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IMPLEMENTATION COMPLETION AND RESULTS REPORT
(TF-56981)

ON A

GRANT

IN THE AMOUNT OF USD5 MILLION

TO THE

REPUBLIC OF GUINEA

FOR A

COASTAL, MARINE AND BIODIVERSITY MANAGEMENT PROJECT

June 27, 2014

Environment, Natural Resources, Water and
Disaster Risk Management Unit
Sustainable Development Department
Country Department, AF2CF2
Africa Region

CURRENCY EQUIVALENTS
(Exchange Rate Effective January 30, 2006)

Currency Unit = Guinean Francs, GNF

4,293 GNF = USD1

USD1.45 = SDR 1

FISCAL YEAR

January 1 - December 31

ABBREVIATIONS AND ACRONYMS

CNC	National Coordination Unit (<i>Cellule Nationale de Coordination</i>)
CMBMP	Coastal, Marine and Biodiversity Management Project
CNSH-B	National Fisheries Research Institute (<i>Centre National des Sciences Halieutiques de Boussora</i>)
CPF	Country Partnership Framework
CRD	Rural Development Commune (<i>Communauté Rurale de Développement</i>)
CZM	Coastal Zone Management
DNEF	National Directorate for Forestry and Water (Direction Nationale des Eaux et Forêts)
ESMF	Environmental and Social Management Framework
GEF	Global Environment Facility
GEO	Global Environment Objective
GNF	Guinée Nouveau Franc
LDP	Local Development Plan
LIF	Local Investment Fund (FIL)
M&E	Monitoring and Evaluation
MAE	Ministry of Agriculture and Livestock
MATD	Ministry of Interior and Decentralization (Ministère de l'Administration du Territoire et de la Décentralisation)
ME	Ministry of Environment (Ministère de l'Environnement)
METT	Management Effectiveness Tracking Tool
MP	Ministry of Planning (Ministère du Plan)
MPA	Marine Protected Area
MTR	Mid-Term Review
NCU	National Coordination Unit
NRM	Natural Resources Management
OMG/ONRG	Observatoire Guinée Maritime/Observatoire National de la République de Guinée

OGUIPAR	Guinean Office of Parks (Office Guinéens des Parcs) – formerly OGDBAP
PAD	Project Appraisal Document
PAI	Annual Investment Plan (Plan Annuel d’Investissements)
PDL	Local Development Plan (Plan de Développement Local)
PDO	Project Development Objective
CBLMP/PGCT	Community-Based Land Management Project (Projet de Gestion Communautaire des Terres)
TTL	Task Team Leader
VCSP/PACV	Village Community Support Program (Programme d’Appui aux Communautés Villageoises)

<p>Vice President: Makhtar Diop Country Director: Ousmane Diagana Sector Manager: Benoît Bosquet Project Team Leader: Salimata Diallo Folléa ICR Team Leader: Salimata Diallo Folléa</p>
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DATA SHEET

A. BASIC INFORMATION				
Country:	Guinea	Project Name:	Coastal Marine and Biodiversity Management	
Project ID:	P070878	L/C/TF Number(s):	TF-56981	
ICR Date:	04/15/2014	ICR Type:	Core ICR	
Lending Instrument:	SIL	Borrower:	Republic of Guinea	
Original Total Commitment:	USD 5.00 million	Disbursed Amount:	USD 4.91 million	
Revised Amount:	USD 5.00 million			
Environmental Category: B		Global Focal Area: B		
Implementing Agencies: PACV CNC				
Cofinanciers and Other External Partners:				
B. KEY DATES				
Process	Date	Process	Original Date	Revised / Actual Date(s)
Concept Review:	01/29/2004	Effectiveness:	06/21/2007	07/20/2007
Appraisal:	04/24/2006	Restructuring(s):		04/22/2011
Approval:	06/22/2006	Mid-term Review:	12/10/2012	01/20/2013
		Closing:	12/31/2011	12/31/2013
C. RATINGS SUMMARY				
C.1 Performance Rating by ICR				
Outcomes:		Moderately Unsatisfactory (MU)		
Risk to Global Environment Outcome		Substantial		
Bank Performance:		Moderately Unsatisfactory (MU)		
Borrower Performance:		Moderately Satisfactory (MS)		
C.2 Detailed Ratings of Bank and Borrower Performance				
Bank	Ratings	Borrower	Ratings	
Quality at Entry:	U	Government:	MS	
Quality of Supervision:	MS	Implementing Agency/Agencies:	MS	

Overall Bank Performance:	MU	Overall Borrower Performance:	MS
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C.3 Quality at Entry and Implementation Performance Indicators			
Implementation Performance	Indicators	QAG Assessments (if any)	Rating
Potential Problem Project at any time (Yes/No):	Yes	Quality at Entry (QEA):	None
Problem Project at any time (Yes/No):	Yes	Quality of Supervision (QSA):	None
GEO rating before Closing/Inactive status	Satisfactory		

D. SECTOR AND THEME CODES

	Original	Actual
Sector Code (as % of total Bank financing)		
Central government administration	5	
General agriculture, fishing and forestry sector	65	5
Other social services	10	65
Sub-national government administration	20	10
Theme Code (as % of total Bank financing)		
Biodiversity	20	20
Decentralization	20	20
Environmental policies and institutions	20	20
Participation and civic engagement	20	20
Rural non-farm income generation	20	20

E. BANK STAFF

Positions	At ICR	At Approval
Vice President:	Makhtar Diop	Gobind T. Nankani
Country Director:	Ousmane Diagana	Mats Karlsson
Sector Manager:	Benoît Bosquet	Mary A. Barton-Dock
Project Team Leader:	Salimata Diallo Folléa	Dirk Prevoo
ICR Team Leader:	Salimata Diallo Folléa	
ICR Primary Authors:	Franz Schorosch/ Veruschka Schmidt	

F. RESULTS FRAMEWORK ANALYSIS

Project Development Objective (PDO) – as presented in the Grant Agreement: To promote rational management of the Recipient’s coastal biodiversity for both conservation and sustainable development ends in selected priority areas (up to 17 of the Recipient’s Rural Development Communities), with a focus on those around sites identified under the Ramsar List of Wetlands of International Importance and shared watersheds, notably Alcatraz Island, Rio Pongo and Tristao Islands), with a particular emphasis on assisting communities in and around these priority areas to plan, implement and maintain environmentally sustainable and socially inclusive alternative livelihood options.

Global Environment Objectives (GEO) – as presented in the PAD: To strengthen the conservation of globally and nationally significant habitats and species in Guinea’s Coastal Zone in priority areas encompassing several coastal RAMSAR sites.

Revised PDO and GEO - as presented in the Level One Restructuring of April 22, 2011 and the Reinstated Grant Agreement: To improve the conservation of the Recipient’s coastal and marine biological resources in selected Ramsar Sites.

(a) PDO Indicators – Original and revised PDO Indicators are assessed against achievements realized at project closing on December 31, 2013.

Indicator	Baseline Value	Original Target Values (from approval documents)	Formally Revised Target Values	Actual Value Achieved at Completion or Target Years
Original PDO Indicators				
Indicator 1:	Effective participation of communities living around the protected area in its management, through the establishment of a stakeholder management committee			
Value (quantitative or qualitative)	None	Participatory management of site	-	11 communities practice conservation activities in and around MPAs
Date Achieved	04/24/2006	12/31/2011	-	12/31/2013
Comments (incl. % achievement)	Although dropped at restructuring, this indicator was fully achieved (100%): In the two MPAs, the resident populations have been sensitized, organized and trained in environmental matters. Local committees have been created.			
Indicator 2:	Stabilization of natural resource base in areas under cultivation in project watershed target sites by end of project (about 10,000 ha) as			

Indicator	Baseline Value	Original Target Values (from approval documents)	Formally Revised Target Values	Actual Value Achieved at Completion or Target Years
measured through technical audits				
Value (quantitative or qualitative)	0 ha	10,000 ha	-	0 ha
Date Achieved	04/24/2006	12/31/2011	-	04/22/2011
Comments (incl. % achievement)	Target not achieved (0%): This indicator was eliminated, because at restructuring, no technical audits had been carried out to measure the extent to which the micro-projects had stabilized the natural resource base.			
Indicator 3:	Positive trend for five key species and water quality indicators (baseline to end of project) based on the indicators detailed in the Project Impact Evaluation Manual			
Value (quantitative or qualitative)	Baseline not available	Increase	-	Not achieved
Date Achieved	04/24/2006	12/31/2011	-	04/22/2011
Comments (incl. % achievement)	Target not achieved (0%): Indicator was dropped at project restructuring as not baseline data was available. It would have been impossible to establish a baseline before project closure, finance activities to measure the trends, and measure achievements.			
Indicator 4:	Ministry of Environment capable of guiding proposed and on-going development activities in coastal zone as measured through the technical audits			
Value (quantitative or qualitative)	Weak capacity	Evaluation of ME outputs		Not achieved
Date Achieved	04/24/2006	12/31/2011	-	04/22/2011
Comments (incl. % achievement)	Target not achieved (0%): Material and human capacity at the Ministry was not sufficient to guide development activities in the coastal zone. Indicator was dropped at restructuring; instead the project focused on building the capacity.			

Indicator	Baseline Value	Original Target Values (from approval documents)	Formally Revised Target Values	Actual Value Achieved at Completion or Target Years
Revised PDO Indicators as per the Level One Restructuring in April 2011				
Indicator 1:	Surface areas classified as Protected Marine Areas			
Value (quantitative or qualitative)	0 ha	90,000 ha	-	90,000 ha
Date Achieved	04/22/2011	12/31/2013	-	12/31/2013
Comments (incl. % achievement)	Target fully achieved (100%): The surface area covering the islands of Tristao (90,000 ha) and Alcatraz (1 ha) was classified as protected marine area by Presidential decree in 2013.			
Indicator 2:	Number of communities practicing conservation measures in the marine protected areas			
Value (quantitative or qualitative)	0	11	-	11
Date Achieved	04/22/2011	12/31/2013	-	12/31/2013
Comments (incl. % achievement)	Target fully achieved (100%): Eleven communities adjacent to the protected marine areas have been practicing conservation measures.			

(b) GEO Indicator – The GEO was measured by the PDO and PDO indicators.

(c) Intermediate Result Indicator(s) - Original Intermediate Result Indicators as presented in the PAD and revised Intermediate Result Indicators are assessed against achievements realized at project closing in December 2013.

Original Intermediate Result Indicators				
Indicator 1:	Formal establishment of an Integrated Conversation Zone (ICZ) in Tristao/Alcatraz site by year 3 following socio-economic stakeholder analysis, ecosystem assessment and fauna, flora inventories			
Value (quantitative or qualitative)	Onsite assessment completed	ICZ established	-	2 MPAs have been formally created by decree
Date Achieved	04/24/2006	12/31/2011	-	05/30/2013
Comments (incl. % achievement)	Target fully achieved (100%): 2 MPAs have been formally created, and the ecosystem assessment and fauna and flora inventories have been conducted. Indicator was reformulated at restructuring as Revised			

Indicator	Baseline Value	Original Target Values (from approval documents)	Formally Revised Target Values	Actual Value Achieved at Completion or Target Years
	Intermediate Result Indicator #1.			
Indicator 2:	Clearly defined local responsibilities over terrestrial and marine ecosystem (resources including species and habitats)			
Value (quantitative or qualitative)	None	Responsibilities defined	-	Local responsibilities are defined
Date Achieved	04/24/2006	12/31/2011	-	04/22/2011
Comments (incl. % achievement)	Target fully achieved (100%). These responsibilities are defined in the management plans for the 2 MPAs created.			
Indicator 3:	Preparatory work completed on second coastal ICZ around Rio Pongo by end of project (30,000 ha)			
Value (quantitative or qualitative)	None	Management plan agreed	-	None
Date Achieved	04/24/2006	12/31/2011	-	04/22/2011
Comments (incl. % achievement)	Target not achieved (0%): Indicator was dropped during restructuring as the scope of the project was reduced and Rio Pongo was no longer included in the project areas.			
Indicator 4:	Permanent coastal zone impact monitoring systems for target sites established and running by end of year 1			
Value (quantitative or qualitative)	Project based	Impact study	-	Not achieved
Date Achieved	04/24/2006	12/31/2011	-	04/22/2011
Comments (incl. % achievement)	Target not achieved by end of year 1 of the project (0%). The indicator was reformulated at project restructuring, and replaced by Revised Intermediate Indicator #2, which has been fully achieved.			
Indicator 5:	Replicable tool kit to establish, manage and monitor ICZs developed, tested, disseminated and adapted by local and regional stakeholders by year 4			
Value (quantitative or qualitative)	Not available	Adoption and dissemination	-	Tool kit developed
Date Achieved	04/24/2006	12/31/2011	-	04/22/2011

