

Implementation of the Strategic Action Programme for the Red Sea and Gulf of Aden (SAP)

Second Management Retreat

The retreat took place on the 2nd October 2000 at the Palace Hotel, Khartoum. The objective is to review results of the first retreat, enhance team building, identify hurdles and leaps, and agree on agenda for action. All PERSGA staff, including the Secretary General and Deputy, SAP team and the three GEF IAs participated in the retreat. Ms. Inger Andersen & JB Collier (World Bank) as well as Mr. Abdul-Majeid Haddad (UNDP) facilitated the retreat sessions. This note is to report on the team thinking pertaining to issues raised. Unlike the previous retreat where much attention was given to discussing internal administrative issues, this retreat is focused on looking beyond the SAP circle.

1. Results of the First Retreat. Mr. Carlos Haddad gave an overview of the status of implementation of the recommendations of the first retreat. The majority of actions have already been completed or on under process.

2. Team Vision - Brainstorming session. In order to capture the vision of the team regarding the SAP contribution to the region and countries, the team was asked to divide into pairs. Each pair writes three visions for the SAP. These visions were then read out, categorized and put onto the board. Five categories were singled out as follows:

Visions of the Team

Resources Management	Environmental Safety
<ul style="list-style-type: none"> ▪ Operational network of MPAs ▪ Accurate evaluation of fish stocks to reach the sustainable exploitation ▪ Establishment of the environmental laws for the RS&GA and enforcing them ▪ Regulated fisheries ▪ Wise and sustainable use of coastal and marine resources achieved ▪ Assist member countries and PERSGA in achieving sustainable Development of Marine and Coastal resources ▪ Elimination of destructive fishing practices ▪ Sustainable management of resources for the next generation ▪ Regional fora for coastal marine environmental management established ▪ Motivate local communities to take care of the environment and provide them with the support needed to achieve this ▪ Conservation of marine life ▪ Cleaner beaches ▪ Red Sea/Gulf of Aden – the safe heaven for marine turtles 	<ul style="list-style-type: none"> ▪ MEMAC Centers Operational ▪ Quick response to large oil spills can only be achieved through regional co-operation i.e. the establishment of regional contingency plan. ▪ Safety of Navigation will insure minimize of pollution with good monitoring system in the region. ▪ Saver shipping seas, this could be achieved in Red Sea through the establishment of Traffic Separation Scheme ▪ Ports That Police Unsafe Ships
	<p>Awareness</p> <ul style="list-style-type: none"> ▪ Increased awareness at all levels of regional coastal and marine issues ▪ Better awareness to conserve the environment of the Red Sea & Gulf of Aden ▪ The build up of environmentally aware society of member countries

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Communication & Coordination	Capacity Building
<ul style="list-style-type: none"> ▪ Coordination between Focal Points and various relevant institution in each country and integration and follow of information between countries ▪ Enhance cooperation between members countries and avoid any conflict of interests ▪ To give people in the region a better understanding of each others situation and bring them closer together ▪ Effective Regional Cooperation ▪ Delay from member countries in sending their approval to conduct activities ▪ Increased co-ordination and co-operation among organizations and individuals involved in marine resources management and conservation. ▪ Better communication between countries (both expert and Government levels) ▪ A systematic technical cooperation between countries of the region 	<ul style="list-style-type: none"> ▪ Increased capacity building in the region to manage the costal & marine environment. ▪ Increased number of trained scientific and technical persons from the region in all components. ▪ Human resources more qualified personnel ▪ To give people greater set of confidence through the acquisition of greater skills & Competence. ▪ More Experts / Consultant in the region. ▪ Institutional - greater PERSGA presence at the country level

3. **Hurdles and Leaps.** The team was asked to split into four groups. Each group was asked to prepare a list of five major hurdles that will affective achieving the objectives of the SAP (more on the long-term perspective). The group also suggested leaps for each hurdle. The rapportuer of each group presented the table as follows:

