



GLOBAL SUPPORT PROGRAMME

Capacity Development for Environmental Management

2005 REPORT

Introduction

The GEF initiated the Strategic Approach to Enhanced Capacity Building in 2003, following a broad review of capacity needs for addressing global and national environmental issues, the Capacity Development Initiative, in 2000. The Strategic Approach provides support for countries to assess their needs to develop key elements of their national governance and management systems, in order to address priority global and national environmental issues. The GEF proposes to provide countries with follow-up support to these national self-assessments (NCSA), by strengthening capacity development within the main programme of GEF focal area projects, combined with targeted capacity development actions.

Development and implementation of the GEF Strategic Approach is being guided by a Capacity Development Task Force, comprising the GEF Secretariat and the Implementing Agencies.

A Global Support Programme for the GEF Strategic Approach was established in August 2005, as a joint facility of UNDP, UNEP and the GEF, serving the inter-Agency Capacity Development Task Force.

This report has been prepared by the Global Support Programme to summarise progress in implementing the Strategic Approach to Enhanced Capacity Building, the Global Support Programme, and the National Capacity Self-Assessment, in the period to December 2005. The report also outlines actions proposed in 2006.

The GEF Strategic Approach to Capacity Building

The Strategic Approach proposes four linked Pathways: an initial national capacity needs self-assessment (Pathway I) is intended to guide subsequent capacity development (CD) initiatives, through regular GEF projects (Pathway II), stand-alone capacity development projects (Pathway III), and country action programmes in Least Developed Countries and Small Island Developing States (Pathway IV).

A summary of progress with the Strategic Approach was reported to the GEF Council meeting of November 2005 in an Information Paper (GEF/C.27/Inf.12).

To date, implementation of the Strategic Approach has been limited to Pathway I, the National Capacity Self Assessment (NCSA), which has developed into the most extensive GEF Enabling Activity, with over 150 countries participating, as reported below. In 2005, the first countries completed their capacity assessments and prepared follow-up Action Plans.

Pathways II, III and IV are intended to form a strengthened programme of capacity development in each country, guided by the NCSA. To date, there has been little activity to promote or facilitate this country programme approach, and there is a need for further guidance to countries completing their NCSA on how they should proceed. There has been a tendency to use the NCSA to design separate capacity building activities or single follow-up projects, rather than serving and strengthening the main strategic themes of environmental management, i.e. through the focal area programmes.

For Pathway II, it is therefore important to strengthen linkage of the NCSA process and GEF Focal Area programming. In particular, the NCSA needs to build on and integrate the comprehensive range of national assessments, reports and strategies that most countries have prepared under specific thematic or focal areas, including especially those produced through previous and current GEF Enabling Activities.

Pathway III CD projects and Pathway IV programmes for LDCs and SIDS are scheduled to be significant opportunities for countries to strengthen their systems for environmental management, governance and sustainable development. Guidelines are being drafted currently for countries to plan and secure GEF-funding for a "targeted, cross-cutting capacity-building project" under Pathway III. An initial series of around 20 such GEF Medium-Size Projects is expected to be approved in April 2006 under the GEF-3 tranche of funding. Pathway III and IV have the potential to generate into a \$90 million programme of targeted national capacity development in GEF-4.

Global Support Programme

The Global Support Programme was started in August 2005 with the appointment of the senior coordinator to UNDP-GEF headquarters in New York. The GSP's Technical Specialist was recruited by UNEP in December 2005 and will be based at UNEP's New York office from early 2006. A Programme Associate¹ will be appointed to the small team in February 2006.

The GSP is to support development of the GEF Strategic Approach to Capacity Building. The initial priority has been to provide guidance to the National Capacity Self-Assessment (NCSA) projects supported by UNDP and UNEP. The Programme has established working relations with both UNDP-GEF and UNEP-GEF with the aim of providing NCSA projects with technical assistance that is additional to the IAs' regular support.

In the second half of 2005, a global Progress Review of the NCSA programme was conducted to provide baseline data for the GSP, and communication was established with NCSA teams in each region. All countries are now linked via e-group list-serves, although many teams are not yet using the facility. A GSP-NCSA newsletter has been started, with the aim of regularly exchanging news across the programme. UNDP-GEF and UNEP-GEF had established two separate "NCSA Websites", which it is hoped can be developed into a single site providing consistent advice on methods, and for posting NCSA guidelines, results, reports, and lessons. The main mechanism used in the second half of 2005 has been NCSA review and training workshops organised jointly by UNDP, UNEP and the GSP for regional groups of NCSA project teams.