Indicator	Baseline Value	Original Target Values (from approval documents)	Formally Revised Target Values	Actual Value Achieved at Completion or Target Years
Comments (incl. % achievement)	Target partly achieved (25%): A tool kit was developed but not yet tested, disseminated, or adapted by local and regional stakeholders.			
Indicator 6:	Strengthened capacity of Ministry of Environment to develop, approve and enforce policy and regulatory (EIA/SEA) instruments for sustainable management of the coastal zone			
Value (quantitative or qualitative)	Weak capacity	Able to evaluate EIA independently	-	Not achieved
Date Achieved	04/24/2006	12/31/2011	-	04/22/2011
Comments (incl. % achievement)	Target not achieved (0%): Indicator dropped at restructuring and replaced with Revised Intermediate Result Indicator #4. Focus shifted to training Ministry staff on overall MPA management as the capacity of the Ministry was low.			
Indicator 7:	Detailed proposal of sustainable financing mechanism for ICZs including local and regional contributions developed with particular emphasis on financing scheme for ICZs			
Value (quantitative or qualitative)	-	Proposal adopted	-	Proposals not available.
Date Achieved	04/24/2006	12/31/2011	-	04/22/2011
Comments (incl. % achievement)	Target not achieved (0%): Government is working on the establishment of sustainable financing mechanisms for MPAs. A workshop to discuss alternatives was held but a detailed proposal is not available.			
Indicator 8:	Permanent information and data hub related to Guinea's coastal zone in place and widely used			
Value (quantitative or qualitative)	-	Internet portal operational	-	Internet portal not fully operational
Date Achieved	04/24/2006	12/31/2011	-	04/22/2011
Comments (incl. % achievement)	Target not achieved (0%): An evaluation of the existing information and data hub was conducted after restructuring and recommended enhancing the system to make it operational and widely used.			
Indicator 9:	Permanent mechanism (forum) for coastal zone coordination and exchange is operational			
Value		Strategy	-	Strategy documents

Indicator	Baseline Value	Original Target Values (from approval documents)	Formally Revised Target Values	Actual Value Achieved at Completion or Target Years
(quantitative or qualitative)		documents adopted		not adopted
Date Achieved	04/24/2006	12/31/2011	-	04/22/2011
Comments (incl. % achievement)	Target partially achieved (25%): The forum was established and operationalized in 2008. However, due do disbursement suspensions, no meetings were held until after project restructuring, and no strategy documents were developed.			
Indicator 10:	60% of participating communities satisfactorily implement adapted natural resource use activities as identified in their local development plans (PDL) and annual investment plans (PAI)			
Value (quantitative or qualitative)	0%	60%	-	0%
Date Achieved	04/24/2006	12/31/2011	-	04/22/2011
Comments (incl. % achievement)	Target not achieved (0%): The indicator was rephrased as Revised Intermediate Result Indicator #9 and #10. Both revised indicators have subsequently achieved or exceeded their targets (see below).			
Indicator 11:	Viable technological alternatives adapted to local circumstances are available			
Value (quantitative or qualitative)	Basic technologies tested	Evaluation of experience/testing of additional technology	-	Technical reference manual on various technologies developed to inform micro-projects implementation
Date Achieved	04/24/2006	12/31/2011	-	04/22/2011
Comments (incl. % achievement)	Target fully achieved (100%): Although this indicator was dropped at restructuring given limited time to project closing, a technical reference manual on various technologies was prepared and applied to micro-projects after project restructuring.			
Indicator 12:	60% of project communities have integrated and prioritized improved natural resource management activities in their local development plans			
Value (quantitative or	0%	60%	-	0%

Indicator	Baseline Value	Original Target Values (from approval documents)	Formally Revised Target Values	Actual Value Achieved at Completion or Target Years
qualitative)				
Date Achieved	04/24/2006	12/31/2011	-	04/22/2011
Comments (incl. % achievement)	Target not achieved at project restructuring (0%): The indicator was dropped due to close similarity with Original Intermediate Result Indicator #10.			
Indicator 13:	80% of project activities identified in annual work plans have been satisfactorily completed by end of each year and within budget			
Value (quantitative or qualitative)	0%	80%	-	0%
Date Achieved	04/24/2006	12/31/2011	-	04/22/2011
Comments (incl. % achievement)	Indicator dropped at project restructuring and replaced with Revised Intermediate Indicator #11, which has been fully achieved.			
Indicator 14:	Semi-annual progress reports produced on time and with satisfactory quality			
Value (quantitative or qualitative)	0%	80%	-	100%
Date Achieved	04/24/2006	12/31/2011	-	04/22/2011
Comments (incl. % achievement)	Target fully achieved (100%): Semi-annual progress reports were produced on time and with satisfactory quality. Measurement of this indicator in percentage was changed to (yes/no) under the restructured project.			
Indicator 15:	Performance and impact monitoring reports produced on time and of satisfactory quality			
Value (quantitative or qualitative)	0%	80%	-	100%
Date Achieved	04/24/2006	12/31/2011	-	04/22/2011
Comments (incl. % achievement)	Target fully achieved (100%): Reports were submitted to the Bank in a timely manner with satisfactory quality prior restructuring. At restructuring, the indicator was rephrased as Revised Intermediate Result Indicator #11.			

Indicator	Baseline Value	Original Target Values (from approval documents)	Formally Revised Target Values	Actual Value Achieved at Completion or Target Years
Revised Intermediate Result Indicators				
Indicator 1:	At least 2 Marine Protected Areas (MPAs) are formally created by decree			
Value (quantitative or qualitative)	0	2	-	2
Date Achieved	04/22/2011	12/31/2013	-	12/31/2013
Comments (incl. % achievement)	Target fully achieved (100%): Two MPAs covering the islands of Tristao and Alcatraz were created by presidential decree in 2013.			
Indicator 2:	A Monitoring & Evaluation system for MPAs is established and operational			
Value (quantitative or qualitative)	No	Yes	-	Yes
Date Achieved	04/22/2011	12/31/2013	-	12/31/2013
Comments (incl. % achievement)	Target fully achieved (100%): A Monitoring & Evaluation system for MPAs was established and has been operational since 2013. It is included in the management plans for the two PMAs.			
Indicator 3:	Replicate tool kit to establish, manage and monitor MPAs			
Value (quantitative or qualitative)	No	Yes	-	Yes
Date Achieved	04/22/2011	12/31/2013	-	12/31/2013
Comments (incl. % achievement)	Fully achieved (100%): A tool kit to establish, manage, and monitor MPAs was developed and replicated. The 2 MPAs were created in line with the toolkit and can be used to guide the creation of further MPAs in the country.			
Indicator 4:	Number of personnel at the Ministry of Environment trained for MPAs management			
Value (quantitative or qualitative)	0	60	-	100
Date Achieved	04/22/2011	12/31/2013	-	12/31/2013
Comments (incl. % achievement)	Target exceeded (167%): In 2011 and 2012, 100 staff of the Ministry of Environment was trained in MPA management.			

Indicator	Baseline Value	Original Target Values (from approval documents)	Formally Revised Target Values	Actual Value Achieved at Completion or Target Years
Indicator 5:	Detailed proposal of sustainable financing for MPAs including local and regional contributions developed with particular emphasis on financing scheme for MPAs			
Value (quantitative or qualitative)	No	Yes	-	No
Date Achieved	04/22/2011	12/31/2013	-	12/31/2013
Comments (incl. % achievement)	Target not achieved (0%): Government is still working on establishing a conservation trust fund with a specific window for MPAs. A detailed proposal is not yet available.			
Indicator 6:	Permanent environmental information and data hub related to Guinea's coastal zone in place and widely used			
Value (quantitative or qualitative)	No	Yes	-	No
Date Achieved	04/22/2011	12/31/2013	-	12/31/2013
Comments (incl. % achievement)	Target not achieved (0%): Data hub at the Environmental Information and Observation Center (COSIE) of the Ministry of Environment is under development and data from different sources need to be integrated.			
Indicator 7:	Permanent mechanism (Forum) for coastal zone coordination and exchange is operational			
Value (quantitative or qualitative)	No	Yes	-	No
Date Achieved	04/22/2011	12/31/2013	-	12/31/2013
Comments (incl. % achievement)	Target partly achieved (50%): Coordination meetings financed by the project were held in 2012 and 2013. Since project closure, no coordination meeting has been held for lack of financing. It is therefore unlikely that it will remain permanent.			
Indicator 8:	Local units for MPAs co-managed with local communities are created and operational			
Value (quantitative or qualitative)	No	Yes	-	Yes
Date Achieved	04/22/2011	12/31/2013	-	12/31/2013

Indicator	Baseline Value	Original Target Values (from approval documents)	Formally Revised Target Values	Actual Value Achieved at Completion or Target Years
Comments (incl. % achievement)	Target fully achieved (100%): Local units and inter-CRD committees for MPAs co-management became operational in 2013.			
Indicator 9:	Number of micro projects financed in the CRDs of which % of women beneficiaries			
Value (quantitative or qualitative)	0	66 (30%)	-	94 (59%)
Date Achieved	04/22/2011	12/31/2013	-	12/31/2013
Comments (incl. % achievement)	Target exceeded (142%): 94 micro projects instead of 60 planned at restructuring were financed in the CRDs, of which 59% were women beneficiaries compared to 30% planned at restructuring.			
Indicator 10:	Number of Rural Development Communities (CRDs) whose capacity have been strengthened to implement their Local Development Plans (PDL) and Annual Investment Plans (PAI)			
	0	11	-	11
	04/22/2011	12/31/2013	-	12/31/2013
Comments (incl. % achievement)	Target fully achieved (100%): The capacity of eleven CRDs for implementing their PDLs and PAIs has been strengthened. The project recruited local development agents to work closely with the communities.			
Indicator 11:	Semi-annual progress reports produced on time and with satisfactory quality			
Value (quantitative or qualitative)	No	Yes	-	Yes
Date Achieved	04/22/2011	12/31/2013	-	12/31/2013
Comments (incl. % achievement)	Target fully achieved (100%): Semi-annual progress reports were produced in a timely manner and with satisfactory quality.			
Indicator 12:	The ESMF and PF are diligently implemented			
Value (quantitative or qualitative)	No	Yes	-	Yes
Date Achieved	04/22/2011	12/31/2013	-	12/31/2013
Comments (incl. % achievement)	Target fully achieved (100%): ESMF and PF were diligently implemented as measured by Bank implementation support and			

Indicator	Baseline Value	Original Target Values (from approval documents)	Formally Revised Target Values	Actual Value Achieved at Completion or Target Years
supervision missions.				

G. RATINGS OF PROJECT PERFORMANCE IN ISRs

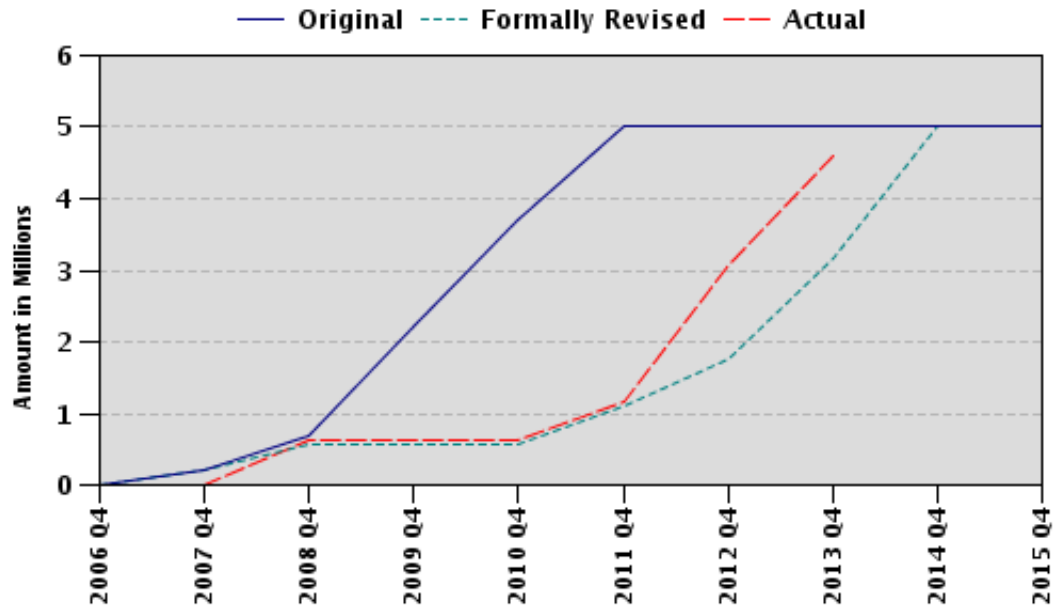
No.	Date ISR Archived	GEO	IP	Actual Disbursements (USD millions)
1	08/26/2006	Satisfactory	Satisfactory	0.00
2	03/28/2007	Satisfactory	Moderately Satisfactory	0.00
3	07/18/2007	Satisfactory	Unsatisfactory	0.00
4	03/06/2008	Moderately Satisfactory	Moderately Satisfactory	0.55
5	11/30/2008	Unsatisfactory	Unsatisfactory	0.62
6	06/03/2009	Moderately Unsatisfactory	Moderately Unsatisfactory	0.62
7	12/06/2009	Moderately Unsatisfactory	Moderately Unsatisfactory	0.62
8	06/03/2010	Moderately Unsatisfactory	Moderately Unsatisfactory	0.62
9	03/26/2011	Moderately Unsatisfactory	Moderately Unsatisfactory	0.62
10	07/26/2011	Moderately Satisfactory	Moderately Satisfactory	1.17
11	12/27/2011	Moderately Satisfactory	Moderately Satisfactory	2.08
12	06/25/2012	Moderately Satisfactory	Moderately Satisfactory	3.06
13	07/28/2012	Moderately Satisfactory	Moderately Satisfactory	3.06
14	03/04/2013	Moderately Satisfactory	Moderately Satisfactory	3.90
15	09/07/2013	Satisfactory	Satisfactory	4.82

H. RESTRUCTURING

Restructuring Date(s)	Board Approved GEO Change	ISR Ratings at Restructuring		Amount Disbursed at Restructuring in USD millions	Reason for Restructuring & Key Changes Made
		GEO	IP		
04/22/2011		MU	MU	0.62	The main reason for the restructuring was to minimize the impact of the suspension of disbursements for two years as of December 2008 following political and social instability.

