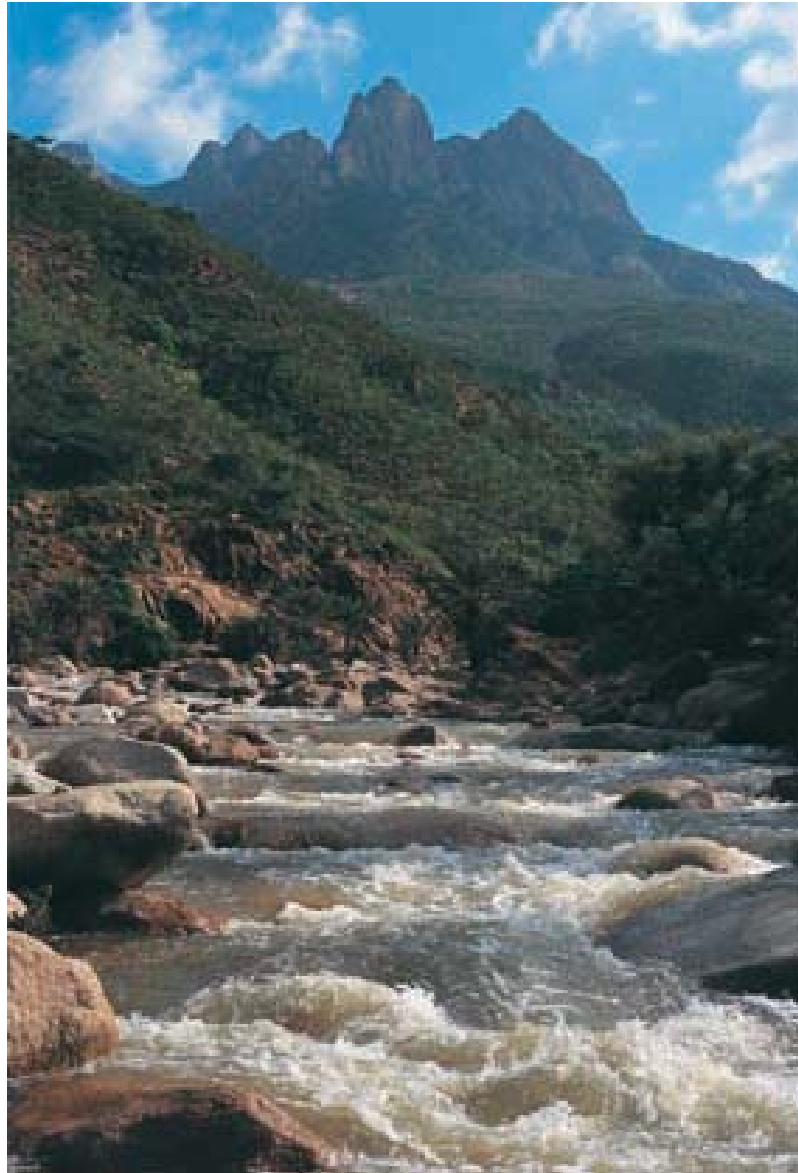


THE REPUBLIC OF YEMEN:
SOCOTRA ARCHIPELAGO



MANAGEMENT PLAN 2003-2008

Table of Contents

<i>Table of Contents</i>	2
List of Acronyms and Initials	3
Introduction	4
I. Situation Analysis.....	5
I.1 National Context.....	6
a. Environment and Development in Yemen	7
b. Local Governance & Decentralization.....	11
I.2 National and International Importance of Socotra.....	12
I.3 Description of the Socotra Archipelago	15
I.4 Threats, Opportunities & Risks.....	18
I.5 Overview of Ongoing Development and Conservation Efforts.....	19
I.6 Capacity Assessment: EPA and the Local Government.....	20
I.7 Community Mobilization	21
I.8 “Engines of Growth” for the island’s economy.....	22
I.9 Local Governance	26
I.10 Prior Obligations and Prerequisites.....	27
II. Strategy.....	29
II.1 Partnerships strategy	30
II.2 Gender Issues	31
II.3 Intended Beneficiaries	32
III. Detailed Overview of Activities	34
III.1. Supporting the “Engines of Growth” for the local economy	34
III.2. EPA Protected Areas Program operational.....	35
III.3. Monitoring Operations	36
III.4. Support of the development of Eco-Tourism	38
III.5. Community Mobilization and Development	41
III.6. Improved Capacity of Local Government in Socotra	44
III.7. Improved Capacity of the Central Government to steer and support the Development of Socotra	47
III.8. Decision Support System (DSS) in use at central and local level	47
III.9. Socotra-Galapagos partnership initiative	48
IV. Strategic Results and Resources Framework (SRF).....	50
V. Management Arrangements.....	58
V.1 Role of the Parties.....	59
V.2 Project Financial Management.....	61
V.3 Project Management Team	62
V.4 Coordination Arrangements.....	63
V.5 Advisory Committee	63
V.6 Monitoring and Evaluation.....	64
V.7 Tentative Work plan.....	66

VI. The Budget	71
VII. Progress to Date	73

List of Acronyms and Initials

CBO Community Based Organization
 CCF Country Cooperation Framework
 UNDP-Government of Yemen
 CZP Conservation Zoning Plan
 DDC UN Drylands Development Centre (Nairobi)
 DGCS Direttorato Generale per la Cooperazione allo Sviluppo, Ministry of Foreign Affairs, Rome, Italy
 DLDSP Decentralization and Local Development Support Program (UNDP-GOY)
 EIA Environmental Impact Assessment
 EO Extension Officer (EPA)
 EPA Environment Protection Authority
 EU European Union
 GEF Global Environment Facility
 GIS Geographic Information System
 GOH Governor of Hadramawt
 GOY Government of Yemen
 IUCN World Conservation Union
 LADF Local Administration Development Fund
 MOA Ministry of Agriculture
 MOTC Ministry of Tourism and Culture
 MOPW&UD Ministry of Public Works and Urban Development
 MOFW Ministry of Fish Wealth
 MOH Ministry of Health
 MOLA Ministry of Local Administration
 MPIC Ministry of Planning and International Cooperation
 MOWE Ministry of Water and Environment
 MSRC Marine Science Research Centre (Yemen)
 NGO Non-Government Organization
 NIAS National Institute for Administrative Sciences
 PERSGA Regional Organization for the Conservation of the Environment in the Red Sea and Gulf of Aden
 PRSP Poverty Reduction Strategy Paper – Government of Yemen, 2002
 RBGE Royal Botanic Gardens of Edinburgh, UK
 RNE Royal Netherlands Embassy in Yemen
 SAMP Socotra Archipelago Master Plan, MPIC-EU
 SCDP Socotra Conservation and Development Program
 SCF Socotra Conservation Fund
 SES Socotra Ecotourism Society
 SRF Strategic Resources Framework, UNDP Country Office in Yemen
 TA Technical Assistance
 TBI To Be Identified
 UNDP United Nations Development Program
 UNESCO United Nations Education Study and Cultural Organization
 UNV United Nations Volunteer
 WHO World Health Organization
 WWF World Fund for Nature
 YIPDA (IDA) Yemeni Islands Promotion and Development Authority (also called Island Development Authority)

Introduction

This Management Plan for the Socotra Archipelago has been established on the occasion of the application for the nomination of UNESCO as a World Heritage site. It is largely based on the SCDP Program Document, which details the management of the archipelago from 2003-8.

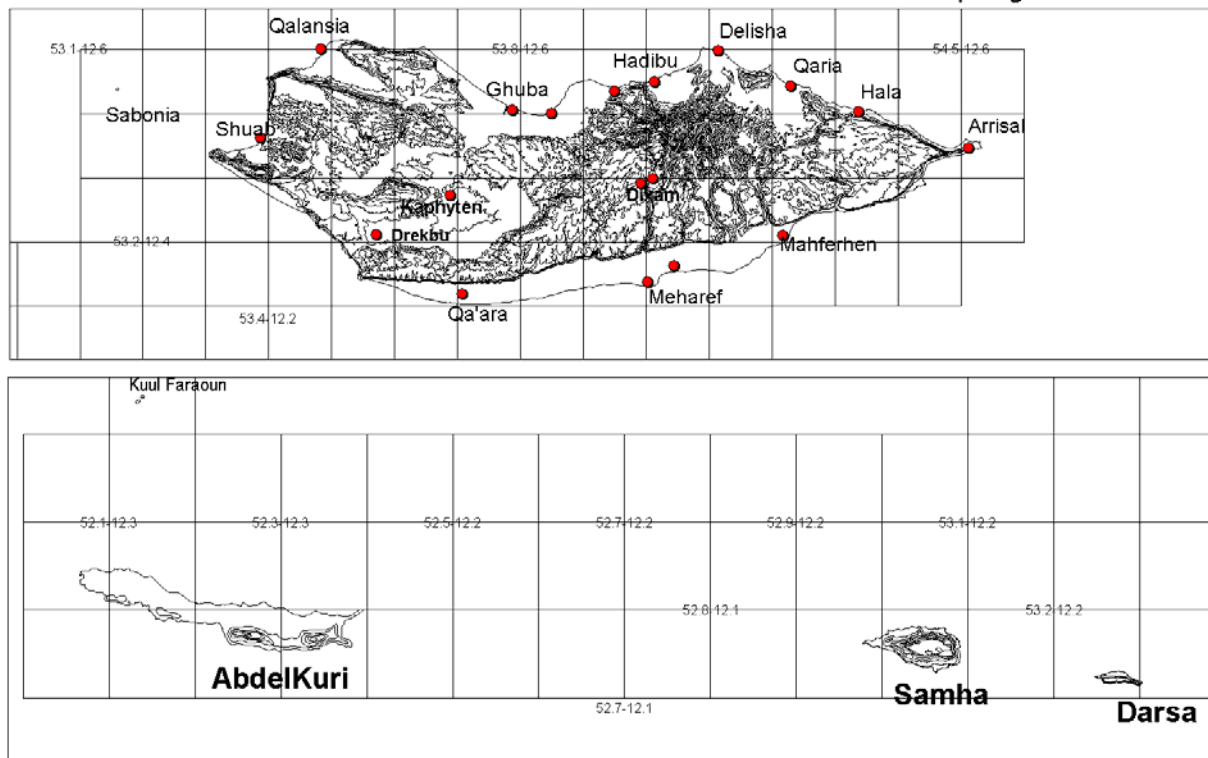
The aim of the plan is to present the reader with a clear overview of the efforts currently being undertaken by the EPA / SCDP to protect, conserve and manage the archipelago in order to ensure its ongoing integrity and authenticity. The mandate of EPA / SCDP additionally covers the responsible development of the archipelago's resources as Socotra is further opened to the pressures of economic growth and tourism. In the past years Socotra has benefited tremendously from the conservation efforts of both the GOY and the international community, and it currently enjoys the presence of a team of well-trained local conservationists and managers who are devoted to preserving the archipelago's natural and archaeological heritage. In the coming years as the archipelago, it will be of the utmost importance to manage this transitional period with care and wisdom. This is the goal of the efforts detailed in this plan.

The Socotra Archipelago possesses a rich and unique ecology with an extraordinarily high level of endemism in both flora and fauna. Over the past two millennia of human habitation a careful balance has been established between man and environment, making the archipelago a showcase for responsible conservation management.

The survival of the equilibrium of the needs of man and environment enjoyed by Socotra has been aided by the archipelago being cut off from the mainland for half the year due to the powerful winds of the monsoon. With the expansion of Socotra's airport in 1999 the island was opened to visitors year round and the pressures on the archipelago's environmental and archaeological heritage increased accordingly. The efforts of EPA / SCDP in managing the development and conservation of the islands is vital for the archipelago's continued integrity, and for the preservation of this unique part of humankind's natural heritage.

SOCOTRA ARCHIPELAGO

Conservation and the sustainable use of the Socotra archipelago



I. Situation Analysis

The Archipelago of Socotra is probably the poorest and most disadvantaged area of the country, where human development efforts and support from the international community, have only started in recent years. At the same time, Socotra is one of the ten most important islands in the world, in terms of biodiversity conservation importance. Nationwide, Yemen is taking important steps towards the preservation of its environment and natural resources, compatibly with the limited financial resources available. The need to address poverty alleviation issues is the national top priority, as spelled out in the recent Poverty Reduction Strategy Paper of the Republic of Yemen (2002).

This Management Plan will support the gradual establishment of a clear institutional and management framework for the “Socotra Conservation and Development Program”, in the context of national efforts towards decentralization, the implementation of the PRSP and the achievement of the Millennium Development Goals. The SCDP will provide an important vehicle for the GOY to carefully and gradually channel additional resources to the archipelago, as funding becomes available.



(Satellite Image of Socotra Island. Image processing: R. Klaus)

1.1 National Context

Yemen's natural resources are the basis of the national economy. The depletion or degradation of these resources presents not only a loss of the country's national capital but also undermines the sustainability of its economy. Despite all ongoing efforts, Yemen is facing a significant water crisis, arable land, forests, biodiversity and unique habitats are being lost at an alarming pace. Weak waste management system and environmental pollution are negatively affecting population health, and hampering poverty alleviation and human development efforts of the country. A higher level of investment in sustainable environmental management is therefore a high priority for the country as a whole.

The Government of Yemen has recently restructured environmental institutions and created the MOWE and the EPA (formerly the Environment Protection Council). An important constitutional amendment was also ratified in the year 2001. The new article 35 states: "The protection of the environment is the responsibility of the state and society, and it is a national and religious obligation of every citizen." The Executive Regulation of the Environment Protection Law 26/1995 has been approved in 2001.

Both the Poverty Reduction Strategy Paper (PRSP) and the Vision 2025 document¹ support the need for environmental protection, as the loss of natural resources negatively affects primarily the poorest sections of society, and hampers human development.

In the context of Socotra islands, the environmental conservation represents the only viable basis for any future economic development, and it therefore has even higher importance as a means to sustain - directly and indirectly - the human development of the inhabitants of the archipelago. In MOWE's national investment plan (2002), the conservation of biodiversity and sustainable use of national resources in the archipelago of Socotra is the top priority for habitat conservation in the country. The importance of supporting biodiversity

¹ Vision 2025 document, Government of Yemen.

conservation in the Socotra archipelago, as a primary means of supporting sustainable human development for the people of these islands, and of creating positive spin-off effects nation-wide, are highlighted in the following chapters.

a. Environment and Development in Yemen

The Poverty Reduction Strategy Paper of the Government of Yemen (2002) sets out four main goals and axes of government intervention (a) Achieving Economic Growth, (b) Developing Human Resources, (c) Improving Infrastructure and (d) Ensuring Social Protection. It also stresses one cross-cutting area where action is needed to support the implementation of the strategy along the four above axes. This is (e) Improving Governance, understood as the combination of prudent public sector fiscal management and effective administrative performance, increased people's participation and expanded partnership between government, private sector and civil society.

The present Management Plan addresses both sector-specific and governance issues prioritized in the PRSP. The Implementation of the Conservation and Development Plan for the Socotra Archipelago is listed among the National Priority Programs and Projects identified in the PRSP. This is in recognition of the close links between human development and environmental protection in the specific context of Socotra. The Management Plan also contributes to the implementation of the PRS with sector-specific interventions in the , water, health, agriculture, education and tourism sectors. Gender Equality and Institutions Strengthening are addressed in the design of all the plan's sector-specific interventions.

With respect to Governance issues, the PRS paper clearly recognizes the need to improve governance to achieve the PRS objectives. Along all the above four axes of intervention. Improving governance is therefore treated as a virtual "fifth axis", within which, multiple policies programs and projects are identified in six sub-areas: (a) Civil Service Modernization (b) Enhancing and strengthening Democracy (c) Implementation and enforcement of laws and regulations (d) Strengthening Local Authorities and Decentralization (e) Support for pro-poor and National Institutions (f) Participation and cooperation.

Of direct relevance to this project is the sub-area "Strengthening Local Authorities and Decentralization". The PRSP calls for a greater and more active role of local authorities in addressing the basic needs of local communities. It also rightly points at the need for a system to monitor the performance of local authorities and provide them with the incentives and technical assistance needed for the adoption of improved local governance practices and local pro-poor policies.

Given the early stage of decentralization reforms in Yemen, there seems to be a strong rationale for piloting a number of institutional and financial arrangements enabling Local Authorities, particularly District Councils and Administrations, to

play a meaningful role in both the implementation of national pro-poor policies and, eventually, the articulation of their own and complementary local policies for poverty reduction.

Vision 2025 and the Environment

In the Vision 2025 document of the Government of Yemen, it is clearly stated that the increase in population has a negative impact on the situation of the natural resources and environment of the country. Especially water resources are threatened by over exploitation and pollution. Land degradation and desertification is increasing due to deforestation, unsustainable livestock management and irrigation practices. Coastal and marine environments are affected by over-fishing as well as by land based industrial activities and associated waste management problems. Vision 2025 identifies the following priority areas of intervention or objectives:

- To develop and implement sustainable management and monitoring programs for water resources, land resources and agriculture, coastal zones, biodiversity and waste.
- To develop a desertification combating Program.
- To provide energy substitutions.
- To use environment friendly technology and enhancement of renewable energy resources.
- To implement environmental impact assessments for projects.
- To increase public awareness in all environmental fields.