The GSP project document proposes that support to countries' NCSAs will be delivered via regional partner organisations or consortia. This has not occurred to any significant extent, in part because the GSP started operating only in August 2005, while the NCSAs were started three years earlier; and in part because there are no funds in the GSP budget to support such partnership activities. The Pacific Islands Region provides the one exception, where a Regional Support Mechanism for NCSAs has been organised through the regional inter-governmental agency SPREP².

Implementing Agency Support

The first line of support for NCSA project formulation and subsequent implementation and completion is provided by the GEF Implementing Agencies: UNDP is the IA for 119 NCSAs; UNEP is the IA for 35.³

The IAs and GSP have significant dual roles to play in providing adequate technical support to the NCSA and to capacity development under the Strategic Approach as a whole. NCSA projects report finding the capacity assessment and planning process complex and challenging in several ways: novel groups of stakeholders are required to collaborate and critically analyse issues across conventional work

¹ The Programme Associate will be shared 50:50 with the National Communications Support Programme

² Secretariat/ South Pacific Regional Environment Programme

³ The World Bank is the IA for one NCSA, which has not been developed as an integral part of the global programme. The GSP does not have information on the WB's NCSA support or progress.

boundaries; well-developed skills in facilitation, strategic thinking and planning are essential; and the process needs to be well-grounded and -supported by all sections of society, government and administration, even though the NCSA results may suggest changes to the existing system of governance.

The impression given is that the support mechanism for countries' NCSAs and capacity development requires strengthening and better coordination, through the collaborative efforts of the IAs, the GSP and the GEF. A high proportion of UNDP-supported NCSAs (58%) are still at the early stages of project formulation or inception, while 21% are nearing or have reached completion. Comparable figures for UNEP-supported NCSAs are 17% and 38%. These differences may be the result of the UNDP portfolio having a high proportion of LDCs-SIDS, requiring higher levels of support for longer periods; most LDCs-SIDS used the additional step of a GEF Project Development Facility (PDF) to develop the NCSA project proposal. In addition, UNEP's direct provision of advice and assistance to a smaller number of country NCSA projects is probably more effective, and contributes to speedier implementation; UNDP's support mechanism includes country offices working in conjunction with UNDP-GEF CD staff in HQ and 7 Regional offices world-wide, whereas UNEP's support for NCSAs is provided by an HQ unit only. In 2006, it will be important for country offices to become more engaged and able to provide technical guidance to NCSA implementation.

National Capacity Self-Assessment

The purpose of the NCSA is to enable each eligible country to review its capacity needs to address priority national and global environmental issues, and to prepare a national capacity development strategy and plan of critical actions. Guidelines to implement the assessment and planning exercise have been provided by GEF-Sec and developed into a Resource Kit, first by UNITAR and subsequently revised by UNDP and UNEP. The latest revision was made available in English to all participants in the programme, in September 2005. Spanish and French translations are in production. The resource kit recommends a 5-step NCSA process - Inception, Stocktaking, Thematic Assessments, Cross-Cutting Analysis, and Action Planning - and suggests various techniques and tools for organising and carrying out the process in-country.

The first NCSA projects were approved in mid-2002, and over the intervening three years 150 countries have become engaged in the programme. Each has been required to formulate an NCSA project proposal in order to secure a \$200,000 Enabling Activity grant from the GEF. Almost all LDCs and SIDS employed a GEF Project Development Facility grant as a first step, to prepare the NCSA project proposal. Many of these PDF exercises have taken far longer than the normal 3 months, which has contributed to a delayed start to the NCSA project in a significant number of countries.

ANNEX I lists the countries participating currently in the NCSA programme in each geographic region, and indicates the stage of formulation, implementation or completion that each has reached.