					Key changes: (i) revision of PDO and combination of PDO & GEO; (ii) reduction in project scope; (iii) extension of closing date; and, (iv) reallocation of grant proceeds.
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I. DISBURSEMENT PROFILE



1. PROJECT CONTEXT, GLOBAL ENVIRONMENT OBJECTIVE, AND DESIGN

1.1 CONTEXT AT APPRAISAL

1. The Coastal zone of Guinea, which comprises 15 percent of the country's territory, is home to about 40 percent of Guinea's population. Studies of coastal population trends over time indicate a dramatic increase of 290 percent between 1963 and 1996. This population explosion is due to the fact that the coast is traditionally a resource-rich area (agro-pastoralism, minerals, and fish) and most of the cities are located on the coast, including the capital city of Conakry.

2. One-quarter of West Africa's mangrove wetland ecosystem, which stretches from Senegal to northern Angola, lies along Guinea's coast. The diversity of Guinea's mangrove-dominated shoreline provides a multitude of ecological niches. These habitats, particularly the marine and estuarine waters, are also among the richest on the West African coast in terms of productivity and food potential. They are essential for the survival of several species of migrating birds that are globally endangered or threatened, and for species that are economically important (fish and game).

3. The ecology of this wetland system is closely entwined with that of both the 'upstream' coastal plateau and the 'downstream' continental shelf. However, this coastal ecology is coming under tremendous pressure from increased demand for land for food production, transhumance, and fuel wood. These pressures have been exacerbated by the persistence of poverty and lack of alternative sources of income or access to adapted technologies among the rural population.

4. The Coastal Marine and Biodiversity Management Project (CMBMP) was designed to address these issues in collaboration with other, ongoing regional initiatives. It was designed as a five-year project focused on developing the local and institutional capacity necessary to halt and, where possible, reverse the consequences of unsustainable resource use and to conserve key biodiversity in target sites. It was also intended to develop instruments and test approaches for sustainable natural resource use and conservation and was designed to complement a Bank-financed community-driven development operation – the Village Communities Support Project (VCSP), which was conceived as an APL with three phases. The CMBMP was to overlap with the first and second phase of the VCSP and was to be implemented from 2006-2011. Start-up of the GEF Project was to coincide with the last year of the ongoing first phase of the VCSP, while full implementation was to coincide with the second phase (2007-2011). The VCSP did not support biodiversity conservation, but its Project Coordination Unit was strengthened under the GEF project so as to manage implementation of both projects.

1.2 ORIGINAL PROJECT DEVELOPMENT OBJECTIVE AND INDICATORS

5. *The Global Environmental Objective (GEO)* was to promote conservation of globally and nationally significant habitats and species in Guinea's coastal zone in selected priority areas encompassing coastal Ramsar Sites.

6. ***The Project Development Objective (PDO)*** as presented in the Grant Agreement was to promote rational management of the Recipient's coastal biodiversity for both conservation and sustainable development ends in selected priority areas (up to 17 of the Recipient's Rural Development Communities), with a focus on those around sites, identified under the Ramsar List of Wetlands of International Importance and shared watersheds, notably Alcatraz Island, Rio Pongo and Tristao Islands), with a particular emphasis on assisting communities in and around these priority areas to plan, implement and maintain environmentally sustainable and socially inclusive alternative livelihood options.

7. ***PDO indicators*** as presented in the PAD¹ for assessing progress towards achieving project outcomes were: (i) Effective participation of communities living around the protected area in its management, through the establishment of a stakeholder management committee; (ii) Stabilization of natural resource base in areas under cultivation in project watershed target sites by end of project (about 10,000 ha) as measured through technical audits; (iii) Positive trend for key species and water quality indicators (baseline to end of project) based on the indicators detailed in the Project Impact Evaluation Manual; and (iv) Ministry of Environment capable of guiding proposed and on-going development activities in coastal zone as measured through the technical audits.

1.3 REVISED PDO AND GEO AND INDICATORS

8. Due to political turmoil, which led to suspension of disbursements in the country from December 2008 to end 2010, project implementation came to a halt. After democratic elections in 2010, and the subsequent lifting of the disbursement suspension, the Bank re-engaged with the country during the first quarter of 2011 and the whole portfolio was reassessed and restructured. The Government of Guinea and the World Bank agreed to a level one restructuring² of this project that entailed the revision of the PDO and its combination with the GEO.

9. ***The revised combined PDO/GEO*** was to improve the conservation of the Recipient's coastal and marine biological resources in selected Ramsar Sites.

10. ***The revised PDO/GEO indicators were:*** (i) Surface area classified as Protected Marine Areas (MPAs); and (ii) Number of communities practicing conservation measures in the MPAs.

1.4 MAIN BENEFICIARIES

11. The target population was defined as local communities and resource users, selected government agencies and decision makers at all levels, local NGOs, and the private sector in the vicinity of the Marine Protected Areas (MPAs). Project beneficiaries

¹ PDO indicators as presented in the PAD's results framework in Annex 3. PDO indicators were presented in the PAD, not in the Grant Agreement. The Grant Agreement only outlined Intermediate Result Indicators.

² A level one restructuring pertains to restructurings that require, inter alia, a change in the PDO or results indicators, and are to be submitted for Board approval.

are located in 11 (before restructuring 17) Rural Development Communes (Communauté Rurale de Développement – CRD) that: (i) were covered by the VCSP; and (ii) where the economic activities of the population directly impacted the wetland and areas of high biodiversity value (i.e., the watersheds of the selected RAMSAR sites: the islands of Tristao and Alcatraz).

1.5 ORIGINAL COMPONENTS

12. The components as presented here are taken from the PAD. In the Grant Agreement they are stated slightly differently, but the substance is the same.

13. The project had five closely interlinked components, three of which – Components 3, 4 and 5 - provided incremental support to the Village Communities Support Program (VCSP).

14. ***Component 1: Protection and Conservation of Coastal RAMSAR Sites, with three subcomponents:***

- Establishment of an Integrated Conservation Zone. Intervention areas, incorporating wetlands recognized under the RAMSAR Convention were to be included: Islands of Tristao, Alcatraz, and Rio Pongo.
- Conservation Zone Management. This sub-component was to provide the Rural Communes (CRDs), local communities and local development/change agents with the core technical tools and financial support for the establishment and management of the coastal conservation zones.
- Impact Monitoring and Evaluation.

15. ***Component 2: Enabling Environment for Integrated Coastal Zone Management (ICZM), with two subcomponents:***

- Institutional strengthening. Four sets of activities were included: studies, targeted capacity building of the Ministry of Environment, a review of the adequacy of the legal framework related to Integrated Conservation Zones (ICZs), and basic training and workshops.
- Coastal Zone Knowledge and Communication. Two sets of activities were included: (i) establishment of institutionalized integrated coastal zone coordination exchange mechanism under the Ministry of Planning; and (ii) support to the existing Information center of the Observatoire Guinee Maritime (OGM) to facilitate and enhance access to coastal and marine related information.

16. ***Component 3: Local Investment Fund.*** This component was to provide micro grants to communities for activities that would have an incremental positive impact on biodiversity conservation and sustainable resource use.

17. ***Component 4: Support for Local Capacity Building.*** This component was to assist populations of targeted CRDs to revise existing local development plan (PDLs) by using a more holistic development approach emphasizing sustainable natural resource use and conservation activities.

18. **Component 5:** Program Management, Monitoring and Evaluation. The objective of this component was to ensure efficient and cost-effective implementation of the other four components.

1.6 REVISED COMPONENTS

19. At the time of project restructuring (April 22, 2011), the components were reduced in scope to focus on those activities that would have a rapid positive impact on the rural population, thereby reducing pressure on the natural resources, while attaining the objective of improved conservation of Guinea's marine biological resources. As a result, project activities were consolidated and restructured into four components: (i) Creation of MPAs in Ramsar Sites and support to their management; (ii) Capacity Building for MPAs management; (iii) Support to participative local development; and (iv) Project Management and Monitoring and Evaluation.

1.7 OTHER SIGNIFICANT CHANGES

20. In addition to revising the PDO and combining it with the GEO, the level one restructuring included: (i) an extension of the project closing date by two years (from December 31, 2011 to December 31, 2013) in order to compensate for the two years suspension; (ii) a reduction of project scope to focus on 11 communities, instead of the original 17 and on activities that could be potentially completed within the extension period and contribute to the achievement of the revised PDO; (iii) a reallocation of funds; and (iv) an increase of the ceiling of the Special Account from USD550,000 to USD1,000,000.

21. Furthermore, institutional changes made after the 2010 Presidential elections affected the project institutional arrangement as followed: The National Coordination Unit (NCU) in charge of implementing this project in addition to the Village Community Support Project (VCSP) and the GEF-financed Land Management Project (CBLMP), which was previously under the Ministry of Planning, was moved to the Ministry of Decentralization. The newly created Office of Biological Diversity and Protected Areas (OGDBAP), which operated under the purview of the Ministry of Environment, was put in charge of the creation of marine protected areas - MPAs (Component 1) and related capacity building activities (Component 2). Later on, the OGDBAP changed name to become the Office Guinéen des Parcs (OGUIPAR) but its attributions remained unchanged. The institutional changes did not affect project implementation.

2. KEY FACTORS AFFECTING IMPLEMENTATION AND OUTCOMES

2.1 PROJECT PREPARATION, DESIGN, AND QUALITY AT ENTRY

Preparation

22. The project was identified in 2001 and preparation started at the end of 2003 with a GEF preparation grant in the amount of USD350,000. Project preparation took over two years as many preparation and baseline studies had to be carried out, and the final institutional arrangement was completed only after lengthy discussions with the Government. Instead of housing the project under the Ministry of Environment whose capacity was weak, the Government made the decision to have the project prepared and implemented by the Ministry of Planning, because its responsibilities cut across sectoral lines. During the whole preparation phase, Guinean counterparts were fully involved and the Government's commitment was evidenced by the fact that it provided the counterpart funds (USD60,000) requested by the GEF.

Lessons reflected in project design

23. The project benefitted from previous experience in Guinea and other coastal management projects and was designed to take into account: (i) inter related ecosystems (i.e., the coastal plain, the maritime wetlands, and the continental shelf); (ii) land tenure issues related to the development of micro-projects; (iii) capacity building of project beneficiaries in the use of improved techniques for natural resource management; (iv) establishment of an independent scientific structure capable of measuring trends of key species and water quality of the marine protected areas; and, (v) establishment of a sustainability instrument for long term management of marine protected areas created under the project.

24. In line with these lessons, the project started off with practical technical demonstration activities around the island of Tristao (pilot site) and community awareness raising activities with the view to expanding coverage to the remaining planned 17 Rural Development Communes (CRDs), until the political instability which hindered these efforts.

Assessment of project design

25. Overall, the design of the project was complex. The PAD was well written and comprehensive but did not provide sufficient information on how to operationalize the project's objectives. Furthermore, the initial PDO³ was not focused, therefore difficult to measure. Initially, the Task Team considered over 50 indicators related to the stabilization of the natural resource base in the project area, mainly to respond to GEF

³ Original PDO: To promote rational management of the Recipient's coastal biodiversity for both conservation and sustainable development ends in selected priority areas (up to 17 of the Recipient's Rural Development Communities), with a focus on those around sites, identified under the Ramsar List of Wetlands of International Importance and shared watersheds, notably Alcatraz Island, Rio Pongo and Tristao Islands, with a particular emphasis on assisting communities in and around these priority areas to plan, implement and maintain environmentally sustainable and socially inclusive alternative livelihood options.

requirements in order to secure financing. These indicators were meant to measure trends related to key species and water quality. This proved to be overambitious in terms of what could realistically be achieved with a small project in a relatively short period of time and in a country characterized by weak institutions and political and institutional instability. During appraisal the number of indicators was reduced to 19, but this was still unrealistic, as some of the GEF indicators would have been very difficult to measure. On the other hand, the decision to link this project closely with the Village Communities Support Program (VCSP II)⁴ and to use the National Coordination Unit (CNC) of VCSP for overall management and coordination of the GEF project was the right decision. Initially, because the two projects were linked and the intention was to have the same launch date for this project as for the VCSP, but this led to delays as the VCSP processing took longer than originally expected. However, closely linking VCSP II and the GEF project proved crucial for project execution on the ground over the long run. The CNC had experienced staff with the required capacity to deal with the Bank's fiduciary and safeguard policies. In addition, VCSP was well versed with participatory local development project planning and execution. Finally, the socio-economic infrastructure micro-projects financed by VCSP and the natural resource management and income generating micro-projects of this project were complementary and, thus, supported each other.

Assessment of risks and their mitigation

26. The critical risks identified and the risk mitigation measures proposed in the PAD were pertinent. The overall risk rating of "Substantial" (S) was also appropriate. However, in hindsight, the risk of political and institutional instability should have received more attention. Also, the overlapping and ill-defined institutional mandates and the weak capacity of the Ministry of Environment to execute its responsibilities were highlighted, but no strategy was presented to deal with these issues in a comprehensive manner. Instead, the PAD relied almost exclusively on short-term technical assistance and did not include sufficient longer-term training for local technical staff of the various agencies involved in project execution.

2.2 IMPLEMENTATION

27. Project implementation can be divided into two very distinct phases: (i) a first phase (from effectiveness in July 2007 to December 2010) during which the project was stalled; and (ii) a second phase (after restructuring in April 2011 until project closing in December 2013) during which project implementation accelerated greatly and most actions were taken according to the revised plans.