The present management plan takes all the above issues into account, and aims at providing a useful pilot and model for their implementation across the rest of Yemen.



(Hagghier mountains. Photo courtesy of John Farrar)

Poverty and the Environment – the PRSP

Also the PRSP² reflects the critical role of environmental protection to sustain the improvement of living standards for the people in Yemen. The poor are primarily reliant on natural resources for their livelihood. They are directly affected by the methods by which environmental resources are exploited. While poverty does not necessarily lead to environmental deterioration, there are clear effects of poverty on the environmental situation of Yemen today. For example scarcity and pollution of water affects especially the aged, children and women, besides leading to a loss of agricultural land and the loss of livestock when severe droughts occur. Since women are providers of water for domestic use, they have to cross long distances for this purpose. Water pollution affects the health condition of their families, and thus decreases their productivity, and exposes them to severe poverty.

At the same time poverty increases the pressure on the natural resources. Especially the poor depend on the natural resources and add by unsustainable woodcutting and livestock management to deforestation, loss of vegetation cover, soil erosion, desertification and land degradation. The deterioration of natural sanctuaries and loss of biodiversity occurs due to poor environmental awareness and control.

Coastal biodiversity is threatened through bottom dragnets in fishing or the use of explosives, by landfills in costal areas, expanded construction, pollutions from

² Poverty Reduction Strategy Paper (PRSP) 2003-2005, 31.05.2002 page 44ff.

chemicals and waste from electric power generating stations. These problems also affect the poor leading to environmental damage and depriving fishing communities from income and thus exacerbating their poverty.

The gradually increasing temperatures, due to the global and regional climate change leave their impacts on agricultural production e.g. through the displacement of current climatic zones changing plant types and vital ecological systems. The productivity of the current agricultural crops will go down, besides the fact that presents irrigation systems can not control flooding and thus the risks of land erosion.



(Children in Hadibo, courtesy of Kurt Garrez)

The government has declared the reinforcement of environmental management of natural resources, enabling and involvement of beneficiaries and supporting the role of women and youth in environmental conservation as a national goal.³ The PRSP identifies a set of priority interventions aimed at strengthening existing environmental policies and capabilities of relevant institutions. These include:

- Enhancing technical capacities of relevant institutions to develop comprehensive environment and development projects and programs relying on community participation
- Developing appropriate legal framework
- Fostering the institutional empowerment of local organisations

³ Poverty Reduction Strategy Paper (PRSP) 2003-2005, 31.05.2002 page 71f.

- Carrying out field studies to assess the status of the environmental and natural resources •
- Identifying incentives for environmental protection measures and matching them with awareness programs
- Providing direct job opportunities through environmental projects
- •Undertaking environmental impact assessments for planned development projects
- Support/finance initiatives that provide soft loans for the poor

In the above framework, National Priority Programs and Projects identified in the PRSP for the environment sector include:

- National Sustainable Environmental Management
- Updating and activating the Environmental Protection Law
- Monitoring the Environmental Impact of Agriculture
- Implementing the Conservation and Development Plan for the Socotra Archipelago

Although Yemen is experiencing numerous environmental problems, the Environmental Program of the MOWE and EPA focuses on those issues that are of national importance by posing immediate threats to health and sustainable economic and social development and which can effectively be tackled over the coming 5 years. The MOWE and the EPA reviewed in a consultative process the major national environmental concerns as defined during the NEAP preparation process⁴. Main criteria used to determine priority environmental issues were: (1) Urgency, (2) Irreversibility, (3) Effects on human health, (4) Effects on economic productivity, (5) Number of people effected, (6) Loss of Amenities and (7) Effects on the poor. Based on the above criteria, five critical problem and opportunity areas were defined during the Program preparation in the EPA/ MOWE.

Key environmental Issues MOWE/EPA SubProgram Area

- Water depletion and pollution Sustainable Water Management
- Waste Sustainable Waste Management
- Land degradation Sustainable Land Management
- Habitat and biodiversity loss Habitat and Biodiversity Conservation
- Climate Change/ Energy Sustainable Energy Management

The present program will take into account all the above issues, and will directly support the implementation of the Socotra Conservation and Development Plan, while providing the essential platform on site for addressing all human development issues in the archipelago in an integrated fashion, and in harmony with biodiversity conservation objectives.

⁴ NEAP= National Environmental Action Program, 1996



(Photo courtesy of John Farrar)

b. Local Governance & Decentralization

The integration of development and environmental concerns will require a significant, consistent and long-term investment by the GOY, both at central and local level. Increased civic and environmental awareness, improved professional capacity of government employees and institutions involved, and a higher level of public involvement will all be critical to the success of this effort.

On February 10, 2000, the Local Authority Law (no.4/2000) was approved by Parliament. The Law provides a clear and comprehensive legislative framework for decentralization based on the following principles: (a) broadened popular participation through elected local councils; (b) financial decentralization; (c) decentralization of administrative and services delivery functions. Undoubtedly, the law is a major step towards further democratization, and has a great potential for the improvement of local public service delivery and the address the Millennium Development Goals in Yemen.

A number of important developments have taken place since the Law was passed three years ago:

- Local elections were successfully held in April 2001 in 332 districts and 20 Governorates.
- A first Conference of Local Councils was held in May 2002 and resulted, among other things, in the extension of the term of local councilors from two to five years (The next LA elections will take place in 2006, in conjunction with the presidential elections).
- The government-in collaboration with the National Institute for Administrative Sciences (NIAS) and a number of local and international

NGOs- has launched a major awareness raising campaign and training Program which resulted in training of over 4000 councilors and local administration staff.

- A comprehensive assessment of infrastructure and personnel needs at the district level has been completed and submitted to the Cabinet.
- Accounting units have been established to serve a (still limited) number of districts.
- Budgets have been transferred to all Governorates and to a (still limited) number of districts.

Nevertheless, decentralization reforms are not yet felt on the ground in Yemen. Three years after their election, most District Councils do not yet function as the Law intended them to. They neither plan their jurisdictions' development nor budget their resources (this is still done at governorate level), and, in many places, it is difficult for local people to see the added value of the District Councils with respect to pre-existing, and often well functioning, traditional/tribal authorities.

In summary Yemen seems to face a situation not uncommon in many recently decentralizing countries. Decentralization reforms were essentially born out of political necessity. Once enacted however, they raised formidable implementation challenges of administrative and fiscal nature. The chances that the reforms result in more political participation and better allocation and use of public sector resources, and that Local Authorities articulate local pro-poor policies and contribute to implement the national Poverty Reduction Strategy, depend on how such challenges are addressed.

1.2 National and International Importance of Socotra

The archipelago consists of the main island of Socotra (3625 km²) and three smaller islands, Abd Al Kuri, Samha and Darsa. The long geological isolation of the island from mainland has resulted in very high levels of endemism, which make the archipelago a site of global importance for biodiversity conservation. The island has in fact been historically known for its unique vegetation. The population is estimated at 44,000⁵, mostly living in the rural areas are semi-nomadic pastoralists, living from goats, sheep, cattle breeding and date palm cultivation. Main economic activities on which the population of Socotra relies on are largely based on livestock production, fishing, date palm plantations, and primitive household gardens, with some minor forms of primarily opportunistic trade. An estimated number of 8,000 Socotri live and work in the Emirates, probably contributing considerably to the income of related families on the island. Due to the insufficient provision of basic human needs, such as access to sustainable livelihoods, safe water, health services, education etc., a majority of the population of Socotra Archipelago are considered to live below the absolute poverty line.

⁵ Population estimate, EU/MPIC/EPA Socotra Archipelago Master plan Project (SAMP).

The scenically beautiful archipelago was successfully nominated as a Man and Biosphere reserve by UNESCO (recognized in 2003), and has very high potential for the development of nature and culture – based tourism. The fishery sector is also currently under-exploited, and has significant potential for expansion if managed carefully and in a sustainable fashion.

According to all prior studies and planning efforts, the two sectors of ecotourism and sustainable fisheries represent the prime “engines of growth” for the local economy. These strategic economic development areas are entirely based upon, and closely interlinked, with the conservation of biodiversity, natural resources, and intact landscapes.

With the very recent opening to the outside world, the archipelago is at a historic “crossroads”, where choices made today will affect the very basis for its future development. In the year 2000, the people of the islands and the Government of Yemen have chosen to endorse a community-based Conservation Zoning Plan (Presidential Decree no. 275, 2000). This plan, if timely and consistently implemented, will support human development and sustainable economic growth for generations to come. However, the capacity of all key stakeholders to fully understand and implement the zoning plan in a participatory way is not yet in place. The communities, which will be the key players in the implementation of the plan, yet have to address their primary human development needs, after centuries of isolation.

The international importance of the Archipelago is recognized and highlighted in all relevant national priorities, action plans and programs developed by the Republic of Yemen in recent years. In particular, the Socotra Archipelago is the top national conservation priority in the Country Study on Biological Diversity as well as the National Biodiversity Strategy and Action Plan (NBSAP). Its sound development is advocated in the Poverty Reduction Strategy paper and in the Socotra Archipelago Development Master plan (MPIC/EU).

The present project will support the consolidation of the ongoing GOY/UNDP “Socotra Conservation and Development Program” (SCDP), which aims at fostering human development for the people of the Archipelago, while supporting community-based conservation and sustainable use of biodiversity and natural resources. The SCDP aims at fostering the vision and technical guidelines set in the two main planning instruments developed by the GOY in recent years for the conservation and development of the Socotra Archipelago. These are:

- The Socotra Archipelago’s Conservation Zoning Plan, which sets the basis for long-term protection of biodiversity and strengthening of the traditional role played by local communities in maintaining the ecological balance required to achieve sustainable development. The Government of Yemen, Presidential Decree No. 275, endorsed the CZP September 2000.

- The Socotra Archipelago Master Plan (SAMP – MPIC/EPA/EU), which outlines the baseline scenario and technical framework for sustainable human development.

The present management plan will be instrumental in supporting the community-based implementation of the Conservation Zoning Plan. It builds upon the successful implementation of the first GEF-UNDP Socotra Biodiversity Project (1997-2001), and ongoing Projects YEM/01/003 (Netherlands-UNDP) and YEM/01/001 (Italy-UNDP-Poland). The management plan complements ongoing and planned GOY-Donor assistance towards the conservation and sustainable development of the Archipelago.

Global Biodiversity Conservation Values

The Socotra Archipelago is a globally significant centre of biodiversity, featuring almost 300 endemic plants (34% of total), over 30 endemic vertebrates, more than 300 species of endemic invertebrates (among those so far described). Botanists rank it among the top ten islands in the world in terms of botanical diversity (Miller et al., 1996). The WWF: (the island of Socotra is listed in the Global 200 Ecoregions). The IUCN also recognizes Socotra as an important centre of endemism and hosting hundreds of rare plant species. The archipelago contains 22 Important Bird Areas (Birdlife International, “Important Bird Areas in the Middle East”, 1994), and has been recognized as a Man and Biosphere Reserve (UNESCO, 2003). The Archipelago is also included in the regional network of Important Marine Protected Areas (PERSGA, 2000).



(Chameleon. What kind?? Photo courtesy of Richard

Porter)

These unique characteristics represent significant comparative advantages of this island in terms of nature-based tourism development, versus other areas in the region and globally.

1.3 Description of the Socotra Archipelago

Physiographic features

The Socotra Archipelago is part of the Republic of Yemen, and is located in the northwestern Indian Ocean, some 400km south of the Arabian Peninsula. The archipelago consists of the main island of Socotra (3625 km²) and three smaller islands, Abd Al-Kuri, Samha and Darsa. The long geological isolation of the island from the main land has resulted in very high levels of endemism, which make the archipelago a site of global importance for biodiversity conservation. The island has in fact been historically known for its unique vegetation.

Socotra is distinguished by the Haghier Mountains, reaching 1526m, and located in the north-western part of the island. The eastern and central parts of the island receive some rain during fall and winter, while the western part of the island is arid. In spring, from March to May, temperatures usually raise above 40°C. the climate is characterised by the seasonal Monsoon winds, blowing from the northeast during the period October-May and from southwest during the period June-September. From June to September the island is accessible only by plane, because of exceedingly strong monsoon winds, and access by sea is virtually impossible due to high seas and strong winds all around the island. During this time, fishing is impossible and many people move from the northern coast to the mountains to escape the winds, and to harvest their date palms.

The other 3 main islands of Socotra archipelago are situated to the west of the island of Socotra. The small island of Samha (10x5 km), home of ca. 140 people, is reached in 4 hours by boat from Qualansya. Abd Al-Kuri is larger (25x5 km) with about 200 inhabitants and reachable in approximately 10 hours. Both islands are barren with very little vegetation and drinking water is of poor quality. No schools or health facilities exist. The people of these islands depend on fishing and occasionally come to Socotra for medical help or trade, but in general they are extremely isolated. The island of Darsa is not inhabited.

Cave Systems

In the past few years a series of expeditions have revealed a series of extended cave complexes running through the limestone plateau that stretches over most of the island. Of special importance is the Hoq cave, which has been found to contain pottery, a tablet from the 3rd century AD and inscriptions in early Indian, pre-Arabian and Ethiopian languages.

The caves of Socotra are worthy of study and conservation for multiple reasons: first, because they are often ecosystems in their own right and contain endemic species not found elsewhere. In addition, the study of the mineral deposits in the caves promises to add greatly to our understanding of weather patterns in the Gulf of Aden and Indian Ocean during the past half million years. Second, they can contain, as is the case with the Hoq cave, archeological remnants of great importance. And third, is the beauty of many of the caves themselves which renders select caves worthy of inclusion as sites for ecotourism. Finally, some of the caves function as fresh water catchments that if responsibly exploited will be able to supply local communities with a much needed water supply (as has successfully been implemented with the Erher cave).



(Inside Hoq Cave. Courtesy of Peter de Geest)

Population and livelihoods

The population of the Socotra archipelago is estimated at 44.000⁶, mostly living on Socotra, and concentrated in the capital town of Hadibo and of the eastern town of Qalansiyya. Main economic activities on which the population of Socotra relies on are largely based on livestock production, fishing, date palm plantations, and primitive household gardens, with some minor forms of primarily opportunistic trade. The Socotri language spoken in the island is an ancient unwritten language, of pre-Islamic origin, related to the Mahri language.

⁶ Population estimate, EU/MPIC/EPA Socotra Archipelago Master plan Project (SAMP).

The main part of the Socotri population living in the rural areas are semi-nomadic pastoralists, living from goats, sheep, cattle breeding and date palm cultivation. Along the coasts fishing from small boats is the main source of income. In the major villages a considerable number of people are employed in government jobs or are involved in small scale trade, building and manufacturing for local demands. Except for modest gardening, agriculture is unknown. Therefore food consists mainly of local fish, meat, goat's milk and dates, substituted by imported rice and flour. Only a few people occasionally eat locally grown vegetables and fruits. Imported food products are not affordable for the vast majority of population.

Socotra is much poorer and less developed than the mainland of Yemen. No industry or large-scale manufacturing exists. Except for dried fish, very little is being exported from the island. An estimated number of 8,000 Socotri live and work in the Emirates, probably contributing considerably to the income of related families on the island. Due to the insufficient provision of basic human needs, such as access to sustainable livelihoods, safe water, health services, education etc., a majority of the population of Socotra Archipelago are considered to live below the absolute poverty line.

Gender Issues

As in the rest of Yemen, women suffer more from the influence of poverty than men (findings of "Voices of the Poor" study). In the context of Socotra, women play a vital role in determining the pattern of use of natural resources (especially terrestrial resources) as they are the hold most of the traditional knowledge and they are the main responsible party within the family for livestock herding, home-gardening, fuel wood collection, water harvesting, use of medicinal plants and other critical tasks.

Wood Harvesting

Socotra dwellers rely, to a great extent, on trees whose wood is used for heating, cooking and as construction material. Dead and live timber is widely used for building, roofing and fencing. As the supply of dead wood is no longer sufficient to meet growing demands, live trees are now being increasingly cut, thus posing a serious threat to the survival of important species (i.e. *Maerua Angolensis*). Wood is also burned for the manufacturing of lime, which is used in traditional buildings. In addition, herders burn certain woody species i.e. *Cephalocroton Socotranus* (Ta'an) for their scented smoke.

Non-timber products

The highland forest trees have always provided the islanders with useful resins, gums, tannins, dyes, medicines, juices, scented woods, such as the famous cinnabar, and some of the above materials are still traded outside Socotra in the present times. Certain non-wood products (i.e. fruits, roots) are collected by the

Islanders and are used as valuable nutritional supplement. E.g. fruits of *Cordia Obovata* and *Ziziphus spina-christi* are edible and appreciated by the population.

Fisheries

The coastal population of Socotra is almost entirely dependent upon fishing as the principal source of livelihood. Along the Socotran coasts, the majority of working males are fishermen. The main stocks targeted are shark, kingfish and tuna, which are salted or dried and sold on the mainland. Reef fish and lobsters represent also an important source of income, and the latter is sold to visiting fishing vessels from neighboring countries.



(Photo courtesy of Kay Vandamme)

1.4 Threats, Opportunities & Risks

Main threats for the preservation of the existing delicate balance between natural resources and population needs are mostly associated to external pressures, as well as to the foreseen –and inevitable– population increase (determined by internal population growth, as well as by immigration). Unless proper mitigation measures are timely put in place, these threats will negatively affect the unique biodiversity values of the archipelago, irreversibly undermining its potential for long-term sustainable economic development.

