3 Conduct Launching Workshop			NCSA Stakeholder Launching Workshop held and Workshop report produced;	NCSA Launching Workshop held on 03/12; Draft Workshop report distributed to participants for comments (12/12/03); Final Workshop Report distributed (29/12/03)	
1.4 Revise Workplan			Revised Workplan developed and approved;	Draft revised Workplan distributed for comments; Revised Workplan finalized and distributed 29/12/03	
1.5 Develop TOR's and select 3 Group Leaders (GL) and 3 Working Groups (WG) on "Strategic Overview of Obligations under the Conventions: FCCC, CBD and "Sustainable Land Management" (SLM)"			TOR's approved and Working Groups (WG) under Group Leaders (GL) in place;	Draft TORs for GL and WG distributed to SC for comments; Final TORs GL and WG distributed (29/12/03) GL appointed (07/01/04), GL contracts finalized 23/01/04 GL proposed names for WG members (07/01/04). WG contracts finalized 02/02/04	Delays in finalizing Group Leaders and Working Group Contracts.
1.6 Develop Communication Plan			Communication Plan developed and approved	Draft NCSA Communication Plan produced and distributed for comments (date: 22/12/03). Communication Plan Finalized 12/01/04	
1.7 Produce relevant materials for WG's			Relevant materials distributed	Meeting and discussion with GL and WG, some materials distributed (date: 07/01/04). Further materials distributed to WG SLM on 22/01/04.	

OUTPUT 2: STRATEGIC OVERVIEW OF OBLIGATIONS UNDER THE CONVENTIONS

ACTIVITIES	SCHEDULE (2004)						INDICATOR	ACHIEVEMENT	DIFFICULTIES FACED / CONSTRAINTS
	JAN	FEB	MAR	APR	MAY	JUN			
2.1. Group Leaders undertake Studies on “Strategic overview of obligations under the Conventions FCCC, CBD and SLM”							Draft on “Strategic overview of obligations under the Conventions FCCC, CBD and SLM” produced.	Group Leaders met twice with LLC, discussing TOR’s, progress, reporting format and cross-cutting issues. Working Groups met several times. Final Reporting Formats circulated and cross-cutting issues discussed and agreed. Group Leaders finalized drafts by 15/05.	Group Leaders start of Activity delayed because of delays in issuing contracts. Group Leaders reported some difficulties at times in finding time to meet with all WG members because of workload and other commitments
2.2. Develop Web Based forum on NCSA (LLC + Company)							Website operational	Draft TOR for Website Development produced (06/01/04). Position advertized in The Nation on 16/01/04. Four companies approached on 22/01/04. “Reliant Unified Solutions” (RUS) selected. Further detailed discussions held and final proposal received on 29/03/04. Contracts signed. Further discussions held and background information supplied. Website content and lay-out developed and website uploaded (October 2004).	No reaction on 1 st advertisement in The Nation. Four companies approached by PPS, only 2 companies reacted. Deadline of contract had to be revised twice, due to non-delivery of website designer. Contract now runs to 31/07. Technical difficulties in uploading, etc. of website encountered
2.3. Group Leaders (GL) review outcome of “Strategic Overview” study with WG, LLC and IC.							Comments from WG, LLC and IC received and inserted in Report	Several discussions held between Group Leaders and Working Group, and between LLC, Group Leaders and International Consultant.	The first selected International Consultant declined assignment. A newly selected IC started work from 13/05
2.4. Group Leaders submit report to Steering Committee for comments							Comments from Steering Committee received by Group Leader	Reports submitted to Steering Committee for comments on 18/05.	Delays in submitting reports due to other work commitments of group leaders.
2.5. GL finalize report based on comments from SC							Final Reports (3) on “Strategic Overview” produced	GL finalized reports by 24/06.	No comments from Steering Committee received
2.6. LLC, IC and GL Prepare and disseminate materials based on ”Strategic Overviews”							Materials summarizing “Strategic Overview” produced	Materials prepared and submitted to PPS (13/08). Designer contracted to design brochure. Brochures printed.	Late due to delays in finalization of Strategic Overviews and late arrival of IC
2.7. IC and LLC Develop “Capacity Needs Assessment methodologies and reporting formats”							Methodologies and formats produced and used by WG	A Capacity Assessment Plan produced by IC/LLC, based on discussions and Workshops with Group Leaders and others (09 and	Late involvement of IC.

3.7 Workshop: Validation of results of Capacity Analysis; Priorities for Action Plan (IC, LLC)						Workshop held, Workshop report produced	Workshop held on 01/12/04; Workshop Report produced	
3.8 Finalize NCSA and submit to EMPS SC (Project Team).						Final NCSA produced	Draft Report reviewed by Review Committee (24/03/05). Report submitted to EMPS Steering Committee (30/03/05). Report finalized in April 2005. Presentation given to EMPS Steering Committee on 06/04/05	Difficulties in receiving comments from all Review Committee members

OUTPUT 4: DEVELOPMENT OF ACTION PLAN FOR ADDRESSING PRIORITY CAPACITY NEEDS								
ACTIVITIES	SCHEDULE ('05)					INDICATOR	ACHIEVEMENT	DIFFICULTIES FACED / CONSTRAINTS
	JAN	FEB	MAR	APR	MAY			
4.1 Revise Workplan for Output 4 based on outcome of NCSA						Revised workplan produced	Draft Revised Workplan produced and approved	
4.2 Develop TORs for Project Team on "Development of Action Plan"						TORs produced	Draft TORs produced and approved. Contracts signed.	
4.3 Project Team prepares Draft Action Plan						Draft Action Plan completed	Working Draft Framework Action Plan produced.	
4.4 Validate Action Plan with stakeholders: Focus Groups / Workshops						Workshop/Meetings held and reports/minutes produced	No workshop held, plan discussed with selected individual key informants	
4.5 Prepare Final Draft Action Plan, including comments from stakeholders,						Comments on Draft Action Plan received	Comments from selected individual key informants received	Not all informants responded
4.6 Submit Final Draft Action Plan to EMPS Steering Committee for comments						Final Draft Action Plan received by EMPS Steering Committee	Final Draft Action Plan submitted to EMPS Steering Committee on 24/05/05	
4.7 Project Team finalizes Action Plan including comments from Steering Committee						Comments received	Comments received early June.	Few comments from members received
4.8 Government review and approval						Approval obtained		
4.9 Printing NCSA and Action Plan						Printed documents received and distributed		
4.10 Organize Round Table Conference						Round Table Conference organized and report / minutes produced		

ANNEX 2: Participants in the Capacity Assessment

Lead Local Consultant: Jan Rijpma

International Consultant: Susan Abs, Canada

Project Officer: Rebecca Loustau Lalanne

Phase 2: Strategic Overviews:

The **Working Group** that prepared the **Strategic Overview on the Convention on Biological Diversity**:

- Mr. John Nevill, Group Leader CBD.
- Mr Riaz Aumeeruddy, Aquaculture Manager, Seychelles Fishing Authority.
- Mrs. Frauke Dogley, Director International Cooperation, Ministry of Tourism and Transport
- Mrs. Kerstin Henri, Project Co-ordinator, Nature Seychelles.
- Dr. Jeanne Mortimer, Trustee, Island Conservation Society.
- Mr. Selby Remie, Director Conservation, MENR and Focal Point CBD.
- Mrs Renee Troian, Representative Seychelles Hotel and Tourism Association (SHTA).

The **Working Group** that prepared the **Strategic Overview on the UN Framework Convention on Climate Change**:

- Wills Agricole, Director National Meteorological Services, Group Leader FCCC
- Terrence Coopoosamy, Manager, Seychelles Bureau of Standards
- Danny Poiret, Director Environmental Health, Ministry of Health
- Francis Bijoux, Director General, Policy, Planning and Services (PPS), MENR and Focal Point UNFCCC
- Alain de Commarmond, Project Officer, PPS
- Chantale Bijoux, Seychelles Association of Women Professionals
- Jeanette Larue, Environmental Education Coordinator, Ministry of Education

The **Working Group** that prepared the **Strategic Overview on the Convention to Combat Desertification**:

- Antoine- Marie Moustache, Director General Crop Development and Promotion Division, Ministry of Environment and Natural Resources, Group Leader
- Didier Dogley, Director General Nature Conservation, MENR; Focal Point CCD;
- Michel Vielle, Director Forestry, MENR;
- Lindsay Chong-Seng, Executive Director, Seychelles Islands Foundation (SIF);
- Justin Moustache, Operations Manager, Islands Development Company (IDC);
- Francis Coeur de Lion, Director Centre for GIS, Ministry Land Use and Habitat;

NCSA Project Team – Capacity Assessment Phase

Capacity Analysts:

- Wills Agricole, MENR
- Kerstin Henri, Nature Seychelles
- Antoine-Marie Moustache, MENR

Review Committee:

- Rolph Payet: Principal Secretary, MENR

- Francis Bijoux, MENR & Focal Point for UNFCCC
- Didier Dogley, MENR & Focal Point for CCD
- Selby Remie, MENR & Focal Point for CBD
- Katy Beaver, Independent consultant, writer, editor
- Marina Confait, DG Manpower Development Division, Ministry of Administration and Manpower
- Rebecca Loustau Lalanne, Project Officer, MENR-PPS

Phase 4: development of Action Plan

Consultants:

- Wills Agricole, MENR
- Kerstin Henri, Nature Seychelles
- Antoine-Marie Moustache, MENR
- Mrs. Marina Confait, Director General HRD, Ministry of Education and Youth

ANNEX 3: Seychelles NCSA Documents

Project Document

National capacity Self Assessment for global environment management, 2003

Thematic Assessments / Strategic Overviews

Seychelles NCSA, July 2004: *Strategic Overview of Obligations Under the Convention on Biological Diversity*

Seychelles NCSA, July 2004 *Strategic Overview of Obligations Under the Convention to Combat Desertification*

Seychelles NCSA, July 2004: *Strategic Overview of Obligations Under the UN Framework Convention on Climate Change*

Action Plan

Seychelles NCSA, June 2005: Action Plan for Environmental Capacity Development

Plans and Workplans

Seychelles NCSA January 2004: *Communication Plan*

Seychelles NCSA July 2004: *Capacity Assessment Plan*

Seychelles NCSA March 2005: *Capacity Assessment Report*

NCSA Revised Workplan, January 2004

NCSA Revised Workplan Phase 3, July 2004

NCSA Revised Workplan Phase 4, January 2005

Public Awareness Brochures

Seychelles NCSA 2004. *Seychelles and the Convention on Biological Diversity*

Seychelles NCSA 2004. *Seychelles and the Convention to Combat Desertification*

Seychelles NCSA 2004. *Seychelles and the UN Framework Convention on Climate Change*

Stakeholder Workshop Reports

Launching Workshop, December 2004;

Workshop on Strategic Overviews, May 2004

Capacity Assessment Workshop #2: December 2004

Workshop on Effective Stakeholder Participation, April 2005

Progress Reports:

Monthly Progress Reports 1 – 16;

Final Assignment Report

Terms of Reference (TOR)

TOR for Group Leaders, January 2004

TOR for Working Groups, January 2004

TOR for International Consultant, January 2004

TOR for Capacity Analysts, July 2004

TOR for Review Committee, July 2004

TOR for National Consultants, January 2005

NCSA Website:

<http://www.env.gov.sc/knowledgebase/>