⁴ The Village Communities Support Program (PACV) is an Adaptable Lending Program (APL) consisting of several phases. The second phase which overlaps with this project was approved on August 14, 2007 and its closing date is currently December 31, 2014. The PDO of the PACV is to enable rural governments (CRDs) to fulfill their mandate by planning and implementing inclusive local development activities, and improving revenue performance to sustain recurrent costs. The PACV strengthened local development planning and financed local social infrastructure and as such is complementary to this project. The PACV project management unit was used to implement this GEF project by adding key technical staff to it.

28. ***During the first phase, which can be divided in two sub-phases, the project experienced serious problems and delays.***

- a. From 2006 to 2008, when not much happened, primarily because of delays in meeting effectiveness conditions and the fact that the project was not well understood by the Guineans:
 - *Civil unrest and meeting effectiveness conditions caused initial delays:* Project signing only took place on November 4, 2006 (i.e., four months after Board presentation) and effectiveness conditions were only met in July 2007 (about one year after Board approval) as a result of strikes and civil unrest culminating in a new Government during January and February 2007. In particular, the ratification of the grant agreement by the Government, and the recruitment of a technical specialist responsible for the project acceptable to the Bank, were lengthy procedures and caused delays.
 - *Communication challenges:* The project launch workshop was delayed until November 2008 because it was tied to the project launch of the second phase of VCSP. During this launch workshop the task team in charge of the project could not attend because of scheduling difficulties as the dates for project launch had changed several times. Therefore, there was no thorough discussion in a participatory manner of project objectives, components and implementation procedures, between the task team and national project staff. This seriously affected successful project start-up as ownership of the project by the PIU had not adequately been fostered.
 - *Institutional challenges:* During 2006–2008 hardly any activities were carried out on the ground and disbursements were negligible. Furthermore, there was high turnover of national project staff which impeded smooth implementation. For example, the new PIU staff was unfamiliar with the project and they seemed to be under the erroneous impression that Component 3: Local Investment Fund could only be started once all the legal measures related to the establishment of the MPAs had been concluded. This contributed to the delay in starting development and implementation of the micro-projects. If a proper project launch had been conducted with training of the PIU on the project, this misunderstanding would have been avoided.
- b. From 2008 to 2010, the country experienced political upheaval and turmoil, and disbursements were suspended for two years. In the first quarter of 2011, at the time the suspension was lifted, disbursement rate was 12%.

29. ***The second phase started after the Presidential elections in November 2010.*** The Bank reengaged with the country and the task team conducted a crucial implementation support and supervision mission from March 28 to April 10, 2011. The mission thoroughly reassessed the project and covered all aspects usually reserved for a mid-term review (MTR). As a result of this mission, the Government and the Bank team agreed to undertake a level one restructuring of the project, and the closing date was extended by two years (December 31, 2011 to December 31, 2013). After a year of implementation during the extension period, the team nevertheless conducted a formal MTR in January

2013 to assess whether adequate progress had been made since the restructuring mission and the remedial actions had been taken as needed.

30. The restructuring paper was developed in a participatory manner with the Government to ensure ownership and smooth onward implementation. Furthermore, the project team organized training sessions on the results framework, financial management, disbursement, procurement and on the implementation manuals to ensure full understanding of the project by the PIU. This was well received by the PIU which remained in “the driver’s seat” during the remaining two years of implementation. As a result, the project was turned around, activities in the field were implemented in a timely manner and disbursement rates increased accordingly.

2.3 MONITORING AND EVALUATION (M&E)

31. **M&E Design:** As designed and described in the PAD, the M&E system was supposed to use the following methods and tools: (i) detailed baseline studies covering biodiversity, activity systems and poverty; and (ii) an evaluation system consisting of four modules: state of coastal and marine ecosystem; rural activity systems evolution; poverty; and capacities. Each module was supposed to include a certain number of surveys with a common sample of households/production units. Comparison of the evolution of different indicators and cross-analysis based on multi-theme data should have made it possible to characterize the evolution of each theme at each site. In theory, this would have made it possible to determine the overall evolution of the links between poverty reduction/activity systems dynamics and the state of biodiversity, to determine the pertinence, efficacy and replicability of the new approach toward sustainable local development, and to assess the overall impact of the project. Ecosystem state evaluation was planned to take place at mid-term and end-term. These surveys were supposed to be coupled with consumer surveys that would have made it possible to know the type and amount of resources extracted from the natural environment by the households and used for the different domestic and commercial purposes. Finally, there was supposed to be a poverty dashboard that would use indicators such as monetary poverty, living standards indicators, access to resources, and qualitative indicators to identify local perception of poverty.

32. The system as designed was too ambitious, too research and science oriented with little regard for practical implementation and, therefore, unrealistic. The PAD (Annex 3) provides hardly any information on the key operational elements of the project’s M&E system. There were too many indicators and some of those selected were next to impossible to measure. There would have been a need for periodic technical audits and the existence of rigorous baseline studies. Examples of such hard-to-measure outcome indicators were: “Stabilization of natural resource base in areas under cultivation in project watershed target sites.” and “Positive trend for key species and water quality indicators.”

33. **M&E Implementation:** The lack of specificity in the description of the M&E system in the PAD, its overemphasis on research and science aspects, and the technical capacity constraints of the implementing agencies made its establishment and implementation a difficult task. The initial Bank implementation support teams were not

able to correct the original lack of clarity in the design of the M&E system and to provide timely assistance to the Government implementing agencies. This only changed with the restructuring in April 2011. At restructuring, the original PDO and GEO were considerably simplified. The results framework and monitoring indicators were adjusted accordingly, and the indicators that were more difficult to measure were dropped or replaced. It was also agreed to simplify the M&E system and to eliminate indicators *inter alia* related to the stabilization of the natural resource base and the measurement of trends for key species and water quality, as they could only be measured after a longer period than the newly agreed upon closing date of the project of December 31, 2013. Certain studies related to ecosystem development were also canceled for this very reason. Towards the end of the project the M&E system was expanded to include an ecological monitoring system for MPA management.

34. ***M&E Utilization:*** With the modifications introduced during the restructuring, the M&E system performed much better. With the reduction in indicators and the introduction of more measurable ones, data collection and use became much more systematic and the monitoring framework was regularly updated. Data were collected by the different executing agencies at the local, regional and national levels and synthesized by the National Coordination Unit. The baseline study carried out by the Observatoire Guinée Maritime (OGM) during project preparation was supposed to be repeated at the end of the project. However, due to time constraints, this did not happen. In any event, the baseline study was a voluminous three part descriptive report of several hundred pages that was not synthesized and could not readily have served to measure progress. The operationalization of the ecological monitoring system for MPA management, which was only started during the final year of project implementation, is still ongoing. The local conservation teams established under the decrees creating the two MPAs have received the necessary equipment (boat, radio VHF, GPS, motor cycles) and have been trained. The Management Effectiveness Tracking Tools for biodiversity (METTs)⁵ for Tristao and Alcatraz have been filled out by OGUIPAR.

2.4 SAFEGUARD AND FIDUCIARY COMPLIANCE

35. ***Environmental and Social Safeguards:*** This GEF project was classified in category B and the following safeguard policies were triggered: environmental assessment (OP 4.01), natural habitats (OP 4.04), and involuntary resettlement (OP 4.12). The necessary safeguards instruments were prepared and disclosed prior to appraisal. Safeguard specialists regularly reviewed environmental and social safeguard aspects during implementation support missions and did not report any major issues

36. Environmental aspects. For the micro-projects, screening forms were developed that allowed to exclude those that might have had a negative environmental impact. No micro-project was funded unless it passed this test. Committees to follow-up the environmental aspects of micro-projects were set up by the project. Local staff of the

⁵⁵ METT - Management Effectiveness Tracking Tool. This is a self-evaluation tool to be filled out by conservation managers to measure protected area management effectiveness over time. It is filled out a project preparation to collect baseline data of the protected area, at mid-term review and at project end to measure progress.

various technical ministries, especially forest guards and agricultural extension agents but also local elected officials, were trained in environmental safeguard measures and in filling out the screening forms. During one of the implementation support missions in 2011, it was noted that the field staff involved with the selection of the last batch of micro-projects had little knowledge of the content of the ESMF. This was brought to the attention of the safeguard specialist in the National Coordination Unit. Subsequently, training for the involved persons on safeguard issues was conducted and implementation support missions reported that the problem had been resolved. During its last year, the project was instrumental in promoting a nation-wide use of the World Bank's safeguard policies in all of the micro-projects carried out by VCSP 2.

37. Natural habitats. One of the main objectives of the project was to protect biodiversity by protecting natural habitats and reducing human pressure on natural resources. By their very nature, the MPAs secured coastal natural habitats and mangrove forests.

38. Involuntary resettlement. No resettlement was involved under the project. The approach taken by the project was to accept that people would continue living within the MPAs. However, they had to accept binding rules on the access and use of natural resources and were compensated through income generating activities promoted under the micro-projects.

39. At project closing, safeguard performance was rated satisfactory.

40. **Financial Management, Procurement and Auditing:** The financial management system of the project benefitted from being part of the VCSP set-up. It used the same financial management procedures that had been adapted from the manual prepared for the first phase of the VCSP. Project accounts were regularly kept and withdrawal applications were prepared directly from the project's accounting software. Nevertheless, given the fact that financial matters involved local communities and a regional project unit, justifications for expenditures at times were delayed. Specialists, who participated in the implementation support missions, rated the internal financial control mechanisms moderately satisfactory throughout project implementation.

41. Financial statements were audited and certified without qualifications. The accounting software used had its weaknesses as it did not allow for automatic consolidation of data for the preparation of financial statements, which had to be done by hand. The manual process did not have a negative impact on project implementation although it required close supervision by the Bank Financial Management Specialist.

42. Procurement was centralized in the CNC and whenever possible, purchases were grouped with procurements under VCSP2 for economies of scale. At times, procurement plans were not updated in a timely manner and some issues regarding the recording of procurement files at the national and, especially, regional level were noted and corrected. Procurement of consultancy services for studies was often delayed as the quality of Terms of References was most of the time poor and had to be thoroughly reviewed by the task team, and involved lengthy interactions with the PIU. Most studies should have been carried out much earlier during project implementation to enhance their value. Procurement was judged as unsatisfactory in the initial years but later on was rated moderately satisfactory.

2.5 POST-COMPLETION OPERATION/NEXT PHASE

43. The Government, through the Ministry of Natural Resources, is in the process of searching for follow-up financing for the MPAs created under the project. Until the end of VCSP 2 (December 31, 2014), the PCU will continue to provide technical support to the MPAs. Independently of this, the Ministry of Environment continues its efforts to establish a conservation trust fund for long-term environmental management, with a specific financing window for MPAs. This initiative is likely to take several years before coming to fruition since many legal and tax issues are involved and negotiations between the Government and private mining companies will be needed before there is an agreement.

3. ASSESSMENT OF OUTCOMES

3.1 RELEVANCE OF OBJECTIVES, DESIGN AND IMPLEMENTATION

44. *The relevance of objectives, design, and implementation is rated Modest.*

45. Objectives: The relevance of the global objective to improve the productive and sustainable use of the natural resource base in Guinea's coastal zone has declined over time. At the time of project preparation biodiversity conservation was a high priority both in the CAS and on the Government agenda. In contrast, at the time of the ICR, a follow up operation was not included in the Country Partnership Framework (CPF) due to the Bank's selectivity criteria, and coastal marine protection was not clearly mentioned in the Government's National Development Plan. Nevertheless, natural resources conservation remains as an indicator in the CPF framework and the signing of Alcatraz and Tristao as MPAs by presidential decree shows that the Government still considers biodiversity as important.

46. Design: The project's development and environmental objective were not well designed in the original results framework. The participatory ecosystem approach to conservation is still valid, but project design did not sufficiently take into account the time needed to: (i) strengthen local and national institutional capacity to address environmental issues, especially by developing a sustainable institutional and legal framework for promoting biodiversity conservation and management; and (ii) favor participatory models that devolve biodiversity decision-making and management to stakeholders at the local level, through the implementation of micro-projects that provide alternative income opportunities without destroying the natural resource base. These are long-term processes that were not sufficiently taken into account in project design.

47. Implementation: As a consequence of project restructuring with its significant cuts and elimination of key PDO indicators, the project lost its broader national relevance. What had been a project with ambitions to influence national policy and institutions with regard to coastal, marine and biodiversity management became a localized project to protect two MPAs.

3.2 ACHIEVEMENT OF PROJECT DEVELOPMENT OBJECTIVES

48. Taking account of the project's level one restructuring in April 2011, the project has been evaluated against both its original and revised PDO by measuring achievements at the time of project closing (December 2013).

49. **Original PDO achievement – Rating Unsatisfactory:** The original PDO of the project was not achieved. The project has been evaluated by its original four PDO indicators, three of which were not achieved. In addition, fifteen intermediate result indicators framed the assessment: five of those were fully (100%), two partly (25%), and eight not (0%) achieved.