Main threats identified are (1) unplanned infrastructural development (linked to poor governance), (2) overcutting of timber and fuel wood tree species, (3) localised overgrazing, (4) over-exploitation of marine resources (shark, lobster,

reef fish), (5) careless exploitation of water (i.e. sinking of unplanned wells), (6) breakdown in traditional land management and (7) significant changes in livestock management procedures (use of supplemental feeds and breeding of large number of males for the market have led to a substantial increase in herd animals).

Well-planned and properly managed eco-tourism has never been looked at as a threat but rather as an opportunity supporting local livelihoods. The EPA taking into account the results of the GEF project and the Development Master plan for the archipelago has developed an eco-tourism management strategy.

In the specific context of Socotra, with its extreme poverty and poor governance framework, the GOY may not be able to implement the Conservation Zoning Plan and appropriately coordinate development interventions without further external assistance. The GOY repeatedly expressed high-level political commitment to human development and conservation of Socotra's biodiversity. However, the poor texture of the general socio-economic structure of the country -and of Socotra in particular-, limited financial resources, and the expected population increase (caused by natural growth and immigration to the island from mainland), are major causes of concern.

This situation is expected to cause a rapid increase in exploitation of natural resources, and unplanned development of infrastructure. This would result in the loss of important habitats and species, and of potentially valuable eco-tourism areas, with associated significant decrease of the overall sustainable development potential of the islands. In the present situation, external pressures might easily find means to ignore conservation and sustainable management objectives. This scenario would jeopardize the primary resource base for the local population, and irreversibly undermine opportunities for improving their living standards in the long term.

1.5 Overview of Ongoing Development and Conservation Efforts

The first GEF Socotra Biodiversity Project (1997-2001) was extended with support from the Government of the Netherlands and UNDP and was completed in 2003. Its main objectives were (1) to support the implementation of the Conservation Zoning Plan through establishing a pilot system of community-based protected areas, (2) setting the stage for initiating the Socotra Conservation Fund, and (3) supporting the creation of the Socotra Conservation and Development Program (see following section).

The European Union assisted the GOY in the preparation of a comprehensive Development Master plan for the Archipelago (1999-2001). A number of bilateral donors and national development funds are supporting a limited number of small-scale development projects in the archipelago, which vary greatly in size-scope and relevance to the GOY development vision for the archipelago.

There is an urgent need to ensure the proper coordination and integration of the above initiatives, so as to ensure they are not in conflict with the overall development vision for the archipelago, and compatible with the conservation objectives set-out by the GOY. Initial steps towards the achievement of this broad objective are being taken by the GOY with the establishment of the Socotra Conservation and Development Program Coordination Unit, within the Ministry of Planning and Development.

The “Socotra Conservation and Development Program” (SCDP)

The SCDP began (2001-2003) as an GOY initiative, supported by a pool of donors led by the UNDP and including the Netherlands, Italy and Poland. In 2003-4 the funding for the program was taken up by the UNDP and the Government of Italy, as detailed in this management plan. The SCDP aims at steering and supporting the implementation of GOY plans for addressing the archipelago’s human development, governance and environmental conservation issues in an integrated manner. The timely implementation of the community-based Conservation Zoning Plan is a principal objective of the SCDP. Recent studies and concerted GOY-donors planning efforts, highlight the unique opportunity for improving the livelihood of local population, on the basis of a sound preservation of the island’s unique environment and landscapes. The SCDP aims at fostering the implementation of such plans.

1.6 Capacity Assessment EPA Branch and Local Government

As illustrated above, the lack of an appropriate and well-integrated governance structure for the archipelago at local and central level is a critical factor that has to be taken into account for the design and implementation of any type of intervention on the islands.

The local team of the Environment Protection Authority (Ministry of Tourism and Environment) does not yet have adequate resources and technical capacity to lead and oversee the timely implementation of the complex network of protected areas and their community-based management. The capacity assessment of the EPA branch in Socotra reveals the continued dependency (even after 6 years of UN support and capacity building effort) from external assistance. This applies in particular to the areas of: planning, management and administration, technical skills related the various aspects to Protected Areas Management, EIA performance, Eco-tourism development, fisheries and marine biodiversity conservation, bio-prospecting, alien species control, etc. This is explained by the very low initial level of professional capacity of local staff, which entails significant and extended period of training and capacity building to achieve adequate professional capacity among local staff. It is therefore envisaged that extended support for the local team will be required for at least 10 additional years, in order to build a nucleus of EPA staff of islanders which is fully capable of: (a) managing all aspects of EPA operations, and (b) providing the necessary leadership, support, training and know-how transfer for other, newly recruited EPA staff from the island.

Local communities in Socotra –which are extremely supportive of the establishment of a system of protected areas- are not yet fully engaged in the implementation of the Conservation Zoning Plan. In the baseline scenario (i.e. without the present management plan), no tangible benefits would be deriving to the communities from the establishment of the network of protected areas. The CZP would probably remain a “paper exercise”. The close link between biodiversity conservation and human and economic development in the archipelago is not yet clear to most stakeholders at local and central level, and needs to be demonstrated by closely assisting and leading the CZP implementation in its infancy.

The critical role of Local Councils and local administration in support of the Conservation Zoning Plan cannot be overemphasized. Better local governance and improved services to the local population are essential pre-conditions for the successful implementation of the CZP. As described above, the Local Councils are facing significant difficulties in assuming their functions due to lack of administrative capacity as well as financial and operational constraints. However, these constraints represent also significant opportunities for the management plan to foster local authorities’ capacity , by enabling them, through both financial and technical assistance, to assume a central role in managing local development processes and generating tangible impacts. In doing so the management plan would take advantage of a number of enabling factors including the existence of a new and relatively progressive legal framework of decentralization reforms, the high expectations surrounding the decentralization process, the existence in Socotra of a vital network of traditional community structures, the presence of an experienced UNDP/EPA team on the island over the past 6 years and its acute awareness of the critical role of good governance arrangements, both central and local, for the success of the Socotra environmental conservation efforts.

1.7 Community Mobilization

The term “Community Mobilization” indicates the effort by local communities to organize themselves into effective legal entities, and acquire the basic professional skills necessary to become active partners of local and central authorities in ongoing development and conservation efforts.

The role of Local Communities as major players in the development and conservation of Socotra cannot be overemphasized. Local people have always been and are the guardians of their territory, throughout the history of the island. The complex physiography and remote location of the archipelago, with its network of marine and terrestrial protected areas, makes the role of the communities even more critical. No development or conservation effort can be effectively conceived nor implemented by local and central authorities without the full support and collaboration of local people.

The importance of community involvement was reaffirmed during the recent formulation of the island's conservation and development plans, in which the communities were actively involved through their community leaders (*Sheikh*) and through several meetings open to all community members. A positive relationship between key GOY agencies (namely the EPA/UNDP Program on the island) and local community leaders has been established over recent years. This represents a good basis for further community involvement and gradual mobilization.



(Croton Shrubland. Photo courtesy of Teresa Di Micco de Santo and Edoardo Zandri)

In the context of Socotra (as in most remote areas of Yemen) The GOY has yet suboptimal resources and capacity to tackle most pressing human development issues at community level in the immediate and medium term. Therefore the enhancement of the role of local communities would allow them to become active players in GOY development efforts.

In many cases local NGOs and community groups can effectively “help themselves” in a very effective way, provided that some initial technical and financial support is made available to them. In Yemen, some effective opportunities and mechanisms for channeling development funds to the beneficiaries at local level are in place. These are all developed and implemented in close collaboration with the Government, but are set-up as independent entities. Some examples include the Social Development Fund, the Public Works Project, Private Foundations, Small Grants Programs (GEF, Embassies etc.), Agriculture and Fisheries Fund, etc. Some new approaches are being developed to support community based regional development with small grants (i.e. the UNDP Poverty Alleviation Project YEM/97/300/REGDEV).

The engagement of communities however requires a minimal level of organization and management/administrative capacity that is not yet in place in Socotra. Only a handful of local NGOs and a few fishermen associations have recently been created on the island. These have yet very limited -if any- capacity

to identify and attract external funding from available sources, and administer them effectively.

The management plan will support community mobilization through its parallel, GEF-funded component. The GEF component will concentrate on training communities, helping them to organize themselves, and assisting them in the initial stages of their professional development. The newly established Socotra Conservation Fund will be the main vehicle to support local community groups in Socotra, and the GEF component will support SCF operation for the first 4 years.

But an equally important contribution that the management plan will make to the development and consolidation of sustainable community based organizations (CBO), will be the attempt to link Socotra communities (and those concerned by the establishment of protected areas in particular) to the process of allocation and use of local public sector resources. Supporting, technically and financially, District Councils and Administrations to adopt a participatory approach to the regular processes of local government strategic planning, capital programming and annual budgeting, will require the establishment of appropriate mechanisms for communities to participate in such processes and influence the allocation of funds of their own local governments (as opposed to those of national or external agencies/Funds) to projects and activities that address their basic needs. By the same token, participatory local government strategic planning will promote the establishment of genuine LC-CBO "partnerships" through which local authorities may provide regulatory, financial and other support to initiatives directly managed by community organizations and aimed at local economic development and environment protection.

1.8 "Engines of Growth" for the Island's Economy

A significant baseline assessment and planning effort was carried out for the archipelago over the period 1997-2002, with assistance from the UNDP-GEF and the EU. Very few areas of Yemen have now such a comprehensive and well-integrated set of planning tools as Socotra. Considering that development of the archipelago is in its infancy, such planning effort was indeed conducted in a very timely manner. It provided the Government of Yemen with a unique opportunity to layout the most appropriate strategy for the long-term development of these islands.

A consistent and well-grounded general agreement in all studies, plans and reports has led to a clear GOY Vision for the development of Socotra: the future human development of the island will be based on the conservation of its unique characteristics and natural resources.

Addressing the basic human development needs for the local population, which had so far been neglected and needs to catch-up with the rest of the country, is a top priority. At the same time, the GOY will concentrate resources and focus on preserving the main potentials or "engines" for the economic growth of the

island: its biodiversity, natural landscapes, marine resources, all enshrined in the system of marine and terrestrial protected areas being set-up by the EPA.

These protected areas will be the basis for the development of nature and culture based tourism, and will also play a key role in preserving the marine resources of the archipelago, allowing their sustainable long-term use by local fishermen.

Preserving the engines of growth for the island economy will entail a significant effort to coordinate interventions while building all the necessary professional capacity in local GOY agencies, private sector, community groups. This will be a long term effort, and the present 5-year initiative represents the outset of a 25 years program, which the GOY will implement in collaboration with UNDP, as the leading partner and responsible for coordination and administration of all donor assistance to the island. This long-term and integrated approach is deemed essential to ensure full consistency and synergy among all GOY and donor interventions in such a unique and fragile social and environmental system.

The GOY sees a well integrated development and conservation program as the only mean of preserving the strategic resources for the development of the island, while at the same time bringing in the necessary human development and employment opportunities for the local population. The characteristics of the two main potential areas of economic development for the archipelago are outlined in the following sections.

Nature-Based Tourism Development

The EPA has recently developed (Feb 2003), the “Socotra Islands Nature-Based Tourism Development Program”, which, on the basis of all existing prior studies supported by GEF and EU, examines the nature-based tourism market potential for the Socotra Archipelago. This has been prepared with the expectation of stimulating economic growth, while protecting the Socotra's unique environmental and heritage resources, and ensuring benefits to the local people.



(The raggedfin turkeyfish (*Pterois antennata*). Photo courtesy of Teresa Di Micco de Santo and Edoardo Zandri.)

Nature-based tourism is advocated as an environmentally safe basis for achieving economic development on Socotra. This relatively new form of tourism incorporates outdoor recreation, adventure tourism, marine tourism and cultural tourism as well as ecotourism, which has been a management objective of Socotra Conservation and Development Program since its inception.

The paper discusses the concepts of nature-based tourism, ecotourism, and sustainable tourism; provides a general overview of opportunities and issues; and suggests potential areas for future intervention for market development. The intent is to provide a general overview of existing literature to generate new ideas and serve as a primer for the SCDP team, and initiate actions aimed at stimulating tourism development on the island.

The management plan suggests that small-scale community based nature tourism development is the most appropriate form of tourism development for Socotra. Community based tourism development will ensure that benefits derived from tourism development are optimally distributed among stakeholders and that tourism resources are managed to achieve optimum benefits for all Socotrans.

The active participation and cooperation of all members of the community is central to achieving sustainable tourism development. An integrated, cross-sectoral approach to dealing with the increasing pressures on natural resources and island on biodiversity is essential. Linking aspects of sustainable tourism development with biodiversity protection is a first step in this direction.

Tourism can provide an opportunity to expand Socotra's economic base and can bring to the community new skills and employment opportunities through the provision of services such as accommodation, entertainment, restaurants, information services, souvenirs and handicrafts. In the longer term, the benefits will be extended to the villages and will assist in community development and poverty alleviation. Hopefully this will stimulate follow-on social and environmental advantages including the recognition that preserved natural areas can generate ongoing employment in rural areas.

The present plan will endeavour in the initial steps and will support resource mobilization efforts for the implementation of the Tourism Development Program, focusing on enabling communities to play an active role in this sector, and on building partnerships with the private sector. However, the development of tourism on Socotra, and its potential to attract even minimal additional investments in this sector, lies in the conservation of its protected areas and intact landscapes. If this basis is lost, the main potential engine of growth for the local economy will be lost as well.

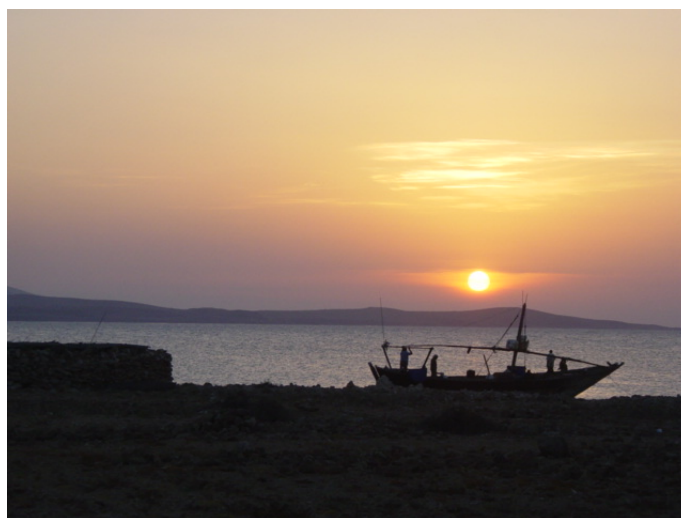
Sustainable Fisheries

This is recognized as another principal engine of growth for the economy of the island. At present, the fisheries sector represents a significant portion of the local economy. A significant amount of baseline studies have been conducted and are ongoing with GEF and EU support. These are at the basis of the formulation of a full-fledged fisheries management component for which the plan will support resource mobilization efforts.

Baseline studies have established that if properly developed (i.e. avoiding over-use in the ongoing initial phase of development), the fisheries sector will provide a sustained source of revenue for the local population in the long term. The identified network of marine protected areas has been designed also to serve as a basis for the preservation of important fish re-stocking areas, which will support the whole fisheries sector in the long-term. The plan will support the continuation of essential marine monitoring and conservation activities while additional resources for the full-fledged component are mobilized.

The main characteristics of the Fisheries sector in Socotra may be summarized as follows:

- The fisheries sector is almost entirely community-based, with strong traditional and customary fishing rules yet in place. Strong peer pressure among communities to observe customary rules results in a high level of observation thereof.
- However marine resources are being gradually over-utilized due to growing external demand, and some traditions are being overlooked in response of demand from buyer's vessels.
- Capacity to implement the Fisheries Management Plan is yet almost non-existent, with no monitoring, licensing and fisheries patrol capacity in place to protect local fishermen rights
- Poor handling and marketing capacity results in high waste (over 50%) and minimizes fishermen benefit
- Sub-optimal system of fishermen association makes them weaker on the market versus external buyers



(Fishing Boat. Courtesy of Tarek Abul Hawa)

By addressing the root causes of the above-identified issues, the plan aims at improving the livelihoods and options for revenue generation, focusing initially on those fishermen communities living in and around key marine protected areas. The main strategic areas of interventions of this potential additional component of the plan will include⁷:

- Improving fishermen organization into societies, and providing training for better handling and marketing capacity
- Fostering the preservation and enhancement of traditional sustainable fishing methodologies which will be the basis for introducing new science-based and sustainable approaches (e.g. switching from net to trap lobster fishing)
- Enhancing the ability of the MOFW and EPA to maintain and implement the Fisheries Management Plan with associated improved monitoring, legislative, licensing and patrol capacity

The plan will also identify and foster synergies between the nature based tourism and fisheries sector, such as marketing of fish to visitors, rental of boats, transportation by sea, sport fishing, accommodation in coastal villages, etc.

