



PEACE, PROSPERITY AND
REGIONAL INTEGRATION



Enhancing Blue Economy in the IGAD Member States for Biodiversity Conservation and Livelihoods Diversification

PROJECT UNDER SWEDEN GRANT CONTRIBUTION No. (14889]



YEAR I: ANNUAL NARRATIVE REPORT

(July 2021 – June 2022)

Report submitted for Sweden Embassy, Addis Ababa

Signature:

Mr. Daher Elmi

Director of Agriculture and Environment Division
IGAD Secretariat

TABLE OF CONTENTS

ACRONYMS AND ABBREVIATIONS	3
EXECUTIVE SUMMARY.....	4
1. PROJECT BACKGROUND	6
2. PROJECT MANAGEMENT	8
3. PROJECT RESULT AREAS, OUTPUTS AND ACTIVITIES	8
3.1 RESULT AREA 1. Blue Economy approach in IGAD region harmonized and coordinated to harness the contribution of the different sectors.....	8
Output1.1 The status of Member States in structuring BE at the national level documented	10
Output 1.2: BE Regional Strategy and Implementation plan (2021-2025) adopted	16
Output 1.4 Blue Economy Coordination platforms at the regional and national level created	20
Output 1.5 Awareness created on the contribution of the BE approach for a healthy ecosystem.....	22
Output 1.6 An IGAD Blue Economy Unit efficiently and effectively functioning	22
3.2 RESULT AREA 2. The health of marine aquatic ecosystems is improved and systems for managing, controlling and reducing aquatic pollution and waste are strengthened in IGAD coastal countries.....	26
Output 2.1. The status of biodiversity in BE in the 4 IGAD costal countries reviewed documented (database)	26
Output 2.3 Governance and coordination mechanisms to stem plastic and chemical pollution at local and regional levels assessed and updated.....	27
Output 2.4 Chemical and plastic coastal pollution control strategy developed in the IGAD region.....	28
Output 2.5 Women groups to rehabilitate some degraded shores/beaches organized and supported	28
3.3 RESULT AREA 3: Blue Economy enhancing technologies and innovations generated, documented and disseminated.....	29
Output 3.2 Knowledge management, dissemination and sharing strengthened.....	29
4. SOME CHALLENGES DURING THIS IMPLEMENTATION PHASE.....	30

ACRONYMS AND ABBREVIATIONS

AED	Agriculture and Environment Division
AUC	African Union Commission
AU-IBAR	African Union Inter- African Bureau for Animal Resources
BE	Blue Economy
BESIP	Blue Economy Strategy and Implementation Plan
EU-TCF	European Union-Technical Cooperation Facility
IBECP	IGAD Blue Economy Coordination Platform
IGAD	Intergovernmental Authority on Development
KM	Knowledge Management
M&E	Monitoring and Evaluation
MSs	Member States
NBECF	National Blue Economy Coordination Platform
NFP	National Focal Point
PMU	Project Management Unit
REC	Regional Economic Committees
SEP	Sustainable Environment Protection
ToR	Terms of Reference
TWG	Technical Working Group

EXECUTIVE SUMMARY

The African Union has identified Blue Economy (BE) development as a priority goal towards achieving the aspiration on 'A prosperous Africa based on inclusive growth and sustainable development within the context of the Africa Union Agenda 2063. The IGAD region has huge Blue Economy potential. The four coastal member states of IGAD (Djibouti, Kenya, Somalia and Sudan) have an aggregated Exclusive Economic Zones of more than one million Km² area and about 5, 000 km of coastline. Somalia has the largest and most productive coastline in Africa. The combined inland water (freshwater) area is estimated at 222,358 km². In order to utilize sustainably the Blue Economy (BE) potential of the region, IGAD has developed a 5-year Blue Economy strategy (2021 – 2025) and Implementation Plan (BESIP), aligned with Africa's Blue Economy Strategy. The vision of IGAD's Blue Economy strategy is to develop an inclusive and sustainable Blue Economy that significantly contributes to the Horn of Africa's transformation. Three main principles that underpin the implementation of the Blue Economy are the circular economy; good governance and environmental and social sustainability. The IGAD Blue Economy Strategy and Implementation Plan intend to structure the Blue Economy implementation at both national and regional levels while increasing cooperation and regional integration, and strengthening support to the member states to effectively translate policies into concrete actions.

This 3-year project "Enhancing Blue Economy in the IGAD Coastal Member States for Biodiversity Conservations and Livelihood Diversification", financed by the Government of Sweden, mainly aims to implement the IGAD BE strategy in selected priority intervention areas. The project objectives are:

- To establish a functional Blue Economy structure at IGAD to cater for the regional and national needs (selected member states of IGAD),
- To assess the impact of pollution and develop mitigation measures on aquatic biodiversity and ecosystems, and
- To increase research and knowledge management/dissemination on key BE indicators (questions for the IGAD region for learning), policy and practice change among the Member States.

In a nutshell, this project intends to achieve the following three broad results:

- Blue Economy approach in IGAD region harmonized and coordinated to harness the contribution of the different sectors,
- The health of marine aquatic ecosystems is improved and systems for managing, controlling and reducing aquatic pollution and waste are strengthened in IGAD coastal countries, and
- Blue Economy enhancing technologies and innovations promoted, documented and disseminated.

The following project key achievements were realized during the past one year of the reporting period (August 2021 – July 2022):

- The project was successfully launched by organizing a hybrid (both physical and virtual) workshop in Djibouti, from October 11 – 12, 2021. All IGAD Coastal Member States and other key stakeholders have actively participated in the 2-days workshop.
- Recruitment of all project staff led by the IGAD HR Department is completed.
- The IGAD 5-year (2021 – 2025) Blue Economy Strategy was adopted by organizing a ministerial meeting in April 2022 in Addis Ababa (Ethiopia). The Declaration was signed by Ministers of IGAD MSs in charge of coordination of BE.
- Lead Institution in charge of coordinating BE sectors in each IGAD Member States (MSs) identified by the respective Ministries of Foreign Affairs in consultation with other ministries.

- IGAD region BE Coordination Platform (IBECP), a technical working group (TWG), established. All national focal persons (NFPs) of the IGAD BE Project are members of the regional Blue Economy Platform (IBECP).
- In all the 7 IGAD Member States, national BE baseline report validation workshops were organized. These BE baseline reports will serve as the main background document to prepare national BE strategies for each member states.
- As part of the awareness creation campaigns, media advocacy training was organized in Nairobi (Kenya) from May 30 – June 1, 2022 to promote BE potentials in the IGAD region. A journalist mandated to report BE issues in each IGAD MS and BE national focal person (NFP) in each IGAD MS were trained. This course helps to comprehend and practice digital advocacy for development projects, to formulate messages to convince targeted audiences and to assign roles and responsibilities among the stakeholders to step in the campaign planning.
- National Be Coordination Platform (NBECP) in each IGAD MS was established during the national BE baseline report validation workshops. The NBECP is led by the focal person in the national BE coordinating ministry.
- Terms of references (ToR) to employ a consultancy firm to conduct the marine biodiversity study in the four IGAD Coastal MSs was prepared and the announcement was posted twice on the IGAD website but there were no enough applicants. The third announcement was posted and we are waiting the result from IGAD Procurement Office.
- In order to make a study on gender analysis of BE in the IGAD Coastal MSs, ToR was developed in consultation with the gender expert in the Division (AED) and posted on July 31, 2022.
- Awareness created at various levels and it was very successful and beyond expected
- IGAD identified as lead REC on Blue Economy and selected by AUC to lead women and BE Chapter
- The overall annual project performance estimated by the IGAD BE PMU is about 34% (Result Area1 = 61%; Result Area2 = 25% and Result Area3 = 15%). Please note that Year 1 plan is mainly for Result 1.

1. PROJECT BACKGROUND

The Intergovernmental Authority on Development (IGAD) has developed a 5-year Blue Economy strategy (2021 – 2025) and Implementation Plan (BESIP), aligned with Africa’s Blue Economy strategy. The vision of IGAD’s Blue Economy strategy is to develop an inclusive and sustainable Blue Economy that significantly contributes to the Horn of Africa’s transformation. Three main principles that underpin the implementation of the Blue Economy are the circular economy; good governance and environmental and social sustainability. The IGAD Blue Economy Strategy and Implementation Plan intend to structure the Blue Economy implementation at both national and regional levels while increasing cooperation and regional integration, and strengthening support to the member states to effectively translate policies into concrete actions. It will also contribute to the effective implementation of the Africa Blue Economy Strategy (and its up-coming Action Plan). More specifically, the IGAD Blue Economy Strategy aims to:

- improve the implementation of the BE in all IGAD members States;
- contribute to the implementation of the Africa Blue Economy Strategy;
- develop strong harmonizing regional BE initiatives;
- increase cooperation and regional integration by using the BE as a catalyst to stimulate a converging dynamic of interests and efforts.

Four of the IGAD Member States are coastal (Djibouti, Kenya, Somalia and Sudan) but three IGAD Member States (Ethiopia, South Sudan and Uganda) are landlocked. At the level of the IGAD member states, almost all of them have started to engage themselves in the development process of the Blue Economy. Although a comprehensive database on the Blue Economy governance status in the IGAD Member States is lacking, currently these countries are more or less at an early stage of development in the elaboration of strategies and action plans as well as in the implementation of the BE. Overall, none of them, except Kenya, have completed national consultations, preceding the development of a Blue Economy policy and/or strategy. Thus, the process of implementing Blue Economy remains broadly nascent in the IGAD Member States apart from the actions and initiatives carried out in a sectoral framework (fisheries, ports, tourism, etc.). Only Kenya now has initiated an administrative entity specifically dedicated to Blue Economy but still dependent on the Ministry of Fishery.

IGAD’s Environment and Natural Resources Strategy document clearly states that the ‘state of the environment is posing a serious problem for sustainable development. The economy of the IGAD Member States and the livelihoods of the people are largely dependent on the utilization of available natural resources such as water, forest, land, ecosystems, biodiversity and other resources. Water is prioritized in the regional poverty alleviation strategy. In a region where 80% of the land is composed of arid & semi-arid areas, water is a key factor limiting development progress.

Water bodies are becoming the endpoints of pollution. If there is any natural environment, which is paying the price for development, it is the water system. Water pollution has become a very serious threat to sustainable, and balanced socio-economic growth and environmental protection in the IGAD region. Coastal and marine pollution is a major concern. IGAD has a very productive and diverse coastal and marine environment region (the Red Sea and the Indian Ocean) that stretches from the coast of Sudan down to

Mombasa in Kenya. The coastal population in the IGAD region has been increasing exponentially. This has created immense pressure on the coastal and marine environment, which has resulted in the depletion and pollution of biodiversity. Pollution through dumping of toxic wastes as well as indiscriminate discarding of single use plastics and environmental randomness also undermine the realization of Africa's Blue Economy Growth in the IGAD region.

This project is premised on the IGAD's Blue Economy Strategy (2021-2025) and its implementation plan, funded by EU-TCF. The strategy guides the formulation and implementation of projects and programmes on Blue Economy development in the IGAD region. This project contributes to the following outcome "the capacity of IGAD and its Member States strengthened by structuring and mainstreaming the BE at both national and regional levels while increasing cooperation and regional integration, and strengthening support to the member states to develop their own national BE strategies. It will also contribute to the effective implementation of the Africa Blue Economy Strategy". It is a three years (2021 – 2023) project to start the implementation of the IGAD Blue Economy strategy in selected priority three Result Areas:

RESULT AREA 1: Blue Economy approach in IGAD region harmonized and coordinated to harness the contribution of the different sectors.

RESULT AREA 2: The health of marine aquatic ecosystems is improved and systems for managing, controlling and reducing aquatic pollution and waste are strengthened in IGAD coastal countries.

RESULT AREA 3: Blue Economy enhancing capacity, technologies and innovations documented/disseminated and the project impact evaluated

Intervention activities for Result Areas 1&3 are going to be implemented in all IGAD MSs but Result Area 2 interventions are only for the four coastal countries (Djibouti, Kenya, Somalia and Sudan) of IGAD.

The project objectives are:

- To establish a functional Blue Economy structure at IGAD to cater for the regional and national needs (selected member states of IGAD),
- To assess the impact of pollution and develop mitigation measures on aquatic biodiversity and ecosystems, and
- To increase research and knowledge management/dissemination on key BE indicators (questions for the IGAD region for learning), policy and practice change
- among the Member States.

In a nutshell, this project intends to achieve the following three broad results:

- Blue Economy approach in IGAD region harmonized and coordinated to harness the contribution of the different sectors,
- The health of marine aquatic ecosystems is improved and systems for managing, controlling and reducing aquatic pollution and waste are strengthened in IGAD coastal countries, and
- Blue Economy enhancing technologies and innovations promoted, documented and disseminated.

IGAD through this project with funding from the Swedish Embassy in Ethiopia, with an estimated budget of 4,866,905 US\$, for a duration of 3 years in 4 IGAD coastal MS seeks to improve the governance of the Blue Economy in the IGAD region and its Member States, will conduct marine biodiversity situation analyses,

make inventory of chemical and plastic pollutants from source to sea, develop and apply tools to monitor and mitigate chemical and plastic pollutions in the IGAD coastal member states.

2. PROJECT MANAGEMENT

As clearly stated in the project agreement document, IGAD Secretariat shall submit Semi-annual (6 months) and annual (12 months) project progress narrative and financial reports to Sweden Embassy (Addis Ababa, Ethiopia). Terminal report will be submitted at the end of the project. The narrative report shall contain an analysis of progress of the project activities and expected results, following the structure of the Project Document. The semi-annual (July to December 2021) report was submitted to the Embassy. This narrative report is the first annual report of the project, since the project operation started in July 2021.

The annual narrative report contains:

- Major interventions (activities) achieved during the reporting period,
- Key outcomes/Results and outputs achieved in the reporting period,
- Assessment of risk factors/challenges that may affect the achievements,
- An assessment of possible adjustments in the project implementation.

Activities implemented and progresses of the outputs and outcomes (Result Areas) achieved during the last one year are presented based on the project result framework. Based on the qualitative assessment, by taking the scope of activities implemented during the reporting period, the project implementing staff members have estimated the overall achievement levels of outputs and Result Areas in percentages.

The first Project Steering Committee meeting is planned to be held in September 2022, the date to be mutually agreed. Draft terms of reference (ToR) for the Project Steering Committee has been prepared by the IGAD project staff members.

3. PROJECT RESULT AREAS, OUTPUTS AND ACTIVITIES

3.1 RESULT AREA 1. Blue Economy approach in IGAD region harmonized and coordinated to harness the contribution of the different sectors

BE is a new concept and the lack of coordination structures in the IGAD Member States would constitute a major handicap to utilize its potentials. IGAD in its regional Blue Economy Strategy considers BE governance in the region and its member states as first priority.

Immediately after the project was signed, IGAD distributed note verbal officially to each Ministry of Foreign Affairs of IGAD MSs to nominate officially a national lead institute in charge of BE coordination. All IGAD MSs identified their lead national coordination institute and a national focal person. The lead institutions for each IGAD MSs are listed in Table 1.

Table 1: List of BE leading institutions in the IGAD MSs.

	Member State Name	Name of BE Lead Institution
1	Djibouti	Ministry of Environment and Sustainable Development
2	Ethiopia	Ethiopian Maritime Authority (Ministry of Transport and logistics)
3	Kenya	Ministry of Agriculture, Livestock, Fisheries & Cooperatives
4	Somalia	Ministry of Fisheries and Marine Resources
5	South Sudan	Ministry of Livestock and Fisheries
6	Sudan	Ministry of Finance and Economic Planning
7	Uganda	Ministry of Water and Environment

During the project launching workshop, the national lead institutes and other key BE stakeholder institutions in the IGAD member states have been invited. BE coordination mechanisms suggested in the IGAD regional BE strategy have been discussed with all workshop participants. It was agreed that BE coordination needs sectorial committees or platforms. Thus, the IGAD regional BE Coordination Platform (IBECP) was established, where all NFPs in the lead BE institution are the members. Four regional workshops were organized by the project and in all these workshops the IBECP members were the key participants.

In the last one-year project implementation period, 7 BE national baseline reports validation workshops (one workshop in each member state) were organized by the project. One of the outcomes in these workshops was to establish national BE coordination platforms (NBECP). In all the 7 IGAD member states, NBECPs have been established and the platform is led by the NFPs of BE. These NBECPs will be very instrumental in providing inputs in the development of national BE strategies in each MS. They provide also leverage in the implementation of project activities in the MSs.

The estimated cumulative performance of this result area (Result Area 1) in the last one year was about 61%. This successful result is achieved as a result of the collaboration IGAD BE Unit created with member states and other partners. The project performance at output level under Result Area1 estimated were:

- Output 1.1 (80%),
- Output 1.2 (90%),
- Output 1.4 (80%),
- Output 1.5 (15%), and
- Output 1.6 (95%).

Details of activities undertaken during the period in each output are presented in the sections below.

Output1.1 The status of Member States in structuring BE at the national level documented

Activities performed under this output included both coastal and land-linked (landlocked) IGAD Member States. Baseline report on the contribution of BE for the national growth for each IGAD member state was produced with the support of EU-TCF. Nevertheless, all these reports were not validated due to COVID-19 pandemic. All the 7 BE baseline assessment reports were validated by the Sweden financed current BE Project. In the validation process it was reflected that almost all IGAD member states have some initiations to engage themselves in the development process of BE. Member States are more or less at the first stage of development in the elaboration of strategies and action plans as well as in the implementation of BE.

During the validations of the 7 national BE baseline assessment reports, the following key issues were clearly visible in the documents:

- lack of coordinated efforts among different sectors,
- lack of common understanding of the concepts of Blue Economy,
- lack of guideline/framework on how to assess the value of the Blue Economy since the concept is new,
- the fact that the potential of the blue economy is not well understood and quantified either at the central or at the decentralized level,
- inadequate capacity of the member states to sustainably manage the blue economic resources,
- lack of common legal and policy frameworks,
- lack of a regional platform to promote regional cooperation and exchange of views, ideas and experience on the various blue economy sectors,
- lack of enabling policies for public-private – partnership in the development of the blue economy, and
- lack of targeted strategy and interventions to promote gender equity and social inclusion in Blue Economy

Thus, after extensive consultations with Member State stakeholders of BE the IGAD BE Unit facilitated the establishment of the IGAD region BE Coordination Platform (IBECP). All the NFPs, nominated through the facilitation of Ministry of Foreign Affairs of each IGAD MS, are members of IBECP. During the validation of the BE baseline reports in each IGAD MS, national thematic group called National BE Coordination Platform (NBECP) established. During the planned national BE Strategy development induction regional training in Mogadishu (Somalia) it is anticipated that coordination mechanism at national level will