50. **Revised PDO achievement – Rating Satisfactory:** The revised PDO was achieved to a satisfactory extent. The assessment took the project's two revised PDO indicators into account, both of which were fully (100%) achieved, i.e:

- Surface area classified as Protected Marine Areas (MPAs): The surface area classified as Marine Protected Areas (MPAs) is 90,000 ha covering the islands of Tristao (90,000 ha) and Alcatraz (1 ha). Alcatraz is a rock in the sea without vegetation and fresh water. It is the nesting place for endangered bird species (Fou brun and probably Sterne Royale). Both MPAs were formally created by Ministerial decrees and a Presidential decree of May 30, 2013.
- Number of communities practicing conservation measures in the MPAs: Eleven Rural Development Communes (CRDs) are practicing conservation measures in the areas adjacent to the MPAs (the revised target being 11 CRDs). This objective was fully achieved. The local development plans (LDPs) of these CRDs contain conservation measures and 94 micro-projects were executed that have had a positive impact on the environment, ranging from reforestation activities to the use of more efficient wood burning stoves and production of salt through solar drying.
- The revised PDO indicators and their high degree of achievement show that Guinea has made considerable progress concerning coastal, marine and biodiversity management, albeit on a geographically limited basis. An M&E system for MPAs has been set up and staff of the Ministry of Environment has been trained for MPA management. Finally, and most importantly, the micro-projects that were implemented during the last two years of the project have provided the population in and around the MPAs with alternative income opportunities and it is expected that this will help reduce anthropic pressure natural resources.
- In addition, twelve intermediate result indicators informed the evaluation. Seven of those were fully (100%) achieved, two exceeded targets by 167% and 142%, respectively, one was partly achieved (50%), and two not achieved (0%). The two that were not achieved did not directly contribute to PDO achievement, i.e. (i) detailed proposal of sustainable financing for MPAs including local and regional contributions developed with particular emphasis on financing scheme for MPAs; and (ii) permanent environmental information and data hub related to Guinea's coastal zone in place and widely used.

- Finally, the assessment of achievement of the project development objective took into account the information contained in the two Management Effectiveness Tracking Tools (METT): the baseline METT of June 2012 and the one of October 2013. This site-level tool shows that the overall management effectiveness score improved 12 points in the following areas:⁶
 1. The MPA has been gazetted;
 2. The available information is sufficient for planning purposes;
 3. 75% of stakeholders are sensitized to the marine resources and their threats;
 4. An approved management plan exists but is only partly applied due to financial constraints;
 5. A research inventory addressing the needs of the AMP exists;
 6. The available staff is sufficient to manage the AMP;
 7. An M&E system exists, although the results are not systematically used for management purposes;
 8. Management objectives are sufficiently clear;
 9. Threats to the AMP have been somewhat reduced;
 10. Living conditions of the population have been somewhat improved;
 11. Environmental awareness has been improved; and
 12. 50% - 75% of stakeholders are satisfied with the process of creating the AMP.

51. ***Weighted average PDO achievement – Rating Moderately Satisfactory:*** At restructuring in April 2011, the project had disbursed USD0.62 million, representing 12.6% of total disbursed funds of USD4.91 million. On this basis and as illustrated by the table below, the weighted average of the project’s PDO achievement is rated Moderately Satisfactory.

⁶ The METT is a part of the World Commission on Protected Areas (WCPA) framework for assessment. It allows reporting progress on management effectiveness and uses a scoring system. It is based on 30 questions that cover aspects related to: context, planning, inputs, processes, inputs, outputs and outcomes. Each question can be answered by assigning a simple score ranging between 0 (poor) to 3 (excellent). So a 1 point improvement means that some aspect (answer to a given question) has either improved from poor to satisfactory or from satisfactory to excellent.

		<i>Against Original PDO</i>	<i>Against Revised PDO</i>	<i>Overall</i>
1.	Rating	Unsatisfactory	Satisfactory	-
2.	Rating Value	2	5	-
3.	Weight (% disbursed before/after PDO change)	12.6 %	87.4%	-
4.	Weighted value	0.3	4.4	4.7
5.	Final rating			Moderately Satisfactory

3.5 EFFICIENCY

52. **Rating Modest:** This GEF Project, like the companion Village Communities Support Program (VCSP), does not lend itself to a traditional cost-benefit analysis. The environmental, social and capacity-building benefits in particular are difficult to quantify. Also, the value and cost-effectiveness of the many studies/consultancies (close to 20% of project costs) that were carried out is hard to assess. Many of them were produced with significant delays and a consultant had to summarize the different studies so that they could be internalized by project staff. What remains are the micro-projects (which also accounted for about 20% of project costs) that were financed. Unfortunately, their costs and benefits were not systematically recorded and analyzed and, in any event, the economic results of these investments could only be reliably assessed after several years.

53. Nevertheless, during December 2013, a socio-economic survey was carried out by an independent local consultant in 9 of the 11 Rural Communes (CRs) in the project area. It covered topics related to the economic, social, organizational and institutional impact of the micro-projects that had been financed by the project. Within the 9 CRs, a sample of 33 groups, 119 households and 146 individuals was taken. The survey instruments were different questionnaires for each category. The groups benefitted from the following types of micro-projects financed by the project: i) training activities (72.7%); ii) improved seeds (48.5%); iii) creation of irrigated vegetable gardens in low lying areas (39.4%); iv) supply of small-scale agricultural equipment (12.1%); v) supply of equipment for solar salt drying (18.2%); vi) supply of equipment for bee keeping (12.1%); and vii) supply of appropriate fishing nets and equipment (9.1%).

54. The results of this survey show that the micro-projects were highly beneficial and greatly appreciated. Some of the key findings were as follows (see Annex 3 for details):

- The volume of production of all groups increased considerably, and those groups that only had one production cycle per year decreased from 75.8% to 30.3%. Most groups produced two, three, or more times per year.
- The number of markets supplied by these groups increased from 75 to 104. Prior to the project most groups delivered their production to two markets and now, they serve three markets. Before the project, the markets served were mostly local (84%) and now 50% of the groups reach markets beyond their village.

- The business volume of 4 out of 5 groups has increased. The increases vary from > 6 million GNF (9%); 3-6 million GNF (14.8% of groups); 1-3 million GNF (55.6% of groups); and < 1 million GNF (22.2% of groups).
- The main organizational changes that were brought about as a consequence of the micro-projects were: regular holding of meetings (97%); consensual group decision making (81.1%); keeping of accounting books (54.5%); application of technical advice by extension agents (48.5%); participative planning of activities (39.4%); increase in mutual financial support among group members (39.4%); support and advice to other village groups (21.2%); and organization of practical training sessions with extension agents (21.2%).

3.4 JUSTIFICATION OF OVERALL OUTCOME RATING

55. **Rating: Moderately Unsatisfactory.** The discussion above shows that: (i) relevance of the project is modest; (ii) achievement of PDO is moderately satisfactory (MS); and (iii) efficiency is modest. Combining these ratings, the overall outcome rating is moderately unsatisfactory (MU). Although the project performed very well after the restructuring and achieved its revised PDO, its relevance diminished and due to the lack of greater economic data, the efficiency of resource use cannot be definitively determined. Also, the MS rating for achievement of PDO is the outcome of weighing the amounts of money spent before and after restructuring. This obscures the fact that the project's relevance diminished considerably as a consequence of the restructuring.

3.5 OVERARCHING THEMES, OTHER OUTCOMES AND IMPACTS

56. **Poverty Impacts, Gender Aspects, and Social Development:** The income generating activities carried out in the form of micro-projects by some 100 groups in communities adjacent to the MPAs have had a noticeable impact on their revenues. Most of the micro-projects seem to be economically viable since they still exist and group members have opened up bank accounts and deposited some of their profits. Of the 94 micro-projects financed, 56 were for women's groups (59%). This was a higher percentage of women's groups than the originally expected 30%.

57. **Outreach and communication activities:** The project succeeded in training some 400 local beneficiaries in various topics related to environmental management and in preparing 150 members of village and inter-village committees for their roles and responsibilities in the co-management of the MPAs. Furthermore, in collaboration with the National Institute of Research and Pedagogical Action, a textbook on environmental education for primary schools was prepared and is being tested in four pilot schools. In addition, a collaboration agreement between the CNC and local radio stations has been signed and programs to sensitize and educate the public about environmental issues and the protection of the MPAs are being transmitted on the air on a regular basis.

58. **Institutional Change/Strengthening:** The principal Guinean institutions dealing with coastal, marine and biodiversity management, namely OGUIPAR, the Department of Forestry and the National Fisheries Research Institute (*Centre National des Sciences Halieutiques de Boussora*), received considerable support at the national and local levels under the project. Staff received training in topics related to social and environmental

management of projects, environmental screening of projects and impact assessment, and monitoring and evaluation of environmental and social safeguard policies. In addition, staff received equipment and carried out several of the studies that were identified in the PAD and during implementation support missions. These studies were based on specific terms of reference and their results were thoroughly reviewed in meetings of project stakeholders before the findings and conclusions were accepted. This contributed to a culture of management by results otherwise lacking within the public administration.

59. ***Other Unintended Outcomes and Impacts:*** The project has had a demonstration effect that goes beyond the project area. World Bank safeguard policies regarding environmental and social aspects of projects are now applied to all socio-economic infrastructure projects financed by VCSP 2, which are systematically screened. Furthermore, according to statements by the project director and the safeguards specialist, the types of micro-projects included in local development plans (LDPs) have evolved. In the past, environmental concerns and projects addressing them, used to be one of the least concerns of villagers and mayors. However, over the last two years, due to the training and sensitization activities of the project, micro-projects that protect natural resources directly and indirectly, such as reforestation activities and more intensive agriculture in the form of irrigated vegetable growing in low lying areas, have become more and more frequent. They are now often in second place after social infrastructure investments such as schools and health posts and no longer at the end of the list of priorities in local development plans.

3.6 SUMMARY OF FINDING OF BENEFICIARY SURVEY

60. The results of the beneficiary survey are discussed in session 3.5 (Efficiency) and are detailed in Annex 3.

4. ASSESSMENT OF RISK TO DEVELOPMENT OUTCOME

61. ***Rating - Substantial:*** After only two years of actual project implementation on the ground, what is now needed is to consolidate the achievements. This requires the continued reinforcement of the capacity of the institutions charged with managing the MPAs and of the micro-projects that provide an alternative to the destructive use of natural resources. In addition, the management committees that were created in the two MPAs, including the village surveillance committees, need to be supported in order to remain operational. Most important is the funding for the implementation of the management plans for the two MPAs that have been developed. However, this funding is not assured. The study on sustainable financing was not carried out and, so far, no resources have been earmarked to finance the implementation of the management plans developed for the Tristao and Alcatraz MPAs. While the Government, through the Ministry of the Environment, is actively pursuing the establishment of a trust fund for natural resources management, including a window for the financing of coastal/marine protected areas, as in other countries, this initiative can be expected to take several years. Ultimately, the fate of the MPAs will depend on what happens in the surrounding areas and whether Guinea will follow a sustainable economic development path. But the

project has had a demonstration effect and the Government is now better aware of the importance and benefits of protecting the coastal marine zone and its biodiversity.

5. ASSESSMENT OF BANK AND BORROWER PERFORMANCE

5.1 BANK PERFORMANCE

62. *Bank performance in ensuring quality at entry – Rating Unsatisfactory:*

Overall, the PAD was comprehensive and had several detailed annexes on such topics as: a) incremental cost analysis, b) roots-threats-analysis, and c) project intervention area and target sites. Where the PAD was weak is in analyzing project institutional and implementation arrangements. Nowhere does the reader get a sense of what the capacities of the various project execution agencies were, what their staffing was and what their budget resources were. Therefore, there was no comprehensive strategy for institutional strengthening. It was assumed that this could be done through a series of uncoordinated studies with technical assistance, which also led to too many consultancy contracts. Likewise, there was insufficient attention to what would happen once the project came to an end and no short and longer-term training plan was prepared. Furthermore, an unsubstantiated claim was made that packages of technologies existed that would allow the project to replace destructive use of natural resources by environmentally friendly ones and that they had been tested during project preparation. In the end, the technical reference manual for selected micro-projects was only prepared in 2011 and execution of the micro-projects only started afterwards. In addition, the project as originally designed, had too much of a pure research orientation. The results framework was overly complex and the great number of environmental indicators with no baseline, that were supposed to be followed and measured beyond what is feasible given local capacity constraints. Finally, the risks of political and institutional instability were not even considered.

63. *Quality of supervision - Rating Moderately Satisfactory:* During the initial years of the project, implementation support missions did not achieve much. This was primarily due to: (i) the overly complex project design that was not sufficiently understood by national project staff, and (ii) political and institutional instability in the country which led to suspension of disbursements and supervision missions by the Bank between November 2008 and 2010. This only changed once the situation in the country was again stable after a democratically elected government was installed during the second half of 2010. The re-engagement mission in March/April 2011 was a turning point. It greatly simplified the project, which allowed it to get back on track. As pointed out, the PDO/GEO and components were simplified, the results framework was redone in a realistic manner, with baseline data, funds were reallocated, and the closing date was extended. Also, the restructuring paper was elaborated in a participatory manner, training in project management was provided to project staff which led to the development of a greater sense of ownership by the client. As a result, the dialogue between the Recipient and the Bank improved significantly and more of a partnership developed. Recommendations that were made by implementation support missions were followed up by actions on the part of the National Coordination Unit. The improved partnership was most likely due to a combination of factors: a) a change in TTL/task teams and b) a more

clearly defined project that was better understood by the Guineans, therefore easier to successfully implement with fewer disappointments and criticisms on both sides. Altogether, there were some 15 implementation support missions and three TTLs. The implementation support missions only became regular at the beginning of 2011, once the political situation had stabilized and the Bank had reengaged with the country. The composition and skill mix of project implementation support missions were adequate and regularly included, in addition to the TTL, environmental specialist, and specialized staff for finance, procurement, accounting, disbursement and social safeguard measures. Mission members came from both HQ and the field.