1.9 Local Governance: Capacity Assessment and challenges in Socotra

The Socotra archipelago is part of the Governorate of Hadramawt, and it includes two Districts (Hadibu and Qalansiyya). The new District Local Councils and District Executive Offices must deal with great difficulties and an onerous list of responsibilities relative to their limited experience and capabilities. These include:

- The peripheral location of the archipelago, which imposes tremendous logistical constraints that hamper the movements of people and goods and complicate the provision of essential services to the population;
- The significant human development backlog. Socotra and its islands are statistically the most disadvantaged area of Yemen, and development efforts in the archipelago have only started in recent years
- The responsibility to contribute to the conservation of natural resources of global importance and
- The significant international pressure to exploit the islands natural resources and eco-tourism potentials in an unsustainable fashion, and with little or no benefit for the local population and Yemen as a whole.
- A range of new socio-economic and development threats and environmental challenges facing the island. These threats are all associated with the recent opening of the island to the outside world (first civil aviation airport opening: 1999).

⁷ These will be part of the fisheries component of the plan, for which additional funding is being sought.

In facing these challenges, the District Councils and Local Administrations are constrained by serious capacity problems. We have already alluded to some of the problems (financial centralization and problematic Council-Administration relations) affecting the prospects of implementation of decentralization reforms and strengthening local governments in Yemen. In Socotra these are compounded by dysfunctional relations between the central and de-concentrated administration agencies in Sana'a and Mukalla and the islands' local authorities. In particular the Governorate structures in Mukalla do not play the necessary mentoring and supportive role that the implementation of the national decentralization reforms would require. Finally these systemic and institutional problems are compounded in Socotra by individual capacity limitations, which are the product the historically low level of access to education and training opportunities for local people, and the limited contacts with mainland in general, which hampered human development for islanders until recent years. In Socotra, therefore, efforts to improve local governance are faced with the severe scarcity of qualified professionals even at lower grades, and the very low level of education of local GOY employees and LC members.

For all the above reasons, consistent support to the gradual reinforcement of local governance and administrative capacity in Socotra is critical to help local authorities face the extraordinary challenges that lay before them. There is a great opportunity for the present plan to put the local councils and administration in their legitimate central place in managing local development and strengthen the necessary and mutually supportive linkages between district, governorate and central authorities. Supporting the improvement of local governance is therefore a key component of the present plan; it has been designed and will be executed in a way, which is fully consistent with current efforts of both the GOY and its external development partners to implement the national decentralization reforms.

1.10 Prior Obligations and Prerequisites

The plan builds upon the installed capacity of the ongoing SCDP in Socotra and Sana'a. The present new phase of the program will entail a gradual shift towards a more direct involvement of the GOY in the administration and management of the program.

All of the program's national and international staff, essential infrastructure and equipment, administrative and management system is currently in place, and this will allow the timely commencement of program operations.

Between November 2003 and June 2004, the SCDP underwent a significant shift in the implementation approach: The former direct UN execution modality was replaced by National Execution (NEX) by the Ministry of Water and Environment (MOWE) – Environment Protection Authority (EPA).

The NEX approach places greater responsibility and control on project management and expenditures within MOWE and EPA. This shift is fully reflecting the gradual build-up of local capacity achieved since 1997, as well as lessons learned and recommendations of two prior external evaluations of the SCDP (Oct 2000 and July 2003).

The present management plan represents an immediate step taken jointly by the GOY and leading Donors on the island, towards addressing human development and environmental concerns in a more integrated fashion. This approach is in harmony with the important commitments signed at the recent Johannesburg Summit on Environment and Development (Aug 2002). The present plan aims at becoming a pilot demonstration case for the implementation of a well balanced and integrated approach encompassing development and environmental concerns in a well-defined area of intervention.



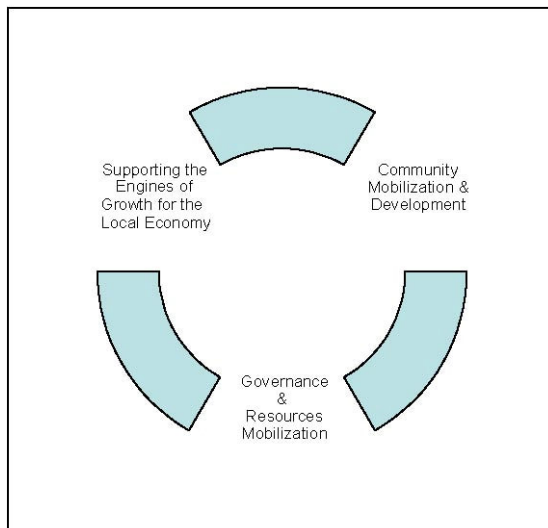
(Photo courtesy of John Farrar)

II. Strategy

The Sustainable Development and Biodiversity Conservation for the People of Socotra Island is a call for action to promote systemic and integrated human development and

biodiversity conservation in the nationally and internationally important Socotra Archipelago of Yemen, through:

- supporting main engines of growth for the local economy: eco-tourism and sustainable fisheries and implement the archipelago's zoning plan and community based management of protected areas;
- addressing selected most pressing basic community development needs and mobilize communities engagement in sustainable human development process and biodiversity conservation; and
- enhancing professional capacity of local and central government to steer sustainable development path for the archipelago, and mobilize additional resources to support an integrated conservation and development program.



institutions of the Government of Yemen, private sector, non-governmental organizations (NGOs), local communities and individuals, and international development partners of Yemen. The main intent of the management plan's implementation strategy is to create an enabling institutional environment, provide selected basic community needs and conducive technical and social conditions to secure basis for integrated sustainable development and conservation of Socotra islands. Thus the strategy takes into account the specificity of the issues to be addressed, the current institutional setting, and the biodiversity and socio-economic features and challenges facing the island. Main elements of the plan's implementation strategy are outlined below:

The management plan involves development and conservation sector

- Pursue the realization of the plans objectives by implementing all the plans components in an integrated and coordinated manner.
- Create necessary conditions to build and strengthen partnerships at all levels, especially with the local communities, private sector, and NGOs during the implementation process.

- Capitalize to the maximum possible extent on the institutional and technical opportunities and capacities already created under the previous phase of the plan.
- Create tangible mechanisms whereby relevant national staff can participate directly in the plan's implementation by establishing a decentralized management structure, transforming attitudes and practices, on the job training, learning from experiences of others and responding to lessons learned during the previous phases.
- Assign high priority to bridge technical capacity gaps in the short-term. At the same time, rely on local and national expertise to deliver the plan's outputs to the maximum possible extent.
- Mobilize and support organization of local communities to effectively participate in the plan's implementation process.
- Facilitate coordination and integration of efforts among all concerned Government entities and donor communities involved and mobilize additional resources to supplement developmental and conservation initiatives in the island.
- Better understanding of pressing development and conservation issues of the island and ensure that the Socotra issues are incorporated in regional and central developments plans.

II.1 Partnerships strategy

The implementation of the plan's activities will involve a large number of partners, each with different roles and functions. These include: (i) Government institutions; (ii) local communities and individuals; (iii) NGOs; (iv) private sector; and (v) external support agencies. Roles and functions of these partners are briefly summarized here.

Government Institutions: Implementation of the management plan's activities will not only involve MOWE/EPA and MOLA but many other Government institutions as well such as: MOH, MOA, MOFW, MOTC, MPIC, SFD, PW and local councils. The EPA will assume the lead responsibility in the plan's implementation.

Local Communities: Community based management; community development and decentralization are important components of the management plan. Local communities will be responsible to manage common resources, improve their own organizational set-up, undertake and maintain community development, conservation and ecotourism activities, and increase the involvement of women.

Non-governmental Organizations: The role of NGOs is very well recognized in organizing the local communities and assisting them in efficient management of natural resources. Given the rich ecotourism potential of Socotra and limited local capacities, the management plan will focus on mobilizing communities, raising awareness, and promoting ecotourism development. The plan provides an opportunity for the NGOs such as the SES, Socotra Women Societies, Protected Areas Management Associations and SCF and to play this role.

Private Sector: Appropriate marketing of natural attractions and provision of ecotourism services call for the involvement of the private sector such as hotel managers, tour operators, drivers etc. Given their limited capacities and experiences at local level, the plan will foster the improvement of local professional capacities and upgrading the quality of services provided on this island. This approach will maximize the revenue and benefits derived to local people from the development of ecotourism.

External Support Agencies: The management plan provides a comprehensive framework for donors' coordination in sustainable development and conservation of Socotra Island. Presently two major donors (UNDP and the Government of Italy) under co-financing modality, are providing financial contributions to this plan. The GEF program to support establishment and operation of the SCF is at an advanced stage of preparation. Once approved it will be an integral part of SDCP core program. Fellowship and scholarship programs of bilateral and multilateral agencies will continue to play active roles in capacity development of high-level cadres of involved local and national institutions. The management plan will continue to facilitate coordination and integration of efforts of donor communities involved and to mobilize additional resources during the plan's implementation process and to supplement developmental and conservation initiatives in the island.

II.2 Gender Issues

The management plan assigns highest priority to maximizing involvement of women and addressing gender issues in all aspects of the plan. This will be achieved through the following set of specific activities and cross-cutting approaches. The SCDP program currently employs a total 18 women (approx. 20% of all staff) as follows: 10 environmental education and awareness extension officers; 7 support staff; 1 Program Assistant in Sana'a.

A dedicated team led by women extension officers is managing and will continue to manage a special awareness program targeting women groups. This takes into account the structure of society in Socotra which in most cases does not allow for joint training and educational activities. This program focuses on aspects which hold primary importance for women in the island: mother & child care, primary health care and control of most incident diseases (malaria, TB, diharrea, lack of vitamin A, etc.), home-gardening & horticulture, environmental protection, etc. The team holds special events for women, develops targeted

illustrative and educational materials, arranges educational site visits and training courses for women only.

The program has supported and will continue to support the central mother and child care department of the Hadibu Hospital which was identified as the top priority for women health care in the island. Besides working side by side with the international health care specialist in Hadibu, the MOH Paramedical staff (obstetricians) will also participate in the activities of the mobile clinic and education unit which reaches all parts of the island.

The EPA (and, in the present new phase, the District Governments) have been and will continue to be encouraged to involve the two existing Socotra Women Cooperatives, and the island-wide Socotra Women Union in all aspects of the program and namely in: training activities, information sharing meetings, District Governments' statutory management and consultation processes. All SCDP's women technical staff and the above women associations and the Socotra Women Union were involved in the preparation and development of the SCDP's program document.



(Women's training session. Photo courtesy of Tarek Abul Hawa)

II.3 Intended Beneficiaries

A broad range of target groups including government institutions, local communities, NGOs, private sector, and the people of Socotra at large, will greatly benefit from the implementation of the management plan. The global community will also benefit from the plan's execution.

First of all, implementation of the plan will assist the EPA, MOLA and other major institutional stakeholders to benefit from the plan's framework

framework. The main building block of this framework are already in place (i.e. EPA Socotra branch, and SCDP Coordination Unit), and the plan will further consolidate and strengthen these blocks. The management plan's framework entails support to (i) the engines of economic growth (ecotourism and fisheries), (ii) selected most pressing community needs and (iii) capacity development at local and central levels to steer sustainable development and conservation of the island. The framework includes a range of outputs addressing protected area management planning and implementation, community based management, provision of selected basic services and utilities within and around protected areas, information system; capacity building; awareness raising, co-ordination, financing and monitoring mechanisms to implement the plans; governance mechanisms to ensure transparency and accountability. The staff of EPA, MOLA and other participating agencies, and representatives of the local councils will also benefit since this plan will build and strengthen their capacities in different aspects conservation, development and governance. The plan's interventions will also contribute towards harmonizing the functions of various institutional stakeholders.

The local community and people of Socotra will benefit greatly from improved community services, infrastructure, and facilities and improved safe water resources and food supply in the target areas. Population groups involved in fisheries and ecotourism activities will have the opportunity to acquire additional sources of income, and their professional capacities will be improved. Communities large will benefit from the improved decentralized governance systems. Improved health conditions resulting from the plan's concrete interventions and will have a positive affect on the health of overall population, especially mothers and children.

Yemen's national economy (e.g. by adding a high-profile ecotourism destination to Yemen's attractions) and the global community will also benefit from the conservation of the unique and rich biodiversity and cultural heritage of the island.

III. Detailed Description of Activities

III.1. Supporting the “Engines of Growth” for the local economy

Capacity of the EPA/MOWE Socotra Branch improved

Develop and implement a capacity building program for EPA/MOWE Socotra Branch

A program for the provision of training to the staff of the EPA and MOWE – Socotra Branch will be developed and implemented. The Program will be based on an initial training needs assessment, and will focus on the new professional skills required for the actual implementation of the Conservation Zoning Plan. This may include, but not necessarily be limited to:

- Basic skills: language, computer, GIS & Databases (for all newly recruited staff)
- Protected Areas Management
- Environmental Impact Assessment (EIA) Capability
- Project/Team Management skills
- Management-oriented Ecological Monitoring
- Ecological Monitoring System (EMS) management
- Education and Awareness Techniques
- Environmental law enforcement
- Principles of Eco-tourism & visitor management
- Sustainable Resource Use Management
- Administration and Finance
- Equipment maintenance and repair

The training program will entail a wide range of methods, including on-the-job (to a large extent), formal training on site and abroad, the program will continue to mobilize additional funds for a scholarship program for highly qualified EPA staff. The program will be supported by a full-time international technical advisor on site for a period of two years, and it will largely rely on regionally available expertise. The target beneficiaries of the training program will

comprise the staff of the EPA and MOWE, as well as representatives of other relevant government authorities, i.e. local branches of Ministry of Fish Wealth, Agriculture, Health, Education, local councils, community members, local NGOs and private sector, custom authority, port and airport authority, army and others as appropriate.

Enhance EPA operational capability in Socotra

Existing equipment of the local EPA branch will be gradually replaced as it degrades, and upgraded as per identified needs to match the requirements of the shift from Research and Survey to community-based Protected Areas Management, environmental law enforcement, EIA performance etc. This will include replacing and upgrading equipment such as 4WD vehicles, office supplies, camping and survey equipment, communication and outreach equipment, as more local staff become sufficiently trained to use it. A broad budget allocation is made to support the evolving needs of the EPA Socotra Branch, and its details will be entirely defined by the local EPA team in Socotra on an annual basis, on the basis of the budget available.



(Blackspotted Sweetlips. *Plectorhinchus Gaterinus*. Photo courtesy of Ahmed Saeed)

III.2. EPA Protected Areas Program operational

Implementation of Management Plans in four pilot protected areas of Dihamri, Homhil, Datwah lagoon, and Skund.

This activity is ongoing and will require consistent presence and increasingly demanding day to day management by EPA staff at each site. With support from the international Biodiversity Component Coordinator, particular emphasis will be placed on assisting local PA management committees and maintaining good relations with all local community groups throughout the

implementation of Management Plans. PA implementation will include a wide range of tasks including: habitat and species management, visitor management, ecological monitoring, community outreach and education, supporting community basic human development needs, etc.

The newly created (currently 3 manned) EPA Protected Areas Management Section will be strengthened, and newly appointed staff will be trained on-the-job during the whole project period. Draft Management plans for two pilot protected areas (Dihamri and Homhil) have already been developed by EPA.

Development of three new Management Plans

Experience gained in the pilot protected areas will inform the formulation and initial implementation of new management plans for additional 3 areas identified according to EPA priority ranking list. The management planning process will be largely community based, and will take advantage of the results and indications of ecological assessments carried out in previous years (1998-2002). This activity will entail: selection of new pilot areas, compilation of essential baseline information, agreement with local communities on PA management arrangements and preparation of PA Management Plans. This exercise will also provide the opportunity for newly recruited EPA staff to gain practical experience in MP development and collaborative management of protected areas.

Development and installation of visitor facilities in Protected Areas

On the basis of tourism site plans to be developed at the outset of the program, essential visitor signs, information panels and facilities will be developed and installed in all 4 pilot protected areas. These will be designed using durable and non-intrusive materials and techniques. Essential facilities may include, but not necessarily be limited to, i.e.:

- Appropriate Signage & information boards/panels
- Access Tracks and small roads essential for PA management and community needs
- Marked walking trails
- Site Maps
- Maintenance Program by local communities
- Waste management system (managed by local community)
- Campsite (where appropriate – to be managed by local communities), including shade, toilets, access to freshwater, designated fireplace, essential services (e.g. provision of firewood, food, water, waste management system, guiding etc.) by local community.

The development and installation of such facilities will be conducted by EPA in close collaboration with local PA management committees, mostly relying on locally available labor and materials.

Implementation of community-based law enforcement program

Additional funds are expected to be mobilized to support the revision and completion of specific by-laws and regulations for Protected Areas, Environmental Impact Assessments, import and export of biological material, access to bio-prospecting, as well as revenue-generation and revenue-sharing mechanisms in the tourism sector. On this basis, the EPA will work closely with all relevant local authorities and local communities in Socotra, to develop and implement suitable law-enforcement mechanisms. This will entail establishment of close collaborative links and conduction of joint training (see activity 1.1), with local tourism police, custom authority, port and airport authority, police, army etc.