GROUP 1 (figure in brackets indicate votes)

HURDLES	LEAPS
Co-financing (short term) (5)	- For Governments: put on Agenda of the Council meeting with specific request to address their commitment. - For partners: Round-table conference + Private Sector
Sensitizing Decision-makers and beneficiaries to the role of SAP in fulfilling the goals of PERSGA (12)	Advocacy through mass media and closer contact with decision – makers
Integration of components and integrity of the programme (9)	Require LS to identify specific contributions they can make towards the implementation of a) other components and b) overall PERSGA programme
Long-term sustainable financing (20)	Take action on the Development of sustainable financing strategy and resource mobilization

GROUP 2

HURDLE	LEAP
Visa & Customs (12)	PERSGA to initiate agreements among Govt.
Lack of Environmental Awareness (13)	Design specific awareness programme for marine environment
Complicated admin./ financial procedures (12)	Independent review of procedures
Sub-Standard shipping (7)	Effective Port state control (regional agreement) (PSC) (Join existing agreements such as IOMU)

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GROUP 3

HURDLES	LEAPS
WG members want payment (6)	- Better Communication on country commitment to PERSGA. - Appropriate incentive
Communication difficulties between environmental ministry and other sector ministries	Encourage Ministries to become advocates for environment enthusiasm
Some WG members may not be interested or committed (7)	- WG members can be changed if required, PERSGA will have a say in selection

GROUP 4

OBSTACLES	LEAPS
PERSGA-SAP Divide (9)	- PMT to work together to alleviate this problem - More social interaction & better office relation to be built
Staff over loading (17)	- Time management - Utilize all staff incl. NPCs - Communicate / Patrice work with boss
Lack of short-term integrated planning	- Involve the “people that have to pay your bills” in the planning - Ensure adequate secret support - Look for solutions

The team was then asked to vote using five-star scale; each will have five stars to put on the most important hurdle(s) he/she thinks is critical to the success of the programme.

Result of the Voting

	<u>Vote</u>
• Co-financing	5
• Sensitizing decision-makers	12
• Integration of components	7
• Long-term sustainable financing	20
• PERSGA – SAP Divide	9
• Staff Overload	17
• Lack of short-term planning	3
• Visas and custom	12
• Lack of Environmental Awareness	13
• Complicated Admin. Procedure	12
• WG members want payment	9
• Communication between ministries	1
• WG may not be committed	7

The three major issues that received the highest vote were discussed in details and the team suggested at least 10 actions/recommendations to be done in order to succeed.

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I. Financial Sustainability

1. Do the job well (demonstrate results)
2. Insist on Government contribution
3. Involve Industry / NGOs
4. Establish Red Sea and Gulf of Aden Env. Fund
5. Advocate
6. Prepare solid proposals for donors
7. Charge Fees for environmental conservation
8. Establish Friends of PERSGA Club
9. Hire a company/consultants to present options on this issue
10. Look at example from other regions

II. Staff Overload

1. Ignore deadlines + put your mind at ease
2. Take time off
3. Time management and delegation
4. Utilize existing resources
5. Training & Planning
6. Ask / offer Help
7. Delegation of authority / Division of Labour
8. The best is the enemy of the good. Learn to balance
9. Share information
10. Make the Website as a tool

III. Environmental Awareness

1. Design campaigns to target different level
2. Utilize already exist materials (Don't invent the wheel)
3. Intensity using of mass media
4. Advocacy + social mobilization
5. Utilization of NGOs
6. Don't shy away from unpopular actions
7. Provide scientific facts, translate into simple language that people understand
8. Awareness of regulations and enforcement
9. Keep the momentum
10. Communicate, communicate, ... brings commitment
11. Highlight environmental danger on the health.

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The meeting was closed by a statement from Dr. Mohammed Fawzi, Deputy Secretary General, in which he appreciated having the chance to participate, emphasizing that the job requires more integration and all should work as one team.

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