64. ***Overall Bank performance – Rating Moderately Unsatisfactory:*** Weaknesses in project design and the initial poor supervision performance of Bank teams has to be considered together with the more positive proactive approach taken at the time of restructuring. While at the time of restructuring, a decision to cancel the project would have been justified, the Bank was willing to take a longer-term view and to stay engaged even while the project was at a standstill due mainly to the internal political upheaval. The Bank prepared itself well for reengagement with the country and the project, and the task team was well prepared once the opportunity for resumption of activities presented itself. The task team succeeded in successfully restructuring and simplifying the project. However, on balance, Bank performance was Moderately Unsatisfactory.

5.2 BORROWER PERFORMANCE

65. ***Government Performance – Rating Moderately Satisfactory:*** Political and institutional instability over two years negatively affected project implementation progress and government commitment. However, once the political turmoil in the country had been overcome, the newly elected government showed its interest and commitment to the project. The Presidential Decree creating the two MPAs was signed on May 30, 2013. In 2012, the Government organized a multi-donor workshop, including representatives of the mining companies, international donors and NGOs, to discuss possibilities for establishing a trust fund for natural resource conservation with the participation of all the major international donors of Guinea and the international mining companies active in the country. Unfortunately, this initiative has not yet led to tangible results but the Ministry of Environment is continuing to work on the establishment of a trust fund for natural resource management and protection of specific sites.

66. ***Implementing Agency Performance - Rating Moderately Satisfactory:*** The overall management and coordination of the project was ensured by the Project National Coordination Unit (*Cellule Nationale de Coordination, CNC*) initially under the Ministry of Planning and later on under the Ministry of Territorial Administration and Decentralization. The VCSP CNC had already shown its strength during the implementation of the first phase of VCSP. It was strengthened under the project with the addition of key staff: a technical specialist in NRM familiar with GEF policies and procedures, a safeguards specialist, an M&E specialist, and a specialist in environmental education and training for people at the local level. This team was competent and committed and did a good job of explaining the project's objective to local stakeholders (population, local politicians and elected officials, and decentralized staff of the various ministries involved) and in getting them to buy in. This required sociological, as well as

technical and pedagogical, skills. It was supported by a Natural Resource Management (NRM) focal point based in Boke (provincial capital close to the MPAs) and by decentralized teams at the local level. This project management set-up was supported by various ministerial staff at the local level and allowed for efficient identification, implementation and supervision of NRM and income generating micro-projects. However, project management had some weaknesses in the administration of consultancy contracts and studies and in the timely preparation of procurement plans. Also, the results of some of the studies were not fully internalized and diffused beyond the PIU. For components 1 and 2 of the project, OGUIPAR (formerly OGDBAP), under the Ministry of Environment, Forests and Water, the National Directorate for Forestry and Water (DNEF) and the National Fisheries Institute (CNSH-B) were in charge. With the support of the CNC, these institutions performed their responsibilities in a satisfactory manner.

67. ***Overall Borrower Performance - Rating Moderately Satisfactory:*** After a difficult start-up period and once political stability had returned to the country and the project had been restructured and simplified, the recipient and the implementing agencies performed remarkably well. It is also noteworthy, that all project staff was selected on a competitive basis and that the Government abstained from interference in project day-to-day management decisions. The Ministry of Environment continues its efforts to set up a trust fund with a special window to finance activities related to MPAs, although short-run prospects are doubtful.

6. LESSONS LEARNED

68. ***Creation and effective MPA management is a long term process and should be contingent upon securing funding for several phases of a project.*** Even if there is a very strong project management unit, it is unlikely that this process can be finalized within the usual 5-year time framework. Consequently, this type of project should only be launched if there are good prospects for one or more follow-on operations, financed by the Bank and/or other donors. At least two 5-year consecutive projects project funding should be considered.

69. ***Sustainability of biodiversity conservation projects:*** Given the fact that the long-term impact of projects of this type depends primarily on financing the recurrent costs for managing the protected areas created, a sustainability instrument must be put in place before project end. Conservation Trust Funds are the current instruments used in many Latin American and African countries, and this should also be pursued in Guinea.

70. ***A regional approach to managing coastal marine biodiversity should be fostered:*** Given that there are several coastal, marine and biodiversity management projects ongoing in West Africa, the GEF and the World Bank should consider developing a regional approach for their collective management rather than the present country by country approach

71. ***To enhance sustainability of outcomes of this biodiversity project, consideration should be given to use a regional approach and to use the Conservation Trust Fund already in place in neighboring Guinea Bissau with a window for Guinea-Conakry.***

72. ***Stability of the Bank and Borrower core teams are important for high-risk environments like Guinea and the use of frequent contacts between the TTL and the project management unit via Skype for example is crucial for timely trouble-shooting.***

73. ***The CDD approach melded with conservation incentives (income generating micro-projects) works well*** even at times of political instability. Such investments can proceed “under the radar” at decentralized levels, building local organizational frameworks, economic activities and social capital insulated from troubled national politics.

74. ***Building capacity and empowering community beneficiaries through continuous “learning by doing” which extends beyond the specific micro-project cycle in important and is to be encouraged.***

75. ***Technologies for sustainable use of ecosystem resources:*** The mere existence of technologies for sustainable use of ecosystem resources that can reduce pressure on natural resources and habitats is not enough. These technologies must be thoroughly mastered and adapted to the local circumstances. In addition, there must be an institution with adequately trained technical staff that can demonstrate their feasibility and benefits to the local population before they will be adopted to replace older, more destructive technologies.

76. ***For income generating activities and micro-projects, two manuals should be prepared*** (one technical and the other one concentrating on management aspects) that cover the most common issues, problems, challenges and technology solutions for sustainable use of mangrove wetland ecosystems that stretch from Senegal to northern Angola. Sociological aspects of group formation and selection of participants and leadership development need particular attention to avoid elite capture or failure. Also, rudimentary business plans must be developed to ensure a reasonable chance for sustainability.

77. ***Institutional strengthening:*** No single institution can implement this kind of multi-dimensional and multi-sectorial project. Therefore, institutional strengthening needs focused attention, and an integrated approach should be considered that goes beyond short-term consultancies and disparate studies.

78. ***M&E:*** Project indicators and outcomes have to be carefully defined, baseline data should be collected at project preparation, and indicators must be smart and measurable. If no baseline data is available for an indicator, such indicator should not be included in the project.

79. ***Use of global environmental indicators.*** Project teams should not be forced to include global environmental indicators which are over-ambitious and cannot be measured during the project’s lifetime for the sole purpose of obtaining GEF financing. A harmonization of Bank and GEF core indicators should be conducted to agree on a set of measurable indicators acceptable to both the Bank and GEF.

7. COMMENTS ON ISSUES RAISED

80. *Borrower/implementing agencies:* A summary of the Borrower's ICR is in Annex 5.

ANNEX 1: PROJECT COSTS AND FINANCING

1. Project cost by component (in USD million equivalent)

<i>Component</i>	<i>Appraisal Estimate</i> (in USD million equivalent)	<i>Actual/Latest Estimate</i> (in USD million equivalent)	<i>Actual as % of appraisal estimate</i>
1: Protection and conservation of coastal RAMSAR sites	0.9	1.0	111%
2: Enabling environment for integrated coastal zone management	0.7	0.6	86%
3: Local Investment Fund	1.6	1.3	81%
4: Support for Local Capacity Building	1.0	1.0	100%
5: Project Management, Monitoring and Evaluation	0.8	1.01	139%
Total	5.0	4.91	98%

2. Financing

<i>Sources of Funds</i>	<i>Type of Co-financing</i>	<i>Appraisal Estimate</i> (in USD million equivalent)	<i>Actual/Latest Estimate</i> (in USD million equivalent)	<i>Actual as % of appraisal estimate</i>
Borrower	In-Kind (salaries and facilities)	1.10	1.10	100%
Global Environment Facility (GEF)	Grant	5.00	4.91	98%
Local Communities	In-Kind and Cash	1.63	1.50	92%
Global Environment-Associated IDA Fund	VCSP I and II	11.70	7.00	60%
International Fund for Agricultural Development	VCSP I and II	2.00	2.00	100%
Foreign Multilateral Institutions (Unidentified)		0.20	0.20	100%
Total		21.63	16.71	71%

ANNEX 2: OUTPUT BY COMPONENT

1. **Component 1: Protection and Conservation of Coastal RAMSAR sites (PAD) -** (Supporting the Creation and Management of Marine Protected Areas in Ramsar List Sites – Title after restructuring)
2. The sub-components of this component were the establishment of integrated conservation zones; conservation zone management, and impact monitoring and evaluation.
3. The results obtained were as follows:
 - Result 1: Two MPAs of Alcatraz and Tristao have been created by Ministerial order and subsequently by Presidential Decrees (No. D/2013/037/PRG/SGG and No. D/2013/038/PRG/SGG of February 20, 2013). Also, the management plans for the two MPAs are available. However, their funding is not yet assured.
 - Result 2: A permanent environmental monitoring system for the MPAs has been put in place and is operational. The system includes the installation and training of local conservation teams, including the necessary surveillance and control equipment (speed boats, radio VHS, GPS, motorcycles). Also, local committees for the co-management and supervision of the MPAs have been put in place. The GEF Management Effectiveness Tracking Tools (METT) that allows measuring the effectiveness of the management of the MPAs is available and has been transmitted to the GEF Secretariat.
 - Result 3: A tool kit to create, manage and follow the development of MPAs has been developed. This tool kit will facilitate the creation and the management of other MPAs.
 - In addition, several studies have been carried out in the MPAs (inventories of marine turtles, sharks, other native animals, flowers, and birds) as well as a study concerning land tenure dynamics and conflict). These studies have been available since September 2011. Provisional reports concerning three inventories (fish, reptiles and frogs. Finally, a mapping of potential future MPAs has been undertaken.
4. **Component 2: Enabling Environment for Integrated Coastal Zone Management (PAD) -** (Capacity Building for MPAs Management – Title after restructuring)
5. This component included targeted capacity building of the Ministry of Environment, a study to identify options for financial sustainability of the establishment and management of coastal conservation zones, the creation of an environmental information system, the creation of a permanent forum regarding the conservation of marine and coastal areas, and the creation and operationalization of local committees to manage the MPAs.
6. The results obtained were as follows:
 - Result 1: 100 staff of the Ministry of Environment have been trained in various topics related to the management of MPAs compared to an original target of 70. The main topics covered were social and environmental impact analysis;

project management; environmental monitoring; and screening of micro-projects for their environmental impact. Alone in two years, during 2011 and 2012, 80 staff of ME has received some form of training. Nevertheless, specialized training for four trainers of ME in participatory management of MPAs that were foreseen could not be carried out due to time constraints, as the training would have lasted beyond the closing date.

- **Result 2:** The study to identify options for financial sustainability of the establishment and management of coastal conservation zones was not carried out. However, a national workshop was held in March 2012 to discuss this topic. In addition to government representatives, representatives of international donors and mining companies participated and there was a consensus that such a fund is needed. The Ministry of Environment is pursuing this initiative.
 - **Result 3:** The equipment for the management of the database of the environmental information system have been acquired and installed. Before going any further, the last implementation support and supervision mission recommended evaluating in more detail the existing system within the Ministry of the Environment to decide on the next steps. This study has been completed and awaits actions by ME. The Ministry will have to establish functional links with decentralized government institutions in order to collect data at the local level. Unless and until this is done, the environmental information system will not be fully integrated.
 - **Result 4:** Three fora regarding the conservation of marine and coastal areas have been held in December 2008, March 2012 and September 2013. Each forum was well attended and has provided a space for the exchange of information and allowed for coordination of activities among the key stakeholders. During the last forum in September 2013, participants recommended that an inter-ministerial committee be created whereby the participants will be nominated by ministerial decisions. This committee will be charged to implement the recommendations that come out of these fora. The Ministry of Environment will have to provide the institutional support and operating costs necessary to ensure that the for a will continue to function after project closure.
 - **Result 5:** Village supervision committees (*comites villageois de suivi – CVS*) and inter-district committees have been formally established in all of the 7 CRDs that constitute the MPAs of Tristao and Alcatraz. Members of these organizations have received initial training and were equipped with a motorcycle so that they can be operational. However, given the short period of time since their creation these CVCs are not very strong. They will continue to receive some minimal support from staff of **VCSP**, which closes in December 2014. Thereafter, funding should be earmarked by the Government to support the committees, otherwise it is unlikely they will remain functional after project closure.
7. **Component 3: Local Investment Fund (PAD).** Eliminated during restructuring mission and merged with new Component 3.
8. **Component 4: Support for Local Capacity Building (PAD) – merged with new category 2 above.**

9. *New Component 3: Support to participative local development (Title after restructuring)*

10. This component provided funding to assist populations of targeted CRDs adapt existing local development plans (PDL) using a more holistic development approach emphasizing sustainable use and conservation activities. It provided grants to communities for such micro-projects that were not eligible under VCSP. The objective was to reduce human pressure on the natural resource base. The target after the restructuring was to have 66 micro-projects financed.

- Result 1: Each of the 11 CRD covered by the project has today an up-to-date local development plan (PDL). These plans were developed jointly with the local population and personnel of the technical services at this level. The PDL: a) allowed for the full participation of all social strata; b) took into account all the preoccupations of the population; and c) took into account the environmental dimension in the planning process. This process has allowed the beneficiaries to improve their planning capacity and to better understand and incorporate NRM issues in their PDLs and their Annual Investments Plans (PAI).
- Result 2: In total, the project financed 31 annual investment programs (PAI). Instead of a planned number of 66 micro-projects, 94 were financed. 56 micro-projects were for women (59%). The total cost of these PAI was GNF 8 909 582 782 (USD 1,310,232) and the contribution of the beneficiaries was 363 million GNF (USD 53,382). The micro-projects were for the following activities: (i) 27% for irrigated vegetable growing in low laying areas; (ii) 35% for NRM projects (restoration of vegetative cover, creation of communal forests); (iii) 9% for fisheries; and (iv) 29% for other types of micro-projects (livestock, salt production, production of honey).