III.3. Monitoring Operations

Management-Oriented Biodiversity Monitoring Program developed and implemented

The ongoing biodiversity monitoring program of the EPA is yet in its infant stages, and it is designed to provide a broad assessment of general status of the environment and biodiversity on the island if repeated every 5 years. This EMP is yet not fully implemented by the EPA due to limited resources and capacity, and it will be reviewed and improved to reflect and corroborate the new mandate of the EPA. As part of the program, the broad EMP will be continued and, where appropriate, consolidated and focused on key strategic areas, through partnerships with relevant national and international conservation NGO and research institutions. The biodiversity monitoring program will be implemented by trained EPA local staff, and community members, assisted by the full time international Biodiversity Component Coordinator. Some key partnerships are already being developed with key regional institutions, including: the Royal Society for the Conservation of Nature (Jordan), American University in Beirut (Lebanon), Durrell Wildlife Conservation Trust (UK), Birdlife International (UK), PERSGA, (Saudi Arabia) and others.

The EPA biodiversity monitoring program will be gradually shifting towards a more focused and management-oriented approach, and will be designed so as to be compatible with available resources at the EPA Socotra branch. It will concentrate largely within and around pilot terrestrial and marine protected areas, and –for some parameters- around major settlements. It will focus on monitoring main environmental parameters (e.g. meteorological data, water-wells levels, sea temperature, persistent organic pollutants, etc.); status of key rare, endemic, endangered and “flagship” species (e.g. sea turtles, dragon blood trees, etc.); control of invasive species (e.g. Indian house crow, *Prosopis spp.* Trees, etc.); protection of habitats and land-use patterns; impact of tourism, etc. The information gathered as part of the monitoring program will be utilized as integral part of the Decision Support System.

Meteo and water-well data collection network

As integral part of this activity, the existing meteorological and water-wells data collection network will be improved and expanded. This activity will be conducted as a collaboration between the EPA and the local representation of the National Water Resources Authority (NWRA) branch in Socotra. This effort builds upon prior experience at local level and aims at consolidating and expanding the achievements of ongoing phase one (Italy-UNDP-Poland, YEM/01/001, 2001-2003). This task will entail the maintenance of existing equipment, identification and purchase of new durable and user-friendly equipment and training for local staff in the use of equipment. The upgrading of equipment will be gradually effected compatibly with the capacity of local staff, and with the assistance and supervision of a short-term external consultant. The process of mapping of water resources (all island), and analyses of water quality & water-related diseases will be continued, upgrading existing maps produced by the EPA-Socotra GIS unit during years 2001-2002. The main objective will be the achievement of a comprehensive island-wide mapping of water resources. This will allow the overlapping of water resources and health information data, to produce indication of possible problem areas and prioritise interventions (e.g. on malaria).

Education and Awareness Program

The EPA education and awareness core team and its network of environmental education officers throughout the island provide significant installed capacity in this sector. In order to support the complex mandate of the EPA on the island, this team will consolidate and upgrade their range of skills and capacity throughout the next phase of the program. The E&A team will focus on the following fields:

- specific awareness raising campaigns for all levels of society
- training courses mostly for women groups, school teachers and local leaders
- supporting the establishment of environmental and archaeological clubs in schools
- special events
- consolidation of the existing environmental education centre in Hadibo
- Running the mobile health & environment awareness unit (see output 2.4)

The capacity of the local EPA team will be upgraded through the provision of training, equipment and through external short-term technical assistance in various fields, aimed at providing the local team with as wide a range of appropriate communication tools as possible (i.e. audio-visuals, art for school children, special events, etc.).

Environmental Impact Assessment (EIA) Unit in place

The EPA branch in Socotra is currently under significant pressure to supervise the performance of EIA for all major development projects in the island. Its

current capacity to perform this task is yet sub-optimal, and the local team has no choice but to rely largely on external technical assistance. The program will support the establishment of a small but effective EIA unit within EPA branch in Socotra, which will draw upon the technical skills of the local team and on a roster of external consultants. The unit will be equipped with the essential professional skills and equipment required to supervise the performance basic EIA for any development project on the island. This activity will be implemented in close cooperation with parallel activities in the EIA sector performed at national level by the EPA, through joint training and know-how sharing between the Socotra Branch and all other branches of EPA nationwide.

III.4. Support of the development of Eco-tourism

Training/Certification of Nature Guides

Training of local personnel in visitor management and nature interpretation is identified as an essential step by all eco-tourism development reports available for the archipelago. This activity will address the need to enable the local people to take an active role and gain economic benefits in the development of ecotourism on the islands.

This activity will entail the development and delivery of formal and on-the-job training courses held on site.. Selected trainees will have to demonstrate English or relevant foreign language(s) capability, and the program will support English language teaching as part of the training program. Socotri nature guides will be trained and the following specialised professional figures will be created on the island, i.e.:

- Terrestrial Nature Guides
- Caving Guides
- Marine Guides (sport fishing, diving, boat handling)
- Archaeology and Culture Guides

The above professional staff will be part of the Socotra Ecotourism Society and will be certified by the Ministry of Tourism and Environment and EPA.



(Homhil Protected Area. Photo courtesy of Tarek Abul Hawa)

Training for local stakeholders in management and service provision for eco-tourism

Specific training courses will be organized for local community leaders, hotel managers/staff, drivers & tourism police across the island, in association with the Socotra Ecotourism Society, whose members will be directly involved in the implementation of the eco-tourism and visitor management plan, as well as in the provision of services for tourists. The training courses will provide with a set of essential professional skills to deal with and take advantage of the opportunities provided by this sector.

A set of specific awareness and education workshops will be held on the island by EPA staff and external consultants, targeting all relevant GOY officials on the island, who are involved in the management of protected areas, development of ecotourism, and visitor management.

This activity will support ongoing EPA/MOWE efforts, and it aims at creating a better understanding among all relevant GOY officials at local level on the role to be played by local communities, EPA, the Socotra Ecotourism Society and the Socotra Conservation Fund, in all aspects of the management of protected areas and associated ecotourism development.

Eco-lodges and campsite management

In the development of partnerships with a set of national tour operators (private sector). This will be mostly done on-the-job, in partnership with private investors, and with provision of full-time technical assistance for the local staff. The program aims at supporting –for the first five years- local entrepreneurs and the SES in acquiring the necessary professional skills and capacity to become partners with external tour operators.

Develop Socotra Ecotourism Society as main supplier of ecotourism activities

The Socotra Ecotourism Society (SES) is a non-governmental association which has been recently (Feb 2003) established in Socotra by local communities and local private sector representatives, with the goal of promoting ecotourism development in the island. The Socotra Conservation and Development Program in coordination with the Environment Protection Authority are working closely with this new NGO in setting up training courses on ecotourism to improve services and marketing of natural attractions based upon the rich biodiversity of the island.

The SES will gradually acquire responsibility for managing an information centre at the airport and a visitor centre in Hadibu. More than 35 Socotri are members of the ecotourism association, which includes drivers, local guides, and fishermen.

Thirty people from all around the island attended language training courses supported by the SCDP (March-May 2003). A preliminary set of ecotourism packages are being developed by the SES, including rental of transportation (4WD cars with local drivers, camels, boats, etc.), rental of camping equipment, interpretation of natural, cultural and historical heritage, local guides, and food catering.

The SCDP will continue to support the SES, through provision of professional training (see above), support for SES promotional activities, and technical advice. This is expected to assist the SES in the initial period of operation, and to enable it to become an active partner with relevant national and international tour operators, which are gradually entering the island's ecotourism market. Besides the essential professional training for all the staff and members, the management plan's support to the SES will entail provision of essential office and communication equipment and facilities, mainly consisting in the two visitor centers (airport and Hadibo).



(Detwah Lagoon Protected Area. Photo courtesy of Tarek Abul Hawa)

III.5. Community Mobilization and Development

a. Access to safe drinking water improved

Five environmentally appropriate water harvesting systems are put in place

A range of small-scale interventions aimed at improving access to clean water for poor communities in and around protected areas will be supported by the management plan. The range of interventions envisaged may comprise, in order of priority, i.e.: development of natural springs (including water sources recently found in caves) with pipes and small reservoirs, rehabilitation of existing *kareefs* (traditional rainwater catchments), construction of new *kareefs*. This output builds upon prior experience and capacity of the program at local level and aims at consolidating and expanding the achievements of ongoing phase one (Italy-UNDP-Poland, YEM/01/001, 2001-2003).

Besides other small scale interventions, *kareefs* or other appropriate water management systems will be constructed or re-constructed, on the basis of existing and successfully installed socotra-specific and low-cost designs. Trained national personnel and local contractors for the supervision and implementation of this task are now available on the island. External supervision will be minimal, amounting to approx 1 person/month.

The areas for *khareef* or water management system construction will be identified on the basis of: (a) DGs and community consultation, (b) information provided by the EPA/DGs GIS database and Decision Support System and (c) Review of all other community water projects on the island for which funding is available from other sources including local and central authorities and other donors.

b. Improvement of home gardens in and around protected areas

The program will support small-scale interventions aimed at improving nutritional status of the population (with emphasis on women and children) in and around pilot protected areas managed by the EPA. The program will support the improvement of existing home-gardens where women are cultivating few essential crops (i.e. tomatoes, eggplants, sweet potato and spices) for home consumption. Small-scale interventions in support of this sector have proved successful and are ongoing in Hadibu with support from the Ministry of Agriculture and local NGOs, in collaboration with the program.

The SCDP will provide support to women groups for the improvement of existing home gardens, located within and around pilot protected areas. Assistance provided will be in the form of, i.e.: provision of seeds and tools, training for women (using experienced local women as trainers), Development and testing of small-scale irrigation techniques, Promotion of organic farming, Establishment of a community-based small nurseries, tree-planting in home gardens, encouragement of community-gardens to be managed by 3-4 families (economies of scale, labour back-up in case of illness) and other tailor-made interventions that will be developed in collaboration with local community groups and parallel home gardening projects supported by Ministry of Agriculture.

c. Malaria control program around protected areas

This activity will be implemented jointly by the local representatives of the Ministry of Health, the EPA and Program Team, and will be fully synergic and consistent with ongoing national malaria control programs. The program will support and complement the ongoing Malaria Control Program in Socotra, active since year 2001, following the guidelines of the Ministry of Health / WHO and enhancing the impact of this important GOY effort to control the most heavily incident disease on the island. The program will facilitate the extension of the existing governmental malaria control program to the so far unserved protected areas, supporting localized interventions to prevent the spread of malaria. Interventions will be part of the statutory EPA awareness program, and will range from targeted awareness campaigns to distribution of impregnated mosquito nets and will focus especially in those areas where the recent introduction of improved water management systems (*kareefs*, spring water harvesting) may increase the risk of malaria for the local population.

A baseline survey of malaria incidence, water bodies status, mosquito population and community awareness levels will be conducted at the outset of the plan, and will be repeated at year 2 and 5 of the management plan.

d. Support to the Health Sector

Health Units: Provision of essential equipment, furniture and basic renovation

These activities will be implemented jointly by local representatives of the Ministry of Health, the Program Team, and EPA. Infrastructure upgrading will be designed and implemented on the basis of careful prior review of national and regional policies and action plans of the MOH.

The gradual upgrading of Health Units performed during years 2001-2002 will be extended to four additional Health Units of the Ministry of Health, through the provision of essential equipment, furniture and basic renovation. The implementation of these activities will be conditional and consistent with the actual deployment by the Ministry of Health of full-time health workers in each of the target health units.

Hadibo Hospital: Mother & child care supported by full-time specialist for 3 years

The mother and child care department of the central Hadibo Hospital is critical to provide assistance for the whole island population. The M&C premises have been renovated with support from SCDP in year 2002, and a female Obstetrician has been recruited by the SCDP and is at work on the island with the local medical team since January 2003. This program has proved to be very successful as it (a) addresses the needs of the local women in one of the most critical sectors dealt with by the Hadibu Hospital, and (b) it provides excellent opportunity for local medical staff to be trained on-the-job and for an extended period. The program will therefore support the continuation of this activity for additional 3 years.

Hadibo Hospital: basic interior renovation and provision of essential equipment

A set of small and one-off interventions will be effected at the outset of the program to ensure an improved provision of primary and reproductive health services at the level of the central district hospital, which is currently serving the whole island. This intervention represents the consolidation of works started under prior project YEM/01/001. It is an interim measure aimed at improving current health service provision until the new hospital is operational (expected in year 2005).

Interventions will include basic interior renovation (indoor painting of hospital, renovation of hospital kitchen), and provision of a set of essential equipment, to be determined by a joint needs assessment at the outset of the program, to be conducted jointly by MOH and Program team. This activity builds upon the experience and needs identified during prior and ongoing close collaboration between the program and the MOH as part of project YEM/01/001.

Monthly Mobile health and Awareness Unit operated jointly by MOH and EPA

This activity builds upon the program's and EPA installed capacity on site, and experience gained over the period 2001-2003. The Mobile Unit program will be

implemented jointly by the Program Team, EPA and the local representatives of the Ministry of Health.

Systemic and integrated awareness and education programs are being developed and produced locally by EPA, using a wide range of audio-visual aids (posters, leaflets, video presentations, special events, etc.). These programs are designed so as to be (a) relevant to DGs programs, local issues and priority human development and environmental conservation topics, (b) consistent with parallel national campaigns promoted by the MOH, NWRA, NWASA and the EPA/MOWE in their specific fields and (c) presented in a systemic and integrated manner to the local communities. This activity will also take advantage of the existing network of Environmental Extension Officers of the EPA.

The ongoing Mobile Unit Program will be continued, and will be linked to all components of the program (health, water, environment, decentralization). Besides the provision of essential Primary health care and vaccination services, the Mobile Unit will provide education and awareness to the communities, covering primary health, water management and environmental issues in an integrated and systemic fashion.

The unit is entirely managed by the local EPA team in collaboration with local MOH staff, and is currently operating on a monthly basis to all remote areas of the island of Socotra. Once a year (conditions allowing), the unit is brought also the outer islands of the archipelago by the EPA, using locally rented fishing vessels.

III.6. Improved Capacity of Local Government in Socotra

All activities under this output will be implemented consistently with the national policies and legal framework of the decentralization reforms (Local Authority Law 4/2000 and related regulations). The two Socotra districts will be supported through this component of the program, to perform their tasks, liaise effectively with Governorate and Central Government, interact with local communities and deliver services to their constituencies.

A full-time Technical Advisor will work with the local councils and the local administration to coordinate and support all capacity building activities under this program. The TA will liaise with the DLDSP management and with the Mukalla-based District Facilitation Teams (DFT) and facilitate the intervention of the DFT external trainers who will provide short-term inputs in the form of formal and informal (on-the-job) training.

Local Authorities Capacity Building Program

Based on an initial Training Needs Assessment, an integrated program for training the District Directors (Hadibo and Qalansiyya), Local Council Leaders, representatives of key line ministries and their support staff, will be implemented over the project period. The approximate total number of target

beneficiaries of the training program will be 100. This will include but may not be limited to:

- Councils' rights and responsibilities under the national decentralization policies and legal framework
- National legislation relevant to environmental protection and development and conservation issues in the islands
- Law enforcement with particular relation to the island's Zoning Plan and local Councils' by-laws
- District-level Strategic Planning
- Partnership building between Local Authorities, Community-based Organizations and Private Sector Units
- Local-level Investment programming and management
- Environmental Impact Assessment (EIA) requirements and principles
- Community participation in public sector decision making and implementation
- Annual District work-plans and budgets preparation, appraisal, approval and implementation
- Local Public sector / community-based procurement procedures
- Local public sector assets management
- Local Financial management, accounting and reporting
- English Language
- Computer Literacy

Upgrading of District Councils offices & facilities

Existing office facilities for the local government in Hadibo and Qalansiyya will be upgraded to meet essential operational needs. On the basis of an initial needs assessment, a detailed list of essential equipment will be jointly defined by the program and District Councils. The two District Councils will also be provided with one vehicle each, to facilitate liaison with communities in remote parts of the island. Equipment and facilities to be provided to District Councils will tentatively include:

- Room for community meetings
- Power generator to allow full-time operation
- Essential office equipment (fax/tel, computers+printers, filing cabinets, photocopier, essential furniture)
- Small renovation works (roof repair, painting, windows and door repair)
- 4WD vehicles (two land cruisers – to be provided by GOY)

Support to the Local Administration

In addition to the general training Program indicated above, and addressed to both elected councilors and nominated administrators, the program will also help strengthening and reorganizing the local administration (District Director's office and sector departments). To this effect the program will assist District Directors and local administrators:

- To assess sector-specific training needs and organize training courses for the staff at the outset of the program
- To develop job descriptions that help officials of the local administration to better do their work .
- To devise immediate measures to strengthen local capacity for own source revenue assessment and collection
- To adopt a local budget and planning system with adequate community participation
- To set the stage for involving local NGOs, citizens associations, cooperatives, private foundations, private enterprises in the delivery of local infrastructure and services where appropriate and possible
- To foster administrative transparency and put into place strong anti-corruption regulations and measures
- To developing project proposals for potential NGOs and donors' financing
- To ensure that all island's district councils and administrations "speak with one voice" when representing Socotra in regional and central government discussions

Enhanced level of cooperation with regional and central government

The current level of understanding of the island's realm and support for Socotra's development issues is yet limited among regional and central government officials. This results in the island receiving less attention than it actually requires, and in inappropriate decisions being taken outside the island. This activity aims at providing the tools and resources to the District Authorities , to foster a better understanding of, and support for, the pressing development and conservation issues of the island, and to ensure that Socotra issues are effectively incorporated in regional and central development plans. The District Authorities will be provided with resources to:

- Prepare and disseminate informative reports about the island's development issues
- Participate in regional and national development workshops, presentations and training courses
- Organise site visits to the island for high-level GOY officials responsible for the island development at central and regional level
- Support the work of liaison staff at regional and central level to facilitate communication and exchange of information with key GOY offices responsible for the island

Local Development Benefits Delivered by Local Governments in Socotra: Financing Local Governments' Delivery of Infrastructure and Services

The management plan will provide the two Socotra District Councils with predictable annual programmable resources totaling US\$ 60,000 per year, for development spending over the next 5 years. These funds, however limited, will

be critical to enable Local Councils to carry out a meaningful process of local development planning as they will provide both an incentive and a budget constraint to such process. They will be used as elements of a comprehensive local development financing strategy, to leverage co-financing from other sources (SDF, PWP, Donors, NGO and CBO) and to finance local priorities for which resources from other sources cannot be mobilized. Such resources are in essence externally-supported general-purpose transfers for development spending. This kind of transfers is supported also under the parallel UNDP “Decentralization and Local Development Support Program” (DLDSP) which is indeed concerned with the establishment of a national facility for external support to intergovernmental fiscal transfers in Yemen, under the name of “Local Authority Development Fund” (LADF). This program’s contributions to the two Socotra DC, are then the equivalent of the disbursements made to other districts from the LADF, under the DLDSP. . They will therefore be treated as part of the LADF resources and will be regulated by the same programming, procurement and disbursement rules applicable to the LADF as reflected in the LADF operations manual to be developed by the DLDSP-supporting Donors in consultation with the Ministry of Local Administration (MOLA).