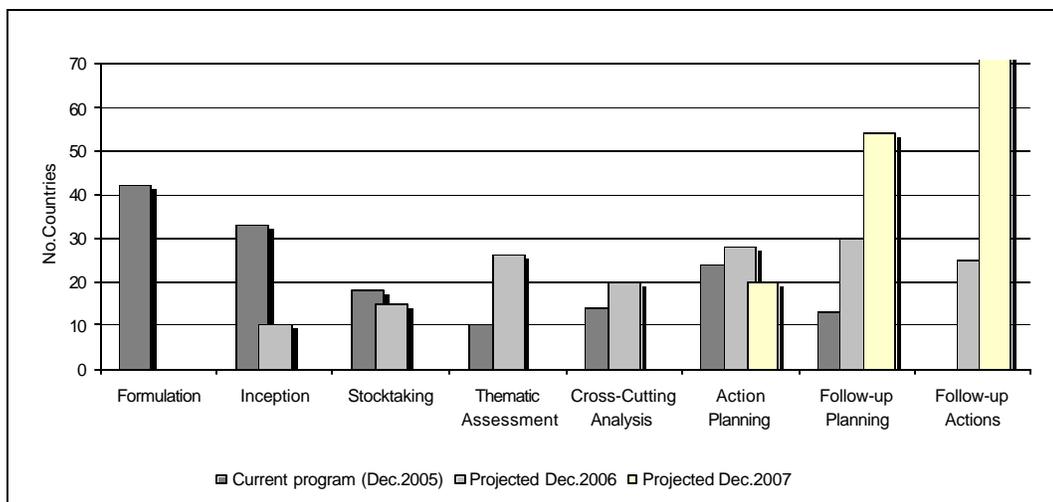
Implementation of the NCSA is also taking longer than anticipated: the initial idea was that each country would require 12-18 months to complete its NCSA; thus the whole programme was expected to be largely completed in the 2-3 year period, 2002 to 2004. However, this has not eventuated. The status of the NCSA programme in December 2005 is illustrated in **Figure 1**.

In summary, of the 154 participating countries, 75 (50%) have not yet started (Formulation stage) or are just starting (Inception stage) their NCSA; 42 (27%) are in the midst of the review and assessment work; 24 (16%) are developing their Action Plans currently; and 13 (8%) have completed the NCSA and are starting follow-up actions. Reasons for the protracted implementation include the complex assessment and planning process; limited guidance, confidence or skill available to country teams, and inefficient administration.

Figure 1 indicates also the expected progress of the NCSA programme by December 2006 and December 2007. Overall, the programme is likely to extend over 6 years, from 2002 to 2007, rather than the expected 2-3 years. This has implications in terms of the resources required from the Implementing Agencies and the GSP to support the NCSA. The resources available to support NCSA formulation and

implementation are finite, and insufficient if the required period of support extends from one year to three years. The drawn-out process has significant implications also for the programming of follow-up actions; interest in developing follow-up Pathways II, III and IV has clearly waned since the GEF Strategic Approach was first conceived and approved.

Figure 1: Progress in Implementing the NCSA - Current (Dec.2005) and Projected (Dec 2006 and Dec 2007) Status



Regional Workshop series

In 2005, GSP funds have been used to support a series of regional workshops organised jointly with the IAs, as summarised in **Table 1**. The workshops have provided a cost-efficient means of delivering assistance, briefings and training directly to NCSA teams; for reviewing progress and drawing lessons from NCSA implementation; and for exchanging NCSA experiences and lessons across a regional network. The focus for each workshop has varied according to the participants' state of progress and requirements. Workshop reports are posted on the Web.

Table 1: Regional NCSA Workshops held in 2005

Date	Location	Participant NCSA teams	Workshop Focus
March, May, October 2005*	Pacific	Pacific sub-regions	NCSA inception
May 2005	Jamaica	LAC countries	NCSA inception
June 2005	Tunis	Arab States	NCSA inception
September 2005	Bratislava	Europe & CIS countries	NCSA completion and follow-up
October 2005	Hanoi	Asian countries	NCSA completion and follow-up
November 2005	Colombo	Asian countries	NCSA inception and implementation
December 2005	Nairobi	E&S African countries	a) NCSA inception and implementation b) NCSA completion and follow-up

* Organized through SPREP and the Pacific Regional NCSA Support Programme

For countries that have completed their Action Plans, the workshop focus has been on evaluation of the Action Plans produced, and assistance with planning effective follow-up capacity development actions. In the final part of the Bratislava, Hanoi and Nairobi workshops, NCSA teams at advanced stages worked with the IAs and GSP on their proposals for follow-up programmes and projects, with emphasis on how to design a capacity-development project to address a cross-cutting issue, as a GEF Medium-Size Project under Pathway III.

