Climate finance readiness seminar 2
15 – 17 July 2014, Washington DC

Session 8:
“Overcoming challenges in project implementation”

CSE’S EXPERIENCE
CENTRE DE SUIVI ÉCOLOGIQUE
NATIONAL IMPLEMENTING ENTITY

WORLD BANK J-BUILDING, WASHINGTON DC
Wednesday, 16 July 2014
- an information center for the environment, established in 1986
- engaged in various R&D initiatives focusing on environmental monitoring and sustainable development
- supports the GoS in formulating and implementing development policies and strategies
- semi-autonomous body
ACCREDITATION

✓ Nomination by the Ministry of Environment on a proposal from the National Committee for Adaptation to Climate Change (COMNACC) through the DA

✓ Submission of the application folder in which the CSE demonstrates its level of compliance with the criteria defined by the AF

✓ Preliminary screening of the application package by AF Sec

✓ Assessment by the accreditation panel

✓ Accreditation achieved during the 9th meeting of the AF Board (Bonn, 23-25 March 2010)
Sandy coasts
Rocky coasts
Mangrove estuaries

**BACKGROUND**

- 700 Km of coastline
- More than **50%** of the population
- **85%** of the industries and services
- 2 major economic sectors: fisheries and tourism related activities
- Seriously affected by **coastal erosion** amplified by sea level rise, storm surges and human activities

**Protection of the littoral:** **TOP PRIORITY**

**CHALLENGE:** need of significant financial resources
PROJECT PREPARATION

- Right after this accreditation, the CSE started working with the DEEC in developing the “Adaptation to coastal erosion in vulnerable areas” project

- **March-May 2010**: development of the concept proposal
- **May 2010**: submission of the concept proposal to the AF Board
- Evaluation of the proposal by the PPRC
- **16 June 2010**: endorsement of the concept by the Board, based on the comments and recommendations of the PPRC: the CSE is encouraged to submit a fully-developed project proposal, and to provide the AF Board with the clarifications requested in the technical review sheet, and in the comments of the PPRC.
- **September 2010**: submission of the full-project
- **Approval of the project**: 11th meeting of the AF Board (16-17 September 2010).
Signing ceremony of the 1st direct access project
Washington DC, November 2010
MAIN FEATURES

- Grant funding **US$ 8,619,000** (Adaptation Fund)
- Aligned with one of the major axes of the NAPA
- **2 years** (2011 / 2012)

**Overall objective:** contribute to the implementation of Senegal’s NAPA with focus on:

- combating coastal erosion
- development of adaptation capacities

Implementation modality: DIRECT ACCESS
Areas of intervention

Petite côte
IMPLEMENTATION ARRANGEMENTS

✓ MoU signed between CSE (NIE) and each executing agency
  ❏ DEEC (5.67 millions)
  ❏ GREEN-Senegal (0.66 millions)
  ❏ Dynamique Femmes (1.75 millions)

*Other indirect players: delegate project managers, work companies, services providers, controllers of works*

*NB: Direct payment modality*

✓ Tenders bids, procurement and contracts ⇨ submitted to prior approval of CSE’s General Manager

✓ Procedures: CSE’s manual of procedures

  *NB: improvement/upgrading of procedures for all actors*

✓ National SC: chaired by the president of the COMNACC

✓ Local Steering Committees

✓ Reporting and disbursement: on a six-monthly basis
Environmental and Social Risk Management

- Environmental and Social Impact Studies are mandatory (national regulation)
- ESIS included in the project document and performed prior to any work: led to some changes in the design of some structures
  - eg. the arrangement of breakwaters in Saly and the design of the seawall in Rufisque
- Study of status of land tenure and land rights in Joal before land reclamation with the anti-salt dike
CHALLENGES FACED DURING IMPLEMENTATION

• A conflict between the Minister of Environment and 2 out of the 3 Executing Agencies slowed down the execution pace for some activities

• The change of Director of the Directorate of the Environment, the main proponent of the project; followed by the change of all the team involved so far in the project implementation
  – Stronger support from the CSE
CHALLENGES FACED DURING IMPLEMENTATION

• Dispute between the public works firm and the Delegate Project Manager about the physical characteristics and the costs of the structure (breakwaters in Saly).
  – Foster interactions with national experts and researchers
  – Setting-up a task-force to look at the most cost-efficient solutions
  – Using subcontractors to speed up
  – Termination of the contract of the Delegate Project Manager for repeated breaches
  – Seek the support of national authorities
  – Revising downward the number of structures
CHALLENGES FACED DURING IMPLEMENTATION

- The **status of the premises** in the fish processing site in Joal (Khelcom): built by the EU, but never approved nor put into operation.
  - Consultations with the local authorities (Mayor), the fisheries service and the EU to get the site affected to the project

- Weaknesses in the project **INTERNAL COMMUNICATION** leading to dispute with the public works firm (anti-salt dike in Joal)
  - Fostering discussions between all parties
  - Hiring a new public works firm
  - Mobilizing leftover funds
  - Tree planting to consolidate the sides of the anti-salt dike.
CHALLENGES FACED DURING IMPLEMENTATION

• Delay in the issuance of the WAEMU’s non objection notification resulting in delay in the launch of the protection works in Rufisque.
  – Letter of the Minister in charge of the Environment to the President of the WAEMU Commission
  – Phone calls with some contacts within the WAEMU (West African Economic and Monetary Union)

• Delay in the adoption of the regulations
  – Advocacy towards the Parliamentarians and the President himself (site visits)
  – Communication campaign through the media
AF becoming like a catalytic Fund

is supporting women in Joal (Capacity building on quality, hygiene and literacy; working capital).

provided women transformers with tents, drying trays and gloves (amounting at USD 102 000); and working capital (amounting at USD 10 000), etc.

DEEC has mobilized USD 16 000 on own resources to fill a flood-prone area near the fishing dock of Joal

Realized a levee in Fadial (a neighboring area of Joal) and tree planting in Rufisque

Italian Foundation built a child care facility near the fish processing area (Joal)
AF becoming like a catalytic Fund

Offered two stoves and cleaning material

COMFISH project offered cleaning material and provided training on quality & hygiene

USD 70,000 grant funding for a project aiming to revitalize rice growing activities on lands reclaimed from salinity thanks to the anti-salt dike

Has given his agreement in principle to extend the sewall in Rufisque-Est in order to protect the neighborhood of Diokoul as well
LESSONS LEARNED

✔ Two processes partly out of the project management full control: ESIA and procurement 🔄 PROACTIVITY

✔ Important to be rigorous about the ESIA

✔ Communication and information toward public authorities must be continuous to develop an understanding of what is at stake and to ensure to the extent possible the stability of the teams involved in the project implementation

✔ Ensure a sound project internal communication is key to avoid disputes among project stakeholders
LESSONS LEARNED

✓ “Direct payment” modality can be useful if allowed by the NIE status
✓ Regulation is one area where it is difficult to control progress (stakes are so high in the coastal areas)
✓ The needs are enormous and cannot be covered by a single project: keep continuously looking for synergies and additionnality
MOMENTUM FOR CHANGE AWARD

COP18, Doha (Qatar), December 2012
THANK YOU FOR YOUR ATTENTION