Helping Local Governments to Promote Local Economic Development and Environmental protection in their jurisdictions.

While the delivery of infrastructure and services, represents a traditional area of local governments’ responsibility, local governments worldwide are increasingly confronted with the related challenges of promoting local economic development and protecting the local environment. This is particularly true for the two Socotra District Councils. The program will therefore assist local Councils to identify, through strategic planning exercises, concrete opportunities for partnerships with private sector units (including banking and micro-finance institutions) and community-based organizations, around environmental friendly local economic development opportunities. Where feasible and appropriate DC could use part of the resources accruing to them through transfers or own source revenue, to provide start-up grants take equity positions or otherwise contribute to the feasibility of the above ventures.

III.7. Improved Capacity of the Central Government to Steer and support the Development of Socotra

Capacity Building for the SCDP Coordination Unit

The Socotra Program Coordination Unit will consolidate its facilitating and coordinating role at central government level, and will focus mainly in the following areas:

- • Enhancing understanding of Socotra issues among GOY and donors
- Mobilise resources for the island and develop proposals
- Facilitate improved coordination and integration of efforts among all concerned GOY entities involved
- Program Monitoring & performance assessment
- Production of SCDP Reports and issue papers
- SCDP Website oversight and management
- Provision of support to the SCDP Steering Committee and acting as its Secretariat
- Outreach and promotion of Socotra issues abroad, targeting new possible donor sources

An international Program Coordinator will assist the National Program Manager in his/her tasks and will support resource mobilization efforts in year one of the program.

The Coordination Unit will operate under the umbrella of the MPIC, and may be located within that ministry, or in the MOWE/EPA, which is the leading agency on site in Socotra. The unit will also provide overall management and administration of the program at central level, with assistance from the existing SCDP program support team of the EPA/MOWE.

III.8. Decision Support System (DSS) in use at central and local level

DSS development and operation

This activity aims at consolidating and expanding the Decision Support System concept whose development started in 2002. An easy and user friendly, menu-driven computer program will be developed with support by a team of national and international consultants. The DSS will build upon all existing data held at EPA Socotra and its structure will provide the framework to be gradually fed by data collected as part of the various components of the program.

The DSS will support the efforts of the Socotra Conservation and Development Coordination Unit, Local Authorities in Socotra and EPA/MOWE towards the monitoring of main environmental parameters, and integration of all sectoral components of the program into one planning and monitoring system.

The DSS will also gradually become a main tool for the monitoring of the Program's impact on the human development and environmental conservation on the island. This tool will complement and support ongoing effort of the EPA/MOWE/MPIC team towards the monitoring of program impact and progress in terms of human development improvement through the network of environmental extension officers. The DSS will integrate all available environmental parameters as well as key indicators related to the "Millennium Development Goals", e.g. poverty/income levels changes, job creation, school attendance, infant mortality, incidence of major diseases, etc.

The DSS will support the definition of clear Terms of Reference for each program's component, to ensure their effective integration into one systemic approach towards the sustainable development of the island.

Training will be provided to relevant staff of EPA, MOWE, Governor of Hadramawt Office and other relevant local and national authorities on the applications and use of the DSS. The training for EPA staff in Socotra and Sana'a will focus on the process of maintenance and constant updating and improvement of the DSS, required to make this decision making tool always suited to the changing social, economic, development and institutional realm of the island.

The training program will entail several subsequent visits by the trainer, to support the continued evolution of the DSS, provide refreshment courses, and technical backup when needed over the whole project period.

III.9. Socotra-Galapagos partnership initiative, operational

Professional staff and government officials exchange and training program

The Galapagos Archipelago (Ecuador, Pacific Ocean) and the Socotra islands of Yemen have special characteristics and are facing very similar development issues, although at different stages. The economic and human development of the two archipelagos will be based almost entirely on eco-tourism and fisheries. The Galapagos national park was established in 1959, and has therefore been tackling a complex set of issues that the newly created Socotra National park (2000) will have to face in the future. On the other hand, the people of Socotra have lived on the island for thousands of years, and have developed traditional measures to use sustainably their natural resources. In the Galapagos, significant human population presence is relatively recent (less than 100 years), and concentrated in rapidly developing urban areas at the edge of the national park.

The program will support the implementation of the "Partnership Initiative" between the Galapagos and Socotra archipelagos, which is designed to foster "horizontal" know-how transfer, joint training and capacity building, familiarization tours, sharing of best-practices, etc. among the two sites.

A concept document was developed for this component as a collaborative effort between the Drylands Development Centre, IUCN, UNDP, The DGCS (Rome) and the SCDP team in Yemen (see full draft information sheet Annex 4). This initiative was promoted during the recent Johannesburg summit. It will be financed under this program and will add value at national and international level, by twinning two of the most important and prominent island biodiversity conservation sites in the world.

The partnership initiative will entail close collaboration between two UNDP programs in the Galapagos and Socotra, both of which are supported by the

Italian Government. The initiative will be managed by the SCDP Coordination Unit, with support by the UNDP of Yemen and Ecuador, and in close collaboration with Ministries of environment of both countries. The first exchange of visits will take place in 2005.

II. Strategic Results And Resources Framework

Intended Outcome: Improved capacity of local authorities and community-based groups in environmental management and sustainable energy development - (Supporting the “Engines of Growth” for the Local Economy)			
Outcome indicator: Development and implementation of local sustainable development plans with the participation of the poor			
Partnership Strategy: UNDP is playing a catalytic role in linking environment to poverty and governance-related initiatives and in enhancing the capacities of decentralized bodies and local communities in natural resources management, including the protection of Socotra’s biodiversity. The Drylands Development Centre (DDC – former UNSO), GEF and the Governments of the Netherlands, Italy and Poland are UNDP main partners. With Parallel Funding by the GEF, the Socotra Conservation Fund will be operational and will support communities to develop and manage pilot environmentally sound development projects in collaboration with local authorities and EPA. The nationwide UNDP DLDS Project will support the involvement of local authorities and MOWE/EPA.			
Intended Outputs	Output Targets	Indicative Activities	Inputs Required
1. Supporting the “Engines of Growth” for the Local Economy			
<p>Capacity of the EPA/MOWE Socotra Branch improved to implement CZP, EIA, PAM, ecological monitoring, awareness raising and resources use and management</p> <p>INDICATORS</p> <ul style="list-style-type: none"> EPA Socotra Branch team performing community-based PA management, visitor management in PAs, basic EIAs, targeted and management-oriented awareness and education campaigns in PAs, all based upon annual consolidated work plan and budget. <p>BASELINE</p> <ul style="list-style-type: none"> EPA Branch currently able to conduct ecological monitoring surveys, general awareness campaigns. PA management, EIA, EMS development, management-oriented awareness, planning and budgeting capacity is yet limited 	<p>TARGETS</p> <ul style="list-style-type: none"> EPA Socotra Branch staff structure revised to reflect broader EPA mandate (year 1) Improved capacity of existing EPA team to perform new tasks listed above (year 3) 10 new technical staff recruited and trained (year 3) 	<p>1.1.1 Conduct training needs assessment</p> <p>1.1.2 Develop & implement capacity building program for EPA/MOWE Socotra Branch</p> <p>1.1.3 Mobilize additional funds for scholarship program for highly qualified EPA staff</p> <p>1.1.4 Undertake on the job-training at site</p> <p>1.1.5 Upgrade and/or replace equipment and vehicles</p>	<ul style="list-style-type: none"> Site Coordinator’s Advisor (international, 48 p/m) EPA capacity building program (5 years) Equipment and vehicles replacement and upgrading <p>Budget: 599.000\$</p>

<p>EPA Protected Areas Program enhanced and operational</p> <p>INDICATORS</p> <ul style="list-style-type: none"> • EPA annual reports and MPs implementation reports • New Management Plans • Essential visitor Facilities in place • Biodiversity Monitoring Program reports • Education and Awareness Program team reports <p>BASELINE</p> <ul style="list-style-type: none"> • Draft management plans for three pilot PAs being developed by EPA • No visitor facilities in place in any PA • No law enforcement program in place • Island-wide, not yet management-oriented, broad Biodiversity Monitoring Program developed but not yet implemented • Education and Awareness Program addressing general environmental issues for the island • No protection or conservation of the archaeological sites 	<p>TARGETS</p> <ul style="list-style-type: none"> • Four PAs managed by local communities with support from EPA on the basis of an agreed management plan • Three Management Plans for additional PAs developed in collaboration with local communities • Visitor Facilities in place in all four PAs • Community-based Law enforcement program in place in all four PAs • Management-oriented Biodiversity Monitoring Program in Place • Education and Awareness Program active and focused on supporting the EPA PA Management Program • Implementation of management plan for archaeological sites 	<p>1.2.1 Implement Management Plans in four pilot protected areas of Dihamri, Homhil, Datwah lagoon, and Skund. Select new pilot sites for protected areas, compile essential baseline data and secure agreement with local communities</p> <p>1.2.2 Develop three new management plans</p> <p>1.2.4 Develop and install essential visitor facilities in pilot Protected Areas</p> <p>1.2.5 Review and update legal instruments to regulate PAM, EIA, import and export of biological materials, access to bio-prospecting and revenue generation and revenue sharing mechanisms in the tourism sector</p> <p>1.2.6 Develop and enforce law enforcement mechanisms in consultation with local communities</p> <p>1.2.7 Up-grade and implement a management-oriented Biodiversity Monitoring Program</p> <p>1.2.8 Set-up and operate meteo and water-wells data collection network</p> <p>1.2.9 Consolidate EPA's Education and Awareness Program</p> <p>1.2.10 Set-up EPA's Environmental Impact Assessment (EIA) Unit and enhance its capacities</p> <p>1.2.11 Develop training courses and manuals on terrestrial nature, caving, marine (sport fishing, diving, boat handling), and archaeology and culture guides</p> <p>1.2.12 Provide training for local stakeholders (community leaders, hotel staff, drivers, and tourism police) in management and service provision for eco-tourism</p> <p>1.2.13 Organize awareness raising workshops for government officials on the island</p> <p>1.2.14 Support local entrepreneurs in acquiring basic professional skills and capacities to partner with external tour operators</p> <p>1.2.15 Develop Socotra Ecotourism Society (SES) as main locally-based supplier of ecotourism activities on the island through professional training, promotional activities and technical advices</p> <p>1.2.16 Enhance capacities of PAM Unit in protected area planning, management, monitoring and community mobilization</p>	<ul style="list-style-type: none"> • Protected Areas Specialist (international, 24 p/m) • Hydrogeologist (shortterm 2 p/m) • National team (all program. @ 90 staff, 5 years) • Ecological Monitoring equipment (water and meteo) • Travel & operations (5 years) • Printing of educational material <p>Budget: 1.976.633\$</p>
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2. Community Mobilization and Development

<p>2.1 Access to safe drinking water increased</p> <p>INDICATORS</p> <ul style="list-style-type: none"> • No. of systems functioning • No. of people served • No. of villages served <p>BASELINE</p> <ul style="list-style-type: none"> • Water-harvesting and/or storage facilities are either completely absent or in need of upgrading/repair • Women spend much energy carrying water over long distances • Available water often contaminated 	<p>TARGETS</p> <ul style="list-style-type: none"> • 5 safe water harvesting systems in place by year 5 	<p>2.1.1 Identify areas for appropriate water management systems based on community consultation, Decision Support System and on ground experiences</p> <p>2.1.2 Develop water management systems including i.e.: natural water springs from caves with pipes and small reservoirs/ rehabilitation of existing kareefs/ new kareefs</p> <p>2.1.3 Train national personnel and local contractors to supervise and implement construction of water harvesting systems</p>	<ul style="list-style-type: none"> • Engineer (national, 10 p/m) • Engineer (international, 2 p/m) • Subcontracts for water management systems construction <p>Budget: 203.000\$</p>
<p>2.2 Food security improved through home gardens and improved self sufficiency</p> <p>INDICATORS</p> <ul style="list-style-type: none"> • No. and size of gardens • No. of women participating • Productivity of home gardens <p>BASELINE</p> <ul style="list-style-type: none"> • High incidence of malnutrition (especially with micronutrients) among women and children in rural areas throughout the year • Very low degree of agricultural activities in rural areas, limited or no access to fresh vegetables and fruit because of lack of market 	<p>TARGETS</p> <ul style="list-style-type: none"> • Number and size of home gardens in target areas increased by 50% • At least 50 women involved in the training program • Productivity of existing home gardens improved by 50% 	<p>2.2.1</p> <p>Support the upgrading home gardening and cultivation of vegetables within and around protected areas, through provision of training and initial equipment, seeds and materials.</p>	<ul style="list-style-type: none"> • Training program for women • Equipment, tools, seeds, small irrigation schemes <p>Budget: 160.000\$</p>

2.3 Malaria Program extended to protected areas	TARGETS	2.3.1 Develop and implement awareness campaign in and	• Baseline (and repeat) survey of malaria
<p>INDICATORS</p> <ul style="list-style-type: none"> • No. of cases of malaria recorded in target areas • No. of people regularly using mosquito nets <p>BASELINE</p> <ul style="list-style-type: none"> • No malaria control program in place in protected areas • Awareness among population regarding malaria control still very low • Most water management systems are not monitored regularly for malaria control 	<ul style="list-style-type: none"> • Awareness of local population increased, and reflected by higher use of preventive measures (i.e. mosquito nets) • Mosquito population density in target areas significantly declined 	<p>around protected areas, in support of the ongoing malaria control program</p> <p>2.3.2 Conduct a baseline survey of malaria incidence, water bodies status, mosquito population and community awareness level in and around pilot protected areas</p> <p>2.3.3 Support the extension of government malaria control program in and around protected areas</p>	<p>incidence in Protected Areas</p> <ul style="list-style-type: none"> • Impregnated bed nets • Minor works to make water storage malaria-safe <p>Budget: 40.000\$</p>