NCSA Results

Feedback through the regional workshops, progress review, direct liaison and list-serves indicates that participating countries are finding the NCSA to be a valuable and worthwhile opportunity. The NCSA Enabling Activity is clearly producing a number of benefits to countries, both through the systematic assessment and planning process and from the products and impacts generated. At the same time the process is presenting a number of challenges. **Box 1** summarises the benefits and challenges of the NCSA that were considered important by the group of advanced NCSA project teams attending the Hanoi workshop in October 2005.

Box 1: Summary of Benefits and Challenges encountered by NCSA Projects

NCSA Benefits	<ul style="list-style-type: none">▪ identification of baseline of national capacities to comply with MEAs▪ systemic capacity constraints identified▪ capacity built through the process: skills developed in adaptation and use of capacity assessment methodologies and tools; coordination and facilitation; strategic planning; project design.▪ systematic development of national strategy to address capacity constraints▪ development of concepts for future capacity development actions▪ high-level political commitment secured▪ mechanisms developed for multi-stakeholder participation▪ the EA raises awareness and knowledge of MEAs▪ knowledge of capacity development at system level is increased▪ the process encourages integration of environmental issues into economic and social development policies▪ the NCSA itself can be used to build capacity to initiate a national CD system or programme.
NCSA Challenges	<ul style="list-style-type: none">▪ the process is complex and novel▪ numerous bureaucratic and 'territorial' obstacles have to be addressed▪ political instability hinders the process▪ guidance available to NCSA projects was limited▪ start-up of the NCSA Support Programme was much delayed▪ individual NCSA project documents were not strongly developed▪ the possible objectives and targets (and indicators) of "capacity development" are not well thought through or explained▪ inadequate time is allowed for the process, especially the participation of stakeholders▪ skilled individuals to conduct the NCSA analysis and planning are in short supply▪ awareness of the MEAs and capacity needs for environmental management is limited.▪ over-readiness to use consultants rather than train project team members▪ information required for the review, assessment and planning is inaccessible or unavailable▪ agencies and individuals are reluctant to share information and skills▪ opportunities to exchange experiences and lessons among countries are limited▪ opportunities and financing for NCSA follow-up activities are unclear and limited.

Drawn from the Hanoi NCSA Workshop, October 2005

Some countries adapt the flexible NCSA process to develop novel approaches that best suit their national circumstances. For example, the Seychelles built on the recent re-organization of their environment ministry to propose an integrated approach to manage environmental issues; Lesotho is using the NCSA to strengthen a continuing decentralization programme and to promote a standing committee for the environment, supported by Convention focal points, as part of current parliamentary reforms; Ethiopia's

NCSA is focusing on environment-poverty links, promoting environmental technologies, eco-investment and sustainable livelihoods.

ANNEX II is an illustration of the types of results being produced through the NCSA analysis and planning process. It shows a regional synthesis of the generic results obtained from the eight advanced or completed NCSAs in eastern and southern Africa countries, prepared at the Nairobi NCSA workshop in December 2005.

There is at present no adequate system in place for monitoring or evaluating progress with NCSA implementation or the quality of the results obtained. The GEF operational guidelines and NCSA Resource Kit are concerned with the assessment process rather than the results. NCSA projects have not been designed or implemented against a rigorous logical framework, which limits the ability to compare achieved results against objectives. In 2006, additional guidance will be required from the GSP, GEF and IAs, to strengthen the NCSA implementation process, including self monitoring and evaluation, and the quality of the assessment and planning results produced.

NCSA Capacity Action Plans

In 2005, 13 countries completed their NCSA Action Plans and project reports. Workshops in Bratislava, Hanoi and Nairobi involved NCSA project teams that were nearing completion or had completed national strategies or action plans in the respective regions. From the draft plans and feedback from workshop discussions and presentations, the GSP has drawn a number of initial lessons about the capacity action planning component of the NCSA, which are summarised in **Box 2**.