11. *Component 5 – now Component 4: Program Management, Monitoring and Evaluation*

12. The objective of this component was to ensure cost-effective, efficient and streamlined implementation of the project as a whole.

13. Overall, project management was satisfactory in all domains: M&E, financial management, procurement, environmental and social aspects, and environmental education.

ANNEX 3: FINDINGS OF BENEFICIARY SURVEY

1. As indicated in the main text, this type of project does not lend itself to classical quantitative cost-benefit analysis. Especially the environmental, social and capacity-building benefits defy quantification. Nevertheless, during December 2013, a socio-economic survey was carried out by a consultant, Mr. Saliou Cherif Diallo to shed light on the changes that were brought about as a consequence of the project. This study shows that the micro-projects were instrumental in building up considerable social capital that will allow these groups to be successful in the future. Each project – and that was one of the selection criteria – allows to reduce the pressure on the consumption of wood either directly, as in the case of solar salt production instead of using firewood, or indirectly by providing income to women from vegetable growing in low laying areas instead of having to sell firewood.
2. ***The following is a summary of the survey and its results:*** The socio-economic survey was carried out during November/December 2013 in 9 Rural Communes (CR) in the project area. It covered topics related to the economic, social, organizational and institutional impact of the micro-projects that had been financed by the project. Within the 9 CR, a sample of 33 groups, 119 households and 146 individuals was taken. The survey instruments were different questionnaires for each category.
3. The key results for the groups interviewed were as follows:
 - The size of the 33 groups interviewed was 912 people. Of the interviewees, 25% were women and 75% were men. The average size of the groups is 28 people.
 - The principal activities of these groups were: vegetable growing (48.5%), salt production (18.2%), bee keeping (12.1%), fishing (12.1%), and rice production (9.1%).
4. The groups benefitted from the following types of micro-projects financed by the project:
 - Training activities (72.7%)
 - Improved seeds ((48.5%)
 - Creation of vegetable gardens in low laying areas (39.4%)
 - Supply of small-scale agricultural equipment (12.1%)
 - Supply of equipment for solar salt drying (18.2%)
 - Supply of equipment for bee keeping (12.1%)
 - Supply of fishing nets and equipment (9.1%)
5. The volume of production of all groups increased considerably, and those groups that only had one production cycle per year decreased from 75.8% to 30.3%. Most groups produced two, three and more times per year.
6. The number of markets that were supplied by these groups increased from 75 to 104. Before most groups delivered their production to two markets and now, they serve

three markets. Before the project, the markets served were mostly local (84%) and now 50% of the groups reach markets beyond their village.

7. The business volume of 4 out of 5 groups has increased. The increases vary from
 - >6 million GNF (9%)
 - 3-6 million GNF (14.8% of groups)
 - 1-3 million GNF (55.6% of groups)
 - < 1 million GNF (22.2% of groups).
8. The main organizational changes that were brought about as a consequence of the micro-projects were:
 - Regular holding of meetings (97%)
 - Consensual group decision-making (81.1%)
 - Keeping of accounting books (54.5%)
 - Application of technical advice by extension agents (48.5%)
 - Participative planning of activities (39.4%)
 - Increase in mutual financial support among group members (39.4%)
 - Support and advice to other village groups (21.2%)
 - Organization of practical training sessions with extension agents (21.2%)
9. Also, as a consequence of the project, the following group internal initiatives were developed: a) membership contributions, b) search for credit from various sources, c) capacity building of members through greater interaction with technical services of the Government, d) demand for support from other partners, e) purchase and sale of products on a group basis, and f) demand for land allocation from land owners for vegetable growing.
10. All groups that were interviewed stated that they would continue their activities initiated under the project.
11. The main reasons for this new group dynamic are:
 - Solidarity of members
 - Cohesion among members
 - Giving of cash credit to members
 - Capacity increases among members/ Investment in human capital formation
 - Collective will for development
 - Fact that group members get together regularly on the same site
 - Transparency in group affairs
 - Increase in revenues.

ANNEX 4: BANK LENDING AND IMPLEMENTATION SUPPORT

1. Task Team Members

Names	Title	Unit	Responsibility/ Specialty
Lending			
Dirk Prevoo	Senior Operations Officer	AFTEN	Task Team Leader
Jane Hopkins	Senior Agriculture Economist	AFTEN	Co Task-Team Leader
Mohamed Arbi, Ben Achour	Sr. Social Dvt. Specialist	AFTCS	Social Safeguards
Indumathie, Hawawasam	Sr. Environmental Specialist	AFTEN	Env. Safeguards
Liba, Strengeroski	Operations Analyst	AFTEN	Operations
Joseph, Ellong	Program Assistant	AFTEN	Administrative
Eric Ranjeva	Finance Officer	CTRLA	Finance
Alpha Bah	Sr. Procurement Officer	AFTPW	Procurement
Supervision/ICR			
Taoufiq Bennouna	Sr NRM Specialist	AFTEN	Task Team Leader
Celestin Niamien	Sr FM Specialist	AFTMW	Financial management
Alpha Bah	Sr. Procurement Officer	AFTPW	Procurement
Eric Ranjeva	Finance Officer	CTRLA	Finance
Thierno Hamidou Diallo	Disbursement Asst.	AFMGN	Disbursement
Jane C. Hopkins	Senior Agriculture Economist	AFTA1	Agriculture
Anthony Molle	Senior Counsel	LEGAM	Legal
Dirk Nicolaas Prevoo	Senior Operations Officer	AFTEN	Task Team Leader
Virginie A. Vaselopoulos	Senior Program Assistant	AFTN1	Administrative
Salimata Diallo Folleya	Natural Resource Management Specialist	AFTNI	Task Team Leader

2. Staff Time and Cost

Stage of Project Cycle	Staff Time and Cost (Bank Budget Only)	
	No. of staff weeks	USD Thousands (including travel and consultant costs)
Lending		
Total:	26.74	338.25
Supervision/ICR		
Total:	52.14	327.30

ANNEX 5: SUMMARY OF BORROWER'S ICR

République de Guinée

PROJET DE GESTION COTIERE ET MARINE DE LA BIODIVERSITE (PGCMB)

RAPPORT D'ACHEVEMENT -RESUME-

- Décembre 2013 -

Le Projet de Gestion Côtière et Marine de la Biodiversité -PGCMB- (le Projet) a été initié par le Gouvernement guinéen (l'emprunteur) avec l'appui financier du Fonds pour l'Environnement Mondial (FEM), à hauteur de 5 millions USD, pour résoudre des problèmes liés à la préservation des écosystèmes et à la protection de la biodiversité de la zone côtière de la Guinée. Le PGCMB, mis en œuvre avec l'appui technique de la Banque Mondiale (la Banque), a été approuvé par le Conseil d'Administration de la Banque le 22 juin 2006, et est entré en vigueur le 20 juillet 2007. La date de clôture initialement fixée au 31 décembre 2011 a été reportée au 31 décembre 2013 suite à la suspension des décaissements par Banque due à la transition militaire intervenue en Guinée entre 2008 et 2010.

Le PGCMB est considéré comme un projet complémentaire au **VCSP2** dans les Communes Rurales (CR) où il est mis en œuvre. L'effet synergique attendu lors de l'exécution concomitante des deux (2) Projets se décrit comme suit : l'appui du **VCSP2** pour mettre en œuvre des plans de développement local des CR côtières est plus axé sur la réalisation d'infrastructures sociales et le renforcement des capacités locales pour une meilleure gouvernance ; tandis que le PGCMB se focalise sur une assistance technique permettant d'évoluer vers une approche de planification locale intégrant la gestion durable des ressources naturelles, l'élaboration et le suivi des plans de gestion des AMP de façon inclusive et concertée.

L'objectif de développement global du PGCMB (initial) est de promouvoir la gestion rationnelle de la biodiversité côtière de la Guinée tant à des fins de conservation que de développement durable dans les zones prioritaires choisies, en mettant un accent particulier sur l'assistance aux communautés vivant à l'intérieur et autour de ces zones prioritaires. L'objectif environnemental global du PGCMB est de promouvoir la conservation d'habitats et d'espèces d'importance nationale et mondiale le long de la côte guinéenne, dans les zones prioritaires sélectionnées englobant les sites RAMSAR côtiers.

En 2011, une mission conjointe Banque -gouvernement guinéen a permis de restructurer le Projet. Cette restructuration a donné lieu : (i) à la simplification et la fusion de L'Objectif de Développement du Projet (ODP) et l'Objectif de Gestion Environnementale (OGE) ; (ii) au regroupement des activités du projet sous 4 composantes au lieu des 5 initiales; et (iii) à la réallocation des fonds et au rehaussement du seuil du Compte Spécial afin d'accélérer l'exécution physique et financière du projet, interrompue suite à la suspension des décaissements.

Le PGCMB s'achèvera le 31 décembre 2013.. Dans le rapport d'achèvement élaboré, la performance globale et les résultats des composantes ont été notés à partir des indicateurs

clés de performance définies dans le document d'évaluation du projet et amendés à l'issue de la restructuration du projet.

1. EVALUATION DE LA CONCEPTION DU PROJET

La qualité de la conception est *satisfaisante*. Les objectifs du projet sont jugés :

- i) *pertinents*, au regard des enjeux environnementaux de la zone de projet et de son importance pour la protection de la biodiversité ;
- ii) *cohérents*, avec les axes prioritaires de la Stratégie d'Assistance à la Guinée (SAG) et les priorités du gouvernement guinéen exprimées dans le DSRP, ils sont aussi conformes aux différentes conventions internationales auxquelles la Guinée s'est engagée, et, la logique d'intervention est maîtrisée
- iii) *efficaces*, les objectifs globaux tels que stipulés dans le document de restructuration du Projet, ont été atteints. Certains impacts attendus ont été confirmés par les résultats des enquêtes socio-économiques. Cependant, concernant les aspects de pérennisation, il aurait été souhaitable d'avoir plus de temps et de ressources pour la consolidation des acquis à travers la poursuite du renforcement de capacités des acteurs locaux.

2. ATTEINTE DES OBJECTIFS ET RÉALISATIONS

2.1 Objectif de développement

Selon les conclusions de l'étude d'impact du projet sur le changement socio économique autour des AMP, le renforcement des capacités des CR et des groupements a permis d'asseoir les bases solides en matière de gestion responsable et concertée des ressources naturelles. Les infrastructures réalisées ont eu un impact important sur le bien être des populations bénéficiaires et les activités alternatives se sont développées. Le projet a eu des effets positifs sensibles sur l'intensification et la sédentarisation de la production agricole au niveau des CR. L'atteinte de l'objectif de développement et l'Objectif de gestion environnementale est jugés satisfaisante.

2.2 Réalisations par composante

A l'issue de la mise en œuvre du projet, le niveau des principaux indicateurs de résultat montre de façon générale une exécution *satisfaisante* des activités.

2.2.1 Composante 1 : Création et appui à la gestion d'Aires Marines Protégées (AMP) dans les sites Ramsar : Deux AMP d'une superficie respective de 85 000 et 5 000 ha ont été créées par décret présidentiel. Le plan de gestion de Tristao a été élaboré et validé par l'ensemble des acteurs impliqués dans le processus de gestion des AMP. Un projet de Plan de Gestion d'Alcatraz a été élaboré et le processus de sa validation est en attente de l'avis de différents partenaires techniques et financiers.

Des inventaires ont été effectués par les techniciens du Centre National des Sciences Halieutiques de Boussoura (CNSHB) et de la Direction Nationale des Eaux et Forêts pour alimenter les différents Plans de Gestion des deux AMP. La synthèse de ces différentes études a été restituée aux acteurs locaux pour améliorer leur connaissance sur l'environnement des AMP.

Un système de suivi des AMP a été mis en place à travers : i) la formation de l'équipe de conservateurs et de surveillants locaux et leur dotation en équipements de surveillance et de contrôles (vedettes, Radio VHF, GPS, moto et moyens de fonctionnement) et, ii) la réalisations des études et des inventaires pour permettre d'avoir une situation de référence sur la biodiversité des AMP. Les fiches METT⁷ décrivant la situation de référence et la situation à date de chaque AMP sont disponibles. Ces fiches ont été renseignées par l'Office Guinéen des Parcs et Réserves (OGUIPAR). Les organes de gestion et de surveillance dans les zones d'influence directes des AMP de Tristao et Alcatraz ont bénéficié également de l'appui logistique (fourniture de 10 vélos) pour les rendre opérationnels sur le terrain.

Une boîte à outils transposables pour créer, gérer et suivre les AMP a été développée. Les résultats de cette composante sont jugés *très satisfaisants*.

2.2.2 Composante 2 : Renforcement des capacités pour la gestion participative des AMP : Le Projet a appuyé la formation de cadres et agents sur différents thèmes relatifs à la gestion des AMP.

Un appui logistique (motos tout terrain), a été fait en faveur des ADL, CCF et aux conservateurs des AMP, un véhicule de liaison, deux vedettes équipées et des radios VHF pour la surveillance des AMP, ainsi que de nombreux équipements et matériels informatiques ont été livrés au Ministère de l'environnement.

Un atelier sur le processus de mise en place d'un mécanisme de financement durable des AMP tenu en mars 2012 qui a regroupé les principaux partenaires techniques financiers et, le Gouvernement Guinéen, des Sociétés Minières et de consultants internationaux a recommandé principalement la mise en place d'un fonds fiduciaire pour la conservation de la biodiversité en Guinée permettant d'assurer un financement durable de la stratégie nationale de la biodiversité et des projets d'offset.

Le projet a mis à la disposition du centre d'observation de suivi et d'informations environnementales (COSIE). des équipements informatiques (serveur) pour la mise en place d'une base de données. Une évaluation du système d'information existant au niveau du COSIE a été réalisée.

Un espace de concertation entre les acteurs intervenant dans la zone du Projet, dont les Sociétés minières, a été mis en place à travers un forum qui a réalisé trois sessions.. Des Comités Villageois de Suivi et des comités Inter Districts sont mis en place dans toutes les CR constituant les AMP de Tristao et Alcatraz. Ces structures ont bénéficié des formations et ont été dotées en moyens (vélos) pour les rendre opérationnels.

Les résultats de la composante sont jugés *satisfaisants*

2.2.3 Composante 3 : Appui au processus de développement local participatif et décentralisé : Un dispositif d'appui des CR bénéficiaires a été mis en place pour aider les collectivités à élaborer, mettre en œuvre et suivre leurs Plans de Développement Locale (PDL) et leurs Programmes Annuels d'Investissement (PAI) et subventionner les microprojets offrant des moyens d'existence alternatifs aux acteurs locaux.

⁷METT: Management Effectiveness Tracking Tools est un outil du FEM qui mesure l'efficacité de la gestion des aires protégées.

- ❖ Planification locale : chacune des 11 CR couvertes par le PGCMB a actualisé son PDL en y incluant les aspects liés à la gestion des ressources naturelles. Les activités d'actualisation se sont déroulées avec l'appui des intermédiaires techniques publics (SPD, STD, CCF, CA) et privés (Agent de Développement Local, Consultants GRN, ONG et PME), mobilisés et formés à cet effet.
- ❖ Financement des Programmes Annuels d'Investissement (PAI): le Projet a financé 31 PAI, comprenant 94 microprojets dont 59% en faveur des femmes. La répartition des microprojets par domaine : 27% du domaine de la valorisation des terres basses (aménagement des périmètres maraîchers), 35 % l'environnement (restauration du couvert végétal création de forêts communautaires à travers la production d'essences forestière), 9% de la pêche et autres activités (élevage, saliculture, apiculture, etc.) représentant 29%.

En outre, des études techniques ont été également réalisées portant sur l'identification et la description des meilleures pratiques de conservation et de restauration des sols ainsi que sur l'identification des modules de formation en gestion des ressources naturelles et de la biodiversité.

Les résultats de la composante sont jugés *satisfaisants*

2.2.4 Composante 4 : Gestion, Suivi et Evaluation du Programme :

- ✓ Gestion Fiduciaire : La comptabilité du projet a été régulièrement tenue et les états ont été élaborés directement à partir du logiciel SUCESS. Le projet a élaboré et produit régulièrement les Rapports de Suivi Financier. Les états financiers du Projet ont été audités et jugés sans réserve et les rapports ont été transmis à l'IDA avant la date du 30 juin de chaque année comme stipulé dans l'accord de don. Le taux de décaissement global du Projet est de 98, 24% au 16 décembre 2013.

A la reprise des activités en 2011, marquée par la restructuration du projet, un nouveau Plan de Passation des Marchés (PPM) a été préparé pour la période de janvier 2011 au 30 juin 2013. Durant cette période, le PPM a été actualisé à l'occasion de chacune des six missions de supervision.

- ✓ Suivi-évaluation : Un dispositif de suivi-évaluation a été mis en place dans toutes les CR couvertes par le projet à travers des outils de collecte et de traitement des données. Les principaux acteurs ont été formés. Des outils de suivi écologique et de surveillance des AMP ont été développés et intégrés dans le dispositif de suivi-évaluation du projet. Un SIG avec des fonds de cartes géo référencés a été développé. Le cadre de suivi des résultats a été régulièrement renseigné. Un outil de suivi du PTBA et du PPM a été conçu par le projet et régulièrement mis à jour.
- ✓ Suivi des mesures de sauvegardes environnementales et sociales : Le Cadre de Gestion Environnementale et Sociale et le Cadre de Politiques de Réinstallation élaborés lors de la préparation du projet ont été actualisés et validés. Le Projet a formé les agents de terrain (CCF et ADL), les membres des Comités de Suivi des Actions Environnementales (COSAE) et élus locaux en politique de sauvegarde et hygiène environnementale en les familiarisant avec le nouveau formulaire simplifié et le PGES des microprojets. Pour faire face au financement des mesures d'atténuation des impacts négatifs éventuels des microprojets, une allocation budgétaire a toujours été réservée chaque année dans le budget du Projet. Le projet a communiqué régulièrement avec le BGEEE en lui transmettant les exemplaires des formulaires de

screening renseignés pour chacun des microprojets contenus dans le Programme Annuel d'Investissement (PAI) ainsi que les rapports de mise en œuvre du Cadre de Gestion Environnementale et Sociale (CGES).

- ✓ Education Environnementale : Les acteurs locaux les membres des Comités Villageois de Surveillance (CVS) et Comités Interdistricts de Surveillance (CIDS) ont été formés sur des thématiques diverses et sur leurs rôles et responsabilités dans la cogestion des AMP. Dans le cadre de la collaboration avec l'Institut National de Recherche et d'Actions Pédagogiques un manuel d'éducation environnementale destiné aux écoles élémentaires, a été élaboré et vulgarisé au niveau de 4 écoles pilotes. Par ailleurs, une convention de collaboration a été signée avec les radios rurales et communautaires de la zone côtière pour la diffusion des messages de sensibilisation et d'éducation à l'environnement et à la protection des AMP.

Les résultats de la composante 4 sont jugés *très satisfaisants*.

2.3. Performance de la Banque et de l'emprunteur :

a. Performance de la Banque

La Banque a été régulièrement présente auprès des équipes nationales et a contribué à la mobilisation des équipes pluridisciplinaires de consultants ayant une bonne connaissance et de l'expérience en matière de gestion des ressources naturelles, de la biodiversité et du développement local durable. Le projet a été conçu sur la base d'expériences vécues dans d'autres pays. Toutefois, la phase préparatoire du projet a été très longue, près de quatre (4) ans même si à terme, les délais d'approbation du projet ont été relativement courts. L'option d'intégrer le Projet à la structure déjà opérationnelle du **VCSP2** a permis de faciliter sa mise en œuvre dès la mise en vigueur.

La performance de la Banque sur la préparation est jugée *satisfaisante*.

De 2007 à 2009, seulement deux missions de supervision ont été réalisées par la Banque. Pendant cette période l'efficacité de la Banque a été jugée *insuffisante*. Après la période de transition 2009-2010, le Projet a régulièrement bénéficié de deux missions de supervision par an y compris la mission de revue à mi-parcours qui s'est déroulée en janvier 2012. Ces missions de supervision ont abouti à des constats et des recommandations pertinentes contenues dans les aide-mémoires transmis à la partie guinéenne.

Suite à la suspension des décaissements consécutive à la détérioration de la situation sociopolitique du pays (2009-2010), une de ces missions de supervision a conduit à la restructuration du Projet.

Par ailleurs, depuis le démarrage du Projet en 2007, le PGCMB a connu trois chargés de Projet. Les relations de travail de l'organisme d'exécution avec la chargée du projet (Task manager) à la Banque d'une part, la mission résidente d'autre part, après la restructuration du Projet, n'ont souffert d'aucune ambiguïté dans la définition des domaines de compétences et des rôles respectifs. Pour cette période, l'efficacité de la Banque a été jugée *très satisfaisante*.

La supervision globale de la Banque est jugée *satisfaisante*.

Performance d'ensemble : Dans l'ensemble, l'efficacité de la Banque est jugée *satisfaisante*.

b. Performance de l'emprunteur

b.1. Performance du Gouvernement

Le Gouvernement a favorisé le processus consultatif de la base au sommet dans la conception du projet. Il avait procédé à la ratification de plusieurs conventions relatives à la gestion de la biodiversité et des zones humides, donnant ainsi une base légale au projet. L'emprunteur a activement participé à la préparation à la diffusion des informations sur le projet auprès des bailleurs de fonds et des ONG. Par ailleurs, l'emprunteur a pleinement participé à la conception et à la préparation du projet par l'allocation de fonds de contrepartie.

La performance du gouvernement dans la préparation du projet est jugée *satisfaisante*.

Le démarrage du projet a accusé quelques difficultés, en raison des troubles sociaux à l'époque. A la date de clôture initiale (31/12/2011), toutes les activités n'avaient pas pu être terminées à cause des problèmes internes liés à l'instabilité politique que le pays a connue de 2009-2010. En conséquence, un temps additionnel était nécessaire pour l'atteinte des PDO du Projet.

Le Gouvernement a fait signer dans les délais les actes relatifs à la création des deux AMP de Tristao et d'Alcatraz. Aussi, la tutelle exercée a été orientée vers l'appui conseil que le contrôle ; l'organisme d'exécution a évolué sans ingérence de la tutelle.

Le comité de pilotage du **PACV** qui a servi de CP au Projet, s'est réuni de façon régulière, une fois par an, pour valider les différents PTBA et rapports d'exécution, et approuver les différentes modifications des manuels de procédures.

Malgré ces résultats, le processus qui devrait aboutir à la mise en place d'un fonds de financement durable des AMP, n'est pas encore été finalisé à l'achèvement du Projet.

La performance du Gouvernement dans la mise en œuvre du Projet a été jugée *satisfaisante*.

Performance d'ensemble : La performance d'ensemble du Gouvernement est jugée *satisfaisante*.

b.2. Performance de l'organe d'exécution

En plus des études qui ont été réalisées et vulgarisées auprès de différents acteurs, la CNC a appuyé la mise à la disposition des CR et des services techniques d'un référentiel technique des microprojets GRN/AGR, des documents portant sur les textes réglementaires de GRN traduits dans les principales langues de la zone d'intervention, des formulaires de sélections environnementales et sociales des microprojets et, un guide de passation des marchés au niveau communautaire. Une base de données relationnelle pour le suivi des indicateurs d'exécution et d'impact a été créée. L'analyse de la matrice des résultats a montré que tous les indicateurs du Projet sont atteints.

Le Comité Technique d'Exécution (CTE) s'est tenu régulièrement pour le cadrage et le suivi de la mise des activités du Projet. Des missions d'appui et de supervision interne ont été réalisées régulièrement.

Les performances de l'organisme d'exécution sont jugées *très satisfaisantes*.

Performance d'ensemble de l'emprunteur : La performance d'ensemble de l'emprunteur est jugée *satisfaisante*

3. Pérennisation

3.1 Durabilité

Dans l'ensemble, le maintien des acquis du PGCMB est *probable* à condition que les CR arrivent à mobiliser plus de ressources financières locales en faveur de la gestion des ressources naturelles pour soutenir la dynamique. En ce sens, l'implication des sociétés privées comme les compagnies minières dans l'appui aux CR selon l'approche participative est un facteur de durabilité du projet. De nouvelles activités alternatives, autres que celles financées par le PGCMB sont réalisées et suivies par les structures mises en place avec l'appui du projet. Selon l'enquête menée, tous les groupements enquêtés s'accordent à ce que les activités entreprises seront continues après l'arrêt du projet.

3.2. Reproductibilité :

- Dans le cadre de la Composante 1, il a été développé une boîte à outils qui capitalise les outils conçus, les étapes de leur mise en œuvre ainsi que les expériences acquises.
- Pour la Composante 2, une plate-forme de coordination (forum côtier) comprenant des représentants de toutes les parties prenantes au Projet a été mise en place pour échanger sur les enjeux de la gestion de l'environnement côtier et marin, et accéder aux leçons apprises sur le projet.
- La Composante 3 mise en œuvre dans le cadre du PACV2, a permis de dérouler des expériences opérationnelles en matière de gestion transparente des fonds et d'identification des enjeux environnementaux à la base à travers le diagnostic socioéconomique local.
- La composante 4 a élaboré et vulgarisé des manuels de gestion et de suivi ainsi que des formulaires de sélection environnementale des projets, auprès des bénéficiaires. De même plusieurs études sur les pratiques locales et la dynamique environnementale ont été capitalisées.

ANNEX 6: LIST OF SUPPORTING DOCUMENTS

1. Implementation Status and Results (ISRs): 15 ISRs from August 2006 to August 3013
2. Implementation Support Aide Memoires (AM)
3. Restructuring Paper on a Proposed Project Restructuring of Coastal Marine and Biodiversity Management Project to the Republic of Guinea, May 10, 2011
4. RESULTATS DE L'ENQUETE SUR LES CHANGEMENTS DES CONDITIONS SOCIO-ECONOMIQUES INDUITS PAR LES ACTIVITES DE GESTION DES RESSOURCESNATURELLES (GRN) ET ACTIVITES GENERATRICES DES REVENUS (AGR) AUPRES DES BENEFICIAIRES, par Saliou Cherif DIALLO, Consultant, December 2013
5. RAPPORT D'ACHEVEMENT DU PGCMB DU GOUVERNEMENT GUINEEN, DECEMBRE 2013, REPUBLIQUE DE GUINEE
6. PGCMB, REFERENTIEL TECHNIQUE DES MICROPROJETS GRN ET AGR, DECEMBRE 2011
7. PLAN DE GESTION DE L'AIRE MARINE PROTEGEE (AMP) D'ALCATRAZ, OFFICE GUINEEN DES PARCS ET RESERVES, SEPTEMBRE 2012