<p>2.4 Community health facilities and services upgraded in Hadibu and in proximity of protected areas</p> <p>INDICATORS</p> <ul style="list-style-type: none"> • Increased utilization of health services at facility level • No. of cases treated by obstetrician per year • No. of renovation projects carried out and no. of equipment delivered • No. of trips effected by mobile unit <p>BASELINE</p> <ul style="list-style-type: none"> • Health units in disrepair, poorly equipped, understaffed, under-funded, low attendance and motivation of health staff, insufficient community participation • Low utilization-rate, low quality of services, high bypass-rate • Obstetrician recruited by phase 1 of SCDP in Feb 2003. • Basic renovation (indoor painting of hospital, renovation of hospital kitchen) • Basic equipment (to be determined by needs assessment) • Mobile unit running on a monthly basis 	<p>TARGETS</p> <p>Health Units:</p> <ul style="list-style-type: none"> • Improved provision of primary and reproductive health services to communities in and around protected areas • Basic renovation of four health units • Basic equipment of four health units • Extension of district health system to the four health units (including cost-sharing, revolving-drug fund and regular supply-line) <p>• Support to Health Facility Committees Hadibu Hospital:</p> <ul style="list-style-type: none"> • Mother & Child care Unit fully operational and 4 local staff trained by year 3 • Basic renovation plan development and implemented 	<p>Health Units in the Proximity of protected areas:</p> <p>2.4.1 Assess capacities and equipments of health units in the proximity of protected areas and identify gaps and needs</p> <p>2.4.2 Provide essential equipment, furniture and basic renovation for selected health units in the proximity of protected areas</p> <p>2.4.3 Consult with health facility committees and support their operation as appropriate</p> <p>2.4.4 support the extension of district health systems to four health units Hadibu Hospital:</p> <p>2.4.5 Assess capacities and status of essential equipment and premises at Hadibu Hospital</p> <p>2.4.6 Support the mother & child care unit of the Hadibu Hospital with a full-time specialist for 3 years</p> <p>2.4.7 Train four local staff on mother and child care</p> <p>2.4.8 Enhance primary health care services at the Hadibu Hospital through provision of basic interior renovation and essential equipment Mobile Clinic, Awareness and Education Unit:</p>	<p>Health Units:</p> <ul style="list-style-type: none"> • Subcontracts for HU equipment and minor renovation <p>Budget: 92.000\$</p> <p>Hadibu Hospital:</p> <ul style="list-style-type: none"> • Mother and child care specialist (locally recruited international, 36 p/m) • Hospital equipment and renovation • Training for medical staff <p>Budget: 75.400\$</p> <p>Mobile Clinic</p>
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	<p>by end of year one of the program Mobile clinic and education unit:</p> <ul style="list-style-type: none"> • At least 60 mobile units trips implemented over the 5 year period • Mobile unit provided with broader range of audio-visual aids 	<p>2.4.9 Support the Mobile Unit program operated jointly by MOH and EPA in provision of primary health care services</p> <p>2.4.10 Support mobile units to promote education and awareness raising among communities covering primary health, water management, and environmental issues in an integrated and systematic fashion.</p> <p>2.4.11 Provide mobile unit with essential audio-visual aids and awareness materials</p>	<ul style="list-style-type: none"> • Equipment and materials for mobile clinic & awareness unit • Operational costs <p>Budget: 79.000\$ Component total: 246.400\$</p>
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3. Governance and Resources Mobilization			
<p>3.1 Capacity of Local Government in Socotra, improved</p> <p>INDICATORS</p> <ul style="list-style-type: none"> • Implementation of District-level participatory planning and budgeting procedures • Increase in local resources mobilization • Number of Councillors and Administrators Trained • Number of District Accounts independently audited <p>BASELINE</p> <ul style="list-style-type: none"> • Continuing centralization at Governorate level (Hadramawt -Mukalla) of responsibility for Socotra district –level public expenditure management. • Very limited professional capacity of district administration staff • No capacity to prepare, appraise, approve, implement, monitor and evaluate district-level strategic plans, annual work plans and budgets, • Lack of plans and procedures for local assets management (operation and maintenance) 	<p>TARGET</p> <ul style="list-style-type: none"> • Local Councillors are familiar with (i) the legal framework of decentralization,(ii) their related rights and responsibilities, and (iii) the annual cycle of the District Council’s activity • The District Director, selected local administration staff and members of the Council’s permanent committee for planning and budgeting, are familiar with participatory planning, budgeting procedures and take the lead in their implementation • District strategic plans, annual work-plans and budgets are prepared and implemented in Socotra in a participatory fashion. • Community-level structures are operational and (i) ensure people’s participation in local public sector decision and (ii) perform social audits of Local 	<p>3.1.1 Develop and Implement a Local Authorities Capacity Building Program including training on participatory strategic planning, budgeting and monitoring and evaluation</p> <p>3.1.2 Upgrade District Councils offices & facilities</p> <p>3.1.3 Enhance DGs’ level of cooperation with regional and central government</p> <p>3.1.4 Set up structures and procedures for systematic involvement of communities in DGs decision making process & development of District Plans</p> <p>3.1.5 Support the external independent financial and social auditing of district accounts and assess capacities developed</p>	<ul style="list-style-type: none"> • DLDSP Officer in Socotra (national, 60 p/m) • Training facilitation costs • DG budget auditing • Improvement of DG office facilities (construction and repair works) • Office equipment and consumables <p>Budget: 200.000\$</p>
<ul style="list-style-type: none"> • Lack of structures and procedures for systematic involvement of communities in LG decision-making processes. • Lack of structures and procedures for social auditing of LG administrative and financial performance • No independent auditing of LG accounts 	<p>authorities administrative and financial performance.</p> <ul style="list-style-type: none"> • District authorities accounts are audited by independent external auditors 		

<p>3.2 Local Development Benefits Delivered by Local Governments in Socotra INDICATORS</p> <ul style="list-style-type: none"> • Improvement in coverage and quality of basic infrastructure and services in selected sectors • Number of DC/CBO partnerships for economic development and environmental protection <p>BASELINE</p> <ul style="list-style-type: none"> • DC have not yet taken responsibility for provision (planning and financing) of basic infrastructure and services • Local administration's ability to deliver services suffers from both inadequate financing and weak capacity • Infrastructure endowment and public services delivery is grossly inadequate across most sectors in the islands • C have not yet taken responsibility for regulating and promoting local economic development and environmental protection • Local economic development opportunities based on fishery and eco tourism, are lost, under-exploited or exploited in a way that is not environmentally sustainable. 	<p>TARGET</p> <ul style="list-style-type: none"> • A total of 60,000 US\$ are transferred every year to the two Socotra District Councils, and are used to finance local development expenditures (provision of infrastructure and services) reflected in approved District programs and budgets • A share of the total resources of the two councils is used to support partnership arrangements with CBO implementing local economic development or environmental protection projects prioritized in the frame of the Districts' strategic plans 	<p>3.2.1 Finance Local Governments' Delivery of Infrastructure and Services</p> <p>3.2.2 Assist Local Governments to Promote Local Economic Development and Environmental protection in their jurisdictions.</p>	<ul style="list-style-type: none"> • Support to DG annual development expenditure (pilot LADF fiscal transfer, 5 years) <p>Budget: 300.000\$</p>
<p>3.3 Capacity of the Central Government to Steer and support the Development of Socotra, improved</p>	<p>TARGET</p> <ul style="list-style-type: none"> • Increased quantity and quality 	<p>3.3.1 Build the professional capacity of the SCDP</p> <p>3.3.2 Coordination Unit in Sana'a</p> <p>Develop proposals for a wide range of additional</p>	<ul style="list-style-type: none"> • CTA (international, 12 p/m) • National Program

INDICATORS	of resource allocation to Socotra	conservation and development elements of the	Manager (national, 60 p/m)
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<ul style="list-style-type: none"> • Annual SCDP reports • Proposals developed • Website <p>BASELINE</p> <ul style="list-style-type: none"> • SCDP Established in 2002 and staffed with 2 national and 1 international staff, operating with minimal budget • SCDP steering committee not formally established • Capacity of SCDP to effectively coordinate GOY efforts limited • Level of awareness of Socotra issues among GOY officials yet limited 	<p>by GOY and Donors</p> <ul style="list-style-type: none"> • 3 Proposals prepared in year one • SCDP website updated on a bi-monthly basis • SCDP steering committee established by year 1 and meeting at least annually 	<p>3.3.3 program in the island and mobilize resources Report on program performance</p> <p>3.3.4 Up-grade and manage SCDP Website</p> <p>3.3.5 Provide secretarial services for the SCDP Advisory committee</p> <p>3.3.6 Promote Socotra issues among stakeholders and donor community at national and international level</p> <p>3.3.7 Produce and disseminate program reports and documentation</p>	<ul style="list-style-type: none"> • SCDP coordination unit support staff (driver, assistant) • National short-term consultant • Equipment • Travel and operational costs <p>Budget: 485.000\$</p>
<p>3.4 Decision Support System (DSS) in use at central and local level</p> <p>INDICATORS</p> <ul style="list-style-type: none"> • DSS in place and being used by EPA and local authorities • No. of users in Socotra and at central level <p>BASELINE</p> <ul style="list-style-type: none"> • Initial components of DSS being used by EPA Socotra Branch 	<p>TARGET</p> <ul style="list-style-type: none"> • DSS framework in place • DSS dynamic data collection system in place • DSS effectively used by EPA and local authorities 	<p>3.4.1 Develop an integrated Decision Support System (DSS)</p> <p>3.4.2 Set up mechanisms and procedures for use and application of the integrated DSS by MOWE/EPA, SCDP CU and DGs</p> <p>3.4.3 Train national staff on use and application of the integrated DSS</p>	<ul style="list-style-type: none"> • DSS consultant (international, 4 p/m) • Training courses • Equipment and materials • Travel costs <p>Budget: 75.000\$</p>
<p>3.5 Socotra-Galapagos partnership initiative, operational</p> <p>INDICATORS</p> <ul style="list-style-type: none"> • No. of staff and officials exchanging visits • Know-how exchanged (legislation, regulations, lessons learned, etc.) <p>BASELINE</p> <ul style="list-style-type: none"> • No contact between the two archipelagos 	<p>TARGET</p> <ul style="list-style-type: none"> • 6 high level GOY and GOE officials exchanging short visits • formal cooperation agreement signed between GOY and GOE • 20 professional staff exchanging visits and attending training in both archipelagos 	<p>3.5.1 Develop and implement the Socotra-Galapagos professional staff and government officials exchange and training program</p> <p>3.5.2 Report on the Socotra-Galapagos initiative achievements at national and international level</p>	<ul style="list-style-type: none"> • Exchange of visits by high-level government officials (6 pax) • Exchange program for technical staff (20 pax) • Training courses • Partnership Initiative management and admin. <p>Costs Budget: 296.000\$</p>

V. Management Arrangements

This project will be nationally executed by the Ministry of Water and Environment (MOWE) and implemented by the Environment Protection Authority (EPA) and MOLA with extensive management support services provided to the executing agent by the UNDP Country Office such as procurement, recruitment of program's national staff, and the recruitment of the program's international staff and CTA. This support will be clearly articulated in a Letter of Agreement (LOA) signed between the MOWE and UNDP. UNDP's National Execution (NEX)⁸ rules and regulations will be applied in the execution and implementation of this project. The MOWE will be responsible for achieving the desired results outlined in the project through the effective management and use of UNDP administered funds.

The EPA will be supported in the implementation of activities through a project team whose composition is listed below. The team will be provided with a fully equipped office by the MOWE/EPA (in Sana'a) and by EPA (in Socotra) at their respective premises. The EPA will be responsible for planning, management and coordination of program activities in the Socotra archipelago. External agencies such as UNOPS, IAPSO, DDC and others may be called upon, as cooperating agencies, to provide certain support and technical services to the program. More details will be spelled out in a LOA between the service provider and MOWE.



(Meeting with local officials. Photo courtesy of Tarek Abul Hawa)

⁸ National execution is a cooperative and operational arrangement whereby a Government institution assumes overall responsibility and assumption of accountability, for the formulation, management by the country program of UNDP-supported projects.

V.1 Role of the Parties

MOWE, as the executing agency, will have the overall responsibility and accountability for the effective management (execution) of this program. The MOWE will ensure that program outcomes and outputs are achieved and reported satisfactorily through periodic reports that will be generated by EPA, with support from the program team. It will be accountable to UNDP for the production of outputs; achievement of program objectives and use of UNDP administered funds and resources. The MOWE/EPA will host the SCDP Coordination Unit, which will be transferred there from its current location in the MPIC.

EPA, as the key implementing agency, will be primarily responsible for the planning and day to day management of program activities, reporting, accounting, monitoring and evaluation of program. The MOWE/EPA will also be responsible for the coordination of the other cooperating/implementing agents.

The MOWE/EPA will also be jointly responsible to ensure that the experience of the Socotra program is shared and streamlined with national-level activities i.e. EIA, Protected Areas Policies, eco-tourism development, etc.

The Ministry of Planning and International Cooperation will support the SCDP Coordination Unit (to be transferred from MPIC to MOWE) in the coordination of program activities with other development partners, and in the promotion and facilitation of resource mobilization. MPIC representatives will participate in all UNDP-led program's monitoring and evaluations.

Cooperating and Implementing Agencies: of which there may be more than one, in addition to the main implementing agency (EPA) will be responsible for the implementation of certain project's activities and delivery of inputs and their conversion into program outputs in accordance with the program objectives and work plan and as spelled out in a LOA signed between the UNDP and MOWE. It will be accountable to MOWE for the quality, timeliness and effectiveness of the services it provides and the activities it carries out as well as the use of UNDP administered funds provided to it. These cooperating agencies could be one of the following:

1. Ministry of Local Administration
2. Ministry of Health
3. Ministry of Public Works and Urban Development
4. United Nations Office for project Services (UNOPS), Drylands Development Centre (DDC), IAPSO.
5. Local and International NGOs (i.e. SCF)

The Decentralization and Local Development Support Program (*DLDSP*)⁹: this management plan will join forces with the parallel *DLDSP* in supporting the Socotra District Councils and Administration and will share responsibilities as follows:

(a) The *DLDSP* will be responsible for:

Developing and extending to the Socotra local authorities, procedures and techniques for the implementation of an improved local resources management cycle (participatory strategic planning, investment Programming, annual budgeting, project implementation and procurement, local assets management, accounting and reporting, and monitoring and evaluation). A Mukalla-based "District Facilitation Team" (DFT) set up under the *DLDSP* will be responsible for providing the Socotra Districts with the appropriate training, facilitation and technical assistance services. With respect to this latter point, District authorities in Socotra have stressed the importance that, to ensure consistency with national directive and sustainability of the whole effort, assistance for improvement of LC/LA management capacity be channeled through the Governorate structures in Mukalla, (rather than by an ad-hoc externally financed project management unit) as part of their regular functions of support and supervision to local authorities

(b) The *SCDP* will be responsible for:

Providing the Socotra District Councils with predictable annual Programmable resources for development spending over the next 5 years. Such contributions will be treated as equivalent to the disbursements made to other *DLDSP*-covered districts from the Local Authorities Development Fund (LADF : a financial facility established under the *DLDSP* to pilot a national system of fiscal transfers), and will therefore be subject to the same programming, procurement and disbursement rules applicable to the LADF.

Providing the services of a dedicated national expert (i) to serve as this program's "liaison officer" with the *DLDSP* management and the Mukalla-based DFT, and (ii) to coordinate the entire effort of local authorities capacity building in the archipelago.

Extending logistic assistance, including necessary facilities and equipment, for the effective operation of District Councils and administrations in the archipelago.

UNDP: approves the project and activities work plan presented by *MOWE*, ensures appropriate project appraisal and capacity assessment, coordinates

⁹ The *DLDSP* pilot phase will be funded by *UNDP* and *UNCDF* (total cost 1.5 M. US\$). It started in mid-2003 and will have duration of two years. It is expected to continue after that as a multi-donor funded national Program of support to the implementation of decentralization reforms. The consolidated *SCDP* – once fully in place- is advocated as the main vehicle for supporting the channelling most additional assistance to the island, in an integrated fashion, and consistently with the *GOY*'s vision for a sustainable development in the archipelago.

auditing process, monitoring, evaluation and validation, and ensures financial and substantive oversight of the project. It will also play a key role in donor coordination and resource mobilization activities. The UNDP Country Office Environment Unit will provide technical backstopping and other technical support to the project when required. Furthermore, the UNDP CO will also, upon the request of MOWE, will provide support for certain logistical and administrative services. These may include the recruitment of international and national staff, procurement of certain equipment, training and capacity building, etc., and contracting with local entities. These support services will be articulated in the letter of agreement (LOA) between the MOWE and UNDP.

V.2 Project Financial Management

In line with the introduction of Enterprise Resource Project (ERP) and new NEX guidelines, the project will employ and use the Microsoft Project software for work planning, reporting, record keeping and overall financial management of the project. The program staff, in particular, the Program Management Team will be required to install the software in Sana'a and Socotra.

Disbursement of projects fund will be made in all cases, except where otherwise specified in the LOA, through direct payment request to the UNDP office. Due to the special conditions and peripheral location of the Socotra Archipelago, special arrangements will be put in place by the UNDP CO in order to facilitate direct payments to be effected in the archipelago. These may entail the opening of a special bank account for the project, and the delegation of responsibility to one or more members of the Program Management Team to issue payments on behalf of the UNDP CO, from the program's account, on the island.



(Photo courtesy of Tarek Abul Hawa)

V.3 Project Management Team

The Program Management Team will be responsible for managing inputs, delivering outputs and reporting on progress and results achieved to MOWE and UNDP. The four key members of the Program Management Team and their main tasks are listed below:

Personnel	Key Functions	Notes
1 National Program Manager (NPM)	<ul style="list-style-type: none"> • Based in Sana'a, with frequent travel to Socotra • Accountable to MOWE and UNDP for use of project resources • Represent the MOWE's ownership and authority over the project • Approves expenditure requests • Represent MOWE and Program in meetings forums • Responsible for the implementation of activities and management of inputs • Prepare and update work plans • Ensure that inputs are Mobilized • Prepare and report to MOWE and UNDP 	This person should be assigned to work full time as project Manager focusing only on the UNDP supported program.
2 Chief Technical Advisor (CTA)	<ul style="list-style-type: none"> • Based in Sana'a, with frequent travel to Socotra • Provide managerial and technical advice aimed at building the capacity of MOWE and EPA • Assist in Program Monitoring and Evaluation • Prepare reports to MOWE, UNDP and Donor Community • Mobilize resources and liaise with Donors • Mobilize international expertise in strengthening the management capacity of MOWE and EPA • Endorses expenditure requests submitted by the NPM to UNDP 	International
3 National Site Coordinator (NSC)	<ul style="list-style-type: none"> • Based in Socotra, with regular duty travel to Sana'a • Accountable to NPM for use of project resources in Socotra • Represent the MOWE's ownership and authority over the project in Socotra • Approves expenditure requests in Socotra • Represent MOWE and Program in meetings forums on the island • Responsible for the implementation of activities and management of inputs in Socotra 	National

		<ul style="list-style-type: none"> • Prepare and update work plans for all socotra-based activities • Ensure that inputs are mobilized • Prepare and report to NPM for submission to MOWE and UNDP 	
4	Site Technical Advisor	<ul style="list-style-type: none"> • Based in Socotra, with regular duty travel to Sana'a • Provide managerial and technical advice aimed at building the capacity of MOWE, EPA and other partner implementing agencies in Socotra • Assist in Program Monitoring and Evaluation • Prepare reports on socotra-based activities to MOWE, UNDP and Donor Community • Mobilize resources and liaise with Donors • Mobilize international expertise in strengthening the management capacity of MOWE and EPA • Endorses expenditure requests submitted by the NPM to UNDP 	International

Detailed Terms of Reference for all project personnel are prepared in accordance with the NEX guidelines.