Box 2: GSP Preliminary Evaluation of NCSA Action Plans, December 2005

1. The NCSA process is reasonably effective for the assessment of capacity needs to strengthen the system of environmental governance and management in the country. The capacity development actions proposed are able to be categorised according to the suggested model management system of 5 functional areas or capacities:
 - A. Organising information and knowledge
 - B. Engagement of stakeholders
 - C. Planning, policy and decision-making
 - D. Implementing management actions
 - E. Monitoring, evaluating and learning.
2. The first Action Plans completed emphasise improved information systems and M&E; coordination between separate sectors and programmes; mechanisms for improved engagement of stakeholders and collaboration between agencies; and strengthened public policy and planning procedures.
3. Generally, the NCSAs tend to propose series of narrowly -focused follow-up actions, rather than formulating a national capacity development strategy or action programme; the plans identify relatively unstructured (and fairly long) lists of actions, rather than presenting a strategic framework or programme of sets of actions.
4. Some plans are relatively short-term proposals to develop just one or two specific follow-up projects. In some instances this may be in response to the specific opportunity presented by the single GEF MSP for CD under the proposed GEF CD Pathway III.
5. Many of the proposed CD actions are not linked to any specific environmental issue. There is often no clear logical or strategic framework relating the proposed capacity development actions to the country's or global strategic priority environmental issues. There is a tendency to propose an action that is intended "to improve implementation of the MEAs" in the country, in a generic fashion. The concern is that it will be difficult or impossible to design or carry out an effective CD action if there is no specific environmental objective.
6. The term "Cross-cutting" has been interpreted and dealt with in various ways, and has caused the NCSA project teams much confusion. In many cases, the essential concept of building integrated management approaches to address environmental issues has been lost sight of,

and the term is used to refer only to "cross-cutting capacity issues", such as the need for improved information systems, M&E or reporting, which would serve more than one MEA. Most of the completed Action Plans have proposed only this type of cross-cutting action, and have discounted actions that would serve one thematic or focal area. None of the Plans completed to date appears to identify substantive cross-cutting issues, to be addressed in ways that would produce environmental benefits under more than one Convention.

7. Generally, the NCSA is being undertaken with inadequate connections being made, through joint assessments, programming and project planning, design and implementation, to the GEF Focal Areas of Land Degradation, International Waters, Climate Change, Biodiversity, and Ozone Depletion and Persistent Organic Pollutants.
8. The global environment conventions do not provide clear guidance to the NCSA for development of national strategies to manage priority environmental issues. A more useful approach is for the NCSA planning process to be based solidly on a combined strategic review of other national assessments, strategies and plans, prepared for particular sectors, focal areas, agencies or issues, including those from other GEF Enabling Activities.
9. The NCSA is a significant opportunity to build on the range of previous and current GEF Enabling Activities conducted in the country. Over the past decade, in most countries participating in the NCSA programme, series of GEF EA grants have been used to undertake national assessments, prepare reports and formulate national strategies for actions under each of the main Conventions. There are numerous examples where comparable processes of consultation; baseline analyses; assessments of components of countries' enabling environments; strategic planning and project formulation work are proceeding in parallel with the NCSA. For the capacity assessment, it is necessary to organise good working connections between different teams, focal points, steering committees and institutions.
10. In some cases NCSAs are being treated as simply "another small GEF project or Enabling Activity", and they are repeating rather than using the range of prior and current EA efforts; which in turn are being conducted with little or no reference to the NCSA.
11. Many GEF projects incorporate capacity-development elements but these have been implemented and continue to be planned with little or no cross-referral to the NCSA. It would be highly advantageous and cost-efficient to develop adequate linkages between these GEF initiatives so that the NCSA can be strengthened effectively as the capacity-development foundation to a country's environmental governance efforts.
12. Outside the GEF, a comparable situation is occurring. Alongside the NCSA programme in many countries, an array of other regional and national initiatives is being undertaken or planned, with little or no linkage to NCSAs underway in the same regions, countries, sectors and institutions. Many government, aid agency and NGO programmes and projects share common elements of capacity assessment work with the NCSAs, including analyses and planning with stakeholders, institutions, policy, legislation and information systems, yet there is seldom adequate collaboration or integration.

Proposed Actions in 2006

In response to the issues raised in this 2005 review, the following actions are proposed in 2006 towards strengthening the GEF Strategic Approach, the GSP and IA support, and the NCSA programme.

<p><u>Strategic Approach</u></p> <p>1. There is an outstanding need to define, promote and operationalise the proposed NCSA follow-up programmes (Pathways II, III, IV) as integral components of the GEF Strategic Approach to Enhanced Capacity Building and of overall GEF operations. It is important to ensure that GEF Focal Area and Capacity Development projects are designed and implemented with regard to the Strategic Approach and the goal of strengthened national systems of environmental management. This is best achieved by requiring follow-up actions to be justified by strategically-designed NCSA Action Plans.</p>	<p>Proposed Actions</p> <ul style="list-style-type: none"> ▪ The GSP will promote and facilitate integrated country programming of environmental management and capacity development, through synchronization and merging of components of Enabling Activities that are currently underway, and incorporation of results from earlier EAs into the NCSA assessment and planning process. ▪ Analysis of the design and impact of capacity development actions in current GEF Focal Area programmes. Promotion and extension of current best practice. ▪ Development of a clear guideline for Pathway II programming, whereby the NCSA can lead to more effective capacity development components of Focal Area projects. ▪ Development of clear guidelines and provision of training for the design of Pathways III and IV capacity development projects and actions. Organisation of a consultative process with the GEF CD Task Force, selected participants from LDC-SIDS and MEA Secretariats, to consider and develop an integrated Pathway III and IV programme.
<p><u>Global Support Programme</u></p> <p>2. In 2006, the profile and outreach of the GSP will be developed, as a joint facility of the GEF, UNDP and UNEP, through a range of programme activities - knowledge management; routine liaison and communications; training events; regional workshops; conference presentations.</p>	<p>Proposed Actions</p> <ul style="list-style-type: none"> ▪ Strengthening the GSP's links and collaborative activities with the range of key partners for capacity development work - UNDP, UNEP, GEF-Sec, the Convention Secretariats, international and regional organisations. ▪ Development of a single Web-site and associated communications as a "knowledge centre" for all aspects of GEF capacity assessment and development work, including good links to the Implementing Agencies, the GEF and focal area programmes. ▪ Use of the existing regional e-group list-serves to promote exchange of experiences and lessons learned. ▪ Evaluation of the effectiveness and efficiency of the current NCSA regional support mechanism for the Pacific island countries, as a model for strengthening the support available for the NCSA and follow-up capacity development (CD) actions. ▪ Review of GSP capacity and performance in mid-2006, and development of proposals for extension and strengthening for the period 2007-2008.

<p><u>Support Mechanism for Capacity Assessment and Development</u></p> <p>3. 2006 will be a critical year for the successful development, implementation and conclusion of the majority of countries' NCSAs. It will be important to strengthen the guidance and support available to individual NCSA projects from the IAs and the GSP. There is also a need to link the NCSA with other global and regional capacity development initiatives, including capacity for sustainable development and poverty alleviation (e.g. achieving the Millennium Development Goals at national level).</p>	<p>Proposed Actions</p> <ul style="list-style-type: none"> ▪ Organisation by GSP, UNDP and UNEP of a briefing and training program for IA country offices and regional and global technical advisors, with the aim of strengthening provision of technical support and guidance to capacity development, the NCSA and the GEF Strategic Approach. ▪ Strengthened UNDP country office support to NCSA project formulation and implementation, in particular in the 69 slow-starting countries, with the objective of facilitating the completion of all NCSAs by 2007 at the latest. ▪ Comparative analysis of UNDP and UNEP support mechanisms, in order to better design and fund future GEF Enabling Activities, projects and programmes, including the roles of the Global Support Programme and the IAs in each of the four Pathways of the GEF Strategic Approach. ▪ Review and analysis of completed thematic and cross-cutting assessments and action plans. Dissemination of lessons and feedback to enhance the results from the NCSA programme. ▪ Planning by the IAs and GSP for extension of their combined support to NCSA implementation, completion and follow-up, for the period 2006-2008, by the end of which all participating countries should have completed their NCSAs and be engaged in implementing follow-up capacity development action programmes. ▪ Advice from the World Bank on whether the NCSA project it is supporting in Nigeria requires additional technical assistance from the GSP.
<p><u>National Capacity Self Assessment</u></p> <p>4. The GSP will develop additional guidelines and support further workshops and training opportunities for NCSA project teams, to strengthen and clarify the current operational guidelines and Resource Kit.</p>	<p>Proposed Actions</p> <ul style="list-style-type: none"> ▪ Provision of supplementary guidance on the following aspects: <ul style="list-style-type: none"> - Basing proposed CD actions on priority environmental (substantive) issues or objectives. - Identification of substantive cross-cutting issues and the capacity needed to address them, rather than "cross-cutting capacity-development actions". - Specifications for follow-up Action Plans in the form of national strategies for capacity development. A draft guideline on action planning was introduced in the Colombo and Nairobi workshops and will be developed and circulated in early 2006. - The types of capacity objectives and targets that NCSA projects might aim for, and suitable indicators for monitoring achievements in developing effective systems of environmental governance and management, based on the model of five linked capacity functions. - Using the NCSA project itself as an opportunity to build capacity and establish a programme of capacity development actions in the country. ▪ The GSP will develop a specific guideline on NCSA M&E, based on the draft Self-Evaluation tool for NCSA teams to apply to their results, which was introduced at the regional workshops in the last quarter of 2005. There may be an affordable option of combining the self-evaluation tool with an independent final evaluation of each NCSA project.

Inception stage; Review and Capacity Assessment stage; Action Planning and Completion

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<input checked="" type="checkbox"/> Togo		<input checked="" type="checkbox"/> Czech Republic	<input checked="" type="checkbox"/> Tuvalu	
		<input checked="" type="checkbox"/> Estonia	<input checked="" type="checkbox"/> Vanuatu	
ARAB STATES (12)		<input checked="" type="checkbox"/> Georgia		
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<input checked="" type="checkbox"/> Morocco				
<input checked="" type="checkbox"/> Oman				

Priority Environmental Issues and Proposed CD Responses**Preliminary Regional Synthesis**

Nairobi NCSA Workshop, December 2005

E&S Africa Group 1: Gambia, Mauritius, Seychelles, Uganda

Focal Area	Priority Environmental Issues	Proposed Capacity Development Actions	Type of CD/ Mgt. Function
Cross-cutting or BD, IW, CC, LD	<u>Inland water and coastal degradation</u> - coastal degradation - ecosystem degradation - coastal inundation - catchment degradation	- Strengthening of institutional framework - Zoning policy and planning framework - Adaptation planning	B C D
Cross-cutting or BD, IW, CC, LD	<u>Invasive alien species</u> - Terrestrial species and aquatic inland water plants	- Information (inventory assessment) - Research on species control techniques - Awareness raising - Quarantine	A A A C
Cross-cutting or BD, IW, CC, LD	Marine Ecosystem Degradation - coral reefs - fishing sustainability - wetlands	- Training of fisherman - Enforcement of protective regulation - Monitoring	B C E
Cross-cutting or BD, IW, CC, LD	<u>Land Degradation</u> - Unsustainable agricultural practices - Unsustainable land use - Land clearing for deer farming - Forest fires	- Capacity building of farmers - Land use plans preparation - Enforcement of regulation	B C C

E&S Africa Group 2: Ethiopia, Kenya, Namibia, Zimbabwe

Focal Area	Priority Environmental Issues	Proposed Capacity Development Actions	Type of CD/ Mgt. Function
Cross Cutting	1. Land Degradation - de-vegetation - water resource degradation - loss of biodiversity - ground water depletion.	- Support institutional collaboration at the local/ sub-national/ national levels. - Strengthen capacity of institutions to implement policy and legal framework to manage land sustainably. - Devolve management of land resources to local level. - Rehabilitation of degraded lands.	B B+C C D
Cross Cutting	2. Loss of Biodiversity - expansion of agriculture - de-forestation - habitat loss - Invasive Alien Species	- Strengthen capacity to monitor Invasive Alien Species, GMOs, biodiversity, community seed banks. - Strengthen policy framework. - Economic valuation of biological resources.	A+E C C
Cross Cutting	4. Natural Disasters - drought and floods - vulnerability and adaptation to climate change	- Enhance planning capacity, monitoring and inventories. - Strengthen early warning and response - Awareness raising about CC	C+E A A
Cross Cutting	5. Disruption of Ecosystem Services		
Cross Cutting	6. Pollution and Waste	- Development of pollution/ waste mgt system ; regulatory and compliance mechanisms. - Inventory and monitoring of sources and impact of pollutants.	C A

Key: Types of CD/ Management Function being strengthened

- A.** Organising Information and Knowledge
- B.** Empowerment of Stakeholders
- C.** Planning, Policy & Decision-making
- D.** Implementation of management actions
- E.** Monitoring & Evaluation, Learning