V.4 Coordination Arrangements

The UNDP Country Office and the project team will provide effective management and coordination support to MOWE and EPA within and outside the project to build strategic partnerships and ensure the effective participation of all the concerned parties in order to achieve the desired results of the project.

The EPA will be responsible to ensure that weekly meetings are held between the EPA management in Sana'a and Socotra, a representative of UNDP (in Sana'a), and the program management team, to maximize information sharing and coordinate all activities as closely as possible.

V.5 Advisory Committee

The Advisory Committee will function as an oversight Advisory body to the Program Management Team, through MOWE and MPIC, that provides insight and advice to project staff to ensure that activities are on track and results are achieved in accordance with the project work plan. Additionally, the Advisory Committee will review the

project work plan and make policy advice and recommendations to improve project implementation. The SCDP Management Team will act as the Secretariat for the committee and will liaise with MOWE, MPIC and UNDP to arrange and prepare committee meetings.

The Committee will be convened at the launch of the project and subsequently at least once a year. It will be convened under the patronage of, and hosted by the Minister of Planning and International Cooperation, and

- Minister of Planning and International Cooperation
- .Minister of Water and Environment
- .EPA Chairman
- .Ministry of Tourism and Culture
- .Ministry of Fish Wealth
- .Ministry of Agriculture
- .A representative of UNDP CO
- .National Program Manager & CTA
- .National Site Coordinator & STA
- .SCDP Contributing Donors (Gov. of Italy)
- .District Directors of Hadibu and Qalansya (MOLA) and DLDSP Focal Point - Socotra
- .Yemeni Islands Promotion and Development Authority (MOLA)
- .Ministry of Health

Other parties (i.e. Donors and NGOs active in Socotra, relevant GOY agencies and national or international experts, etc.) may be invited to attend and/or contribute to the meetings by the SCDP Management Team. In the occasion of the AC meetings, The Program Management Team will also hold a presentation open to all AC members, as well as any interested MOWE/MPIC/EPA staff and any other stakeholder, illustrating progress and achievements and plans for the subsequent year.

V.6 Monitoring and Evaluation

The project will be subject to the standard UNDP review, monitoring and evaluation guidelines. Monitoring and evaluation will focus on outputs and their contribution (together with partnership efforts) toward the intended outcome. Information from monitoring will provide the basis for making decisions and taking action. The right mix of monitoring tools will be used including:

- a. Reporting

The National Program Manager (NPM), with assistance from the EPA technical team and the Chief Technical Advisor (CTA) will prepare and submit to UNDP and the MOWE an Annual Project Report (APR) in accordance with the new APR format of UNDP. Reporting will also include the preparation of semi-annual work plans and budgets for the project to be reviewed and approved by the UNDP country office. They shall also provide UNDP with bi-annual short narrative progress reports to assess progress against the work plan and output targets. Additional reports may be requested, if necessary, during the course of the program.

b. Validation

The program will be subject to regular and periodic field visits by UNDP Office to verify results and recommend action. At least two field inspection visits will be conducted annually.

c. Audit

As per UNDP audit requirements, the project will be subject to NEX audit once a year to ensure compliance with rules and policies under NEX and to satisfy UNDP and Government responsibilities for accountability.

Agency Services Fees

To cover all administrative costs related to the inputs for the delivery of which funding is provided through the Cost-sharing agreement with the Republic of Italy, UNDP shall charge an overhead rate of 7% (seven per cent).

To cover all administrative costs related to the inputs for the delivery of which funding is provided through UNDP TRAC funds, the UNDP CO shall charge an overhead rate of 3% (three per cent).

V.7 Tentative Work plan

	Year 1	Year 2	Year 3	Year 4	Year 5
Component 1. Supporting the “Engines of Growth”					
1.1.1 Training needs assessment	•				
1.1.2 Develop and implement a capacity building program for EPA/MOWE Socotra Branch		•	•	•	•
1.1.3 Mobilize additional funds for scholarships	•	•	•	•	•
1.1.4 Undertake on-the-job training on site	•	•	•	•	•
1.1.5 Upgrade and/or replace equipment and vehicles	•	•	•	•	•
1.2.1 Implement of Management Plans in four pilot protected areas of Dihamri, Homhil, Datwah lagoon, and Skund.	•	•	•	•	•
1.2.1 Implement Management Plans in four pilot protected areas of Dihamri, Homhil, Datwah lagoon, and Skund.	•	•	•	•	•
1.2.2 Select new pilot sites for protected areas, compile essential baseline data and secure agreement with local communities	•	•			
1.2.3 Develop three new management plans		•	•		
1.2.4 Develop and install essential visitor facilities in pilot Protected Areas	•	•	•		
1.2.5 Review and update legal instruments to regulate PAM, EIA, import and export of biological materials, access to bio-prospecting and revenue generation and revenue sharing mechanisms in the tourism sector	•	•	•		
1.2.6 Develop and enforce law enforcement mechanisms in consultation with local communities	•	•	•	•	•
1.2.7 Up-grade and implement a management-oriented Biodiversity Monitoring Program	•	•	•	•	•

1.2.8 Set-up and operate meteo and water-wells data collection network	•	•	•	•	•
1.2.9 Consolidate EPA's Education and Awareness Program	•	•	•	•	•
1.2.10 Set-up EPA's Environmental Impact Assessment (EIA) Unit and enhance its capacities	•	•	•		
1.2.11 Develop training courses and manuals on terrestrial nature, caving, marine (sport fishing, diving, boat handling), and archaeology and culture guides	•	•	•	•	
1.2.12 Provide training for local stakeholders (community leaders, hotel staff, drivers, and tourism police) in management and service provision for eco-tourism	•	•	•	•	
1.2.13 Organize awareness raising workshops for government officials on the island	•	•	•	•	•
1.2.14 Support local entrepreneurs in acquiring basic professional skills and capacities to partner with external tour operators	•	•	•	•	•
1.2.15 Develop Socotra Ecotourism Society (SES) as main locally-based supplier of ecotourism activities on the island through professional training, promotional activities and technical advices	•	•	•	•	•
1.2.16 Enhance capacities of PAM Unit in protected area planning, management, monitoring and community mobilization	•	•	•	•	•
Component 2. Community Mobilization & Development					
2.1.1 Identify areas for appropriate water management systems based on community consultation, Decision Support System and on ground experiences	•				
2.1.2 Develop water management systems including i.e.: natural water springs from caves with pipes and small reservoirs/ rehabilitation of existing kareefs/ new kareefs	•	•	•		
2.1.3 Train national personnel and local contractors to supervise and implement construction of water harvesting systems	•	•	•		
2.2.1 Support the upgrading home gardening and cultivation of vegetables within and around protected areas, through provision of training and initial equipment, seeds and materials.	•	•	•	•	•

2.3.1 Develop and implement awareness campaign in and around protected areas, in support of the ongoing malaria control program	•	•	•	•	•
2.3.2 Conduct a baseline survey of malaria incidence, water bodies status, mosquito population and community	•				
awareness level in and around pilot protected areas					
2.3.3 Support the extension of government malaria control program in and around protected areas	•	•	•	•	•
2.4.1 Assess capacities and equipments of health units in the proximity of protected areas and identify gaps and needs	•				
2.4.2 Provide essential equipment, furniture and basic renovation for selected health units in the proximity of protected areas	•	•	•		
2.4.3 Consult with health facility committees and support their operation as appropriate	•	•	•	•	•
2.4.4 support the extension of district health systems to four health units	•	•	•		
2.4.5 Assess capacities and status of essential equipment and premises at Hadibu Hospital	•				
2.4.6 Support the mother & child care unit of the Hadibu Hospital with a full-time specialist for 3 years	•	•	•		
2.4.7 Train four local staff on mother and child care	•	•	•		
2.4.8 Enhance primary health care services at the Hadibu Hospital through provision of basic interior renovation and essential equipment	•	•	•		
2.4.9 Support the Mobile Unit program operated jointly by MOH and EPA in provision of primary health care services	•	•	•	•	•
2.4.10 Support mobile units to promote education and awareness raising among communities covering primary health, water management, and environmental issues in an integrated and systematic fashion.	•	•	•	•	•
2.4.11 Provide mobile unit with essential audio-visual aids and awareness materials	•				
Component 3. Local Governance & Resource Mobilization					

3.1.1	Develop and Implement a Local Authorities Capacity Building Program including training on participatory strategic planning, budgeting and monitoring and evaluation	•	•	•	•	•
3.1.2	Upgrade District Governments' offices & facilities	•				
3.1.3	Enhance DGs' level of cooperation with regional and central government	•	•	•	•	•
3.1.4	Set up structures and procedures for systematic involvement of communities in DGs decision making process & development of District Plans	•	•	•		
3.1.5	Support the external independent financial and social auditing of district accounts and assess capacities developed	•	•	•	•	•
3.2.1	Finance Local Governments' Delivery of Infrastructure and Services	•	•	•	•	•
3.2.2	Assist Local Governments to Promote Local Economic Development and Environmental protection in their jurisdictions.	•	•	•	•	•
3.3.1	Build the professional capacity of the SCDP Coordination Unit in Sana'a	•				
3.3.2	Develop proposals for a wide range of additional conservation and development elements of the program in the island and mobilize resources	•	•	•	•	•
3.3.3	Report on program performance	•	•	•	•	•
3.3.4	Up-grade and manage SCDP Website	•	•	•	•	•
3.3.5	Provide secretariat services for the SCDP Advisory committee	•	•	•	•	•
3.3.6	Promote Socotra issues among stakeholders and donor community at national and international level	•	•	•	•	•
3.3.7	Produce and disseminate program reports and documentation	•	•	•	•	•
3.4.1	Develop an integrated Decision Support System (DSS)	•	•	•	•	•

3.4.2	Set up mechanisms and procedures for use and application of the integrated DSS by MOWE/EPA, SCDP CU and DGs	•	•	•	•	•
3.4.3	Train national staff on use and application of the integrated DSS	•		•		•

3.5.1	Develop and implement the Socotra-Galapagos professional staff and government officials exchange and training program	•	•			
3.5.2	Report on the Socotra-Galapagos initiative achievements at national and international level		•			

VI. The Budget

VI.1 Budget Overview

SOCOTRA PROGRAM – INPUT/OUTPUT BUDGET			
Budget Items Description	Total Cost	Italian Government	UNDP
Component 1: Engines of Growth			
Output 1.1 Capacity of EPA Socotra Improved	599.000	599.000	
Output 1.2 EPA Protected Areas Management Program	1.986.633	667.000	1.319.663
Sub-Total	2.585.633	1.266.000	1.319.663
Component 2: Community Development			
Output 2.1 Access to Safe Drinking Water increased	203.000	203.000	
Output 2.2 Improved Food Security through Home Gardens	160.000	160.000	
Output 2.3 Extension of Malaria Program to Protected Areas	40.000	40.000	
Output 2.4. Health Services Upgraded	246.000	246.000	
Sub-Total	649.000	649.000	
Component 3: Governance and Resource Mobilization			
Output 3.1 Improvement of the Capacity of local Socotri government	200.000		200.000
Output 3.2 Development Benefits delivered by Socotri Local Government	300.000		300.000
Output 3.3 Capacity of Central Government (SCDP Unit) Improved	485.000		485.000
Output 3.4 Decision Support System in use by local authorities and EPA/MOWE	75.000	75.000	
Output 3.5 Socotra – Galapagos Partnership Initiative	296.000	296.000	
Sub-Total	1.356.000	371.000	985.000
Evaluations, Sundries, Auditing	172.600	50.049	122.551
Program Total	4.763.633	2.336.449	2.427.184

Support Costs at 7% (on Cost-Sharing) and 3% (on UNDP Trac Funds)	236.367	163.551	72.816
GRAND TOTAL	5.000.000	2.500.000	2.500.000

GOVERNMENT OF YEMEN CONTRIBUTION		
Type of Expenditure		
Staff Salaries (Socotra)		60.000
Staff Salaries (Sanaa)		21.000
Office Expenses (Socotra)		120.000
Office Expenses (Sanaa)		36.000
DSLDP Component		90.000
Vehicles for DGs		56.000
TOTAL		383.000

VI.2. Budget breakdown

Budget breakdown by type of expenditure

	Total	% of net budget
National staff	1.242.033	26%
Training for local staff and GOY officials	319.000	7%
International staff and consultants	796.000	17%
Travel costs (socotra-mainland and international)	382.000	8%
Equipment	366.000	8%
Vehicles	80.000	2%
Subcontracts for development micro-projects	240.000	5%
Operational costs	786.000	17%

Printing of education and awareness materials	70.000	1%
TOTAL NET BUDGET	4.763.633	100%
Project support costs	236.367	7% and 3,5%
Grand Total	5.000.000	

VII. Progress to Date towards the implementation of the Management Plan

1. Background

The Socotra Conservation and Development Program (UNDP YEM.03.004) is funded by the Government of Italy, UNDP and Republic of Yemen, and it represents the consolidated continuation and expansion of all prior initiatives implemented by UNDP in Socotra in the period 1997-2003 with support from the GEF, Netherlands, Italy and Poland.



(Photo courtesy of John Farrar)

In July 2003 all planned activities for the above prior UNDP projects were completed as planned, and funds expended. The continuation and expansion of the Socotra Conservation and Development Program (SCDP) was made possible thanks to the significant commitment of UNDP, the Republic of Italy and the Republic of Yemen (totalling over 5 million US\$). The SCDP's program support document was signed in Sanaa on July 7th, 2003. Thereafter, the SCDP team has:

- prepared the ground for the present phase of the program, and
- initiated some critical activities representing the continuation from the previous phase and that could not be interrupted.

The cost sharing agreement between UNDP and Italy was signed in June 2004. This effectively allowed mobilization of Italian funding and the start of the full project. Between July 2003 and June 2004 (over one year), UNDP has taken all necessary steps to support the continuation of key program activities without interruption between "phase I" and "phase II" of the program. This was achieved by:

Injection additional funds into the budget of Phase I project (YEM.01.003) to allow continuation of critical activities until October 2003. (6 months)

Allocation and disbursement of funds to allow the start-up of the new Phase II (YEM.03.004) ensuring the continuation of critical activities from November 2003 to June 2004. (8 months)

This approach allowed to keep all national and international project staff in place, and supported operational costs for critical activities for which continuity was essential. Other activities earmarked for funding by Italy, were kept on hold until Italian funding was effectively mobilized in June 2004.

2. General and Cross-sector Operational Issues

This progress report covers the period from the outset of the present new phase of SCDP (project YEM.03.004) in November 2003, to June 2004 (8 months). In this period the SCDP has undergone a significant shift in the implementation approach: The former direct UN execution modality, was replaced by National Execution (NEX) by the Ministry of Water and Environment (MOWE) – Environment Protection Authority (EPA).

The NEX approach places greater responsibility and control on project management and expenditures within MOWE and EPA. This shift is fully reflecting the gradual build-up of local capacity achieved since 1997, as well as lessons learned and recommendations of two prior external evaluations of the SCDP (Oct 2000 and July 2003).

However this shift in the operational arrangement, as well as the introduction by UNDP of a new financial system and new guidelines for NEX, required a significant effort to set-up a new financial and administrative system within the MOWE and EPA Socotra.

The following baseline activities were therefore critical to allow the following project operations:

- First six-months operational workplan & budget submitted to UNDP and approved in Nov 2003. This allowed smooth continuity of project operations.
- All 85 national staff contracts extended and transferred from UNOPS to SCDP (MOWE) as per new NEX project guidelines
- International CTA and PAM specialist recruited for one year with contracts shifted from UNOPS to UNDP Country Office.
- International Site Coordinator in place until end of Feb 2004 – plan for replacement / international team re-arrangement developed and being implemented
- UNOPS accounts closed and new project bank account opened and operational as of 20 Dec 2003

- Administrative and financial system for new NEX execution modality developed and in place
- SCDP admin staff trained and all financial records and budgets being shifted to ATLAS codes as of April 2004.
- Inventory of all project equipment completed and hand-over procedures ongoing
- Project budget entered in the new UNDP financial system (ATLAS)
- Support offices in MOWE and EPA merged into one single unit, to maximise cost-effectiveness and efficiency of operations. The new unit is also hosting the SCF (Socotra Conservation Fund) Secretariat in Sanaa.

The above listed preparatory activities, and particularly the shift to NEX implementation modality and the new ATLAS system introduced by UNDP, required a significant effort and in some cases constrained smooth progress project activities. However thanks to the efforts performed particularly by the SCDP administrative, financial and management team, and to the support received by the UNDP Finance and Operations Sections, there has been significant progress on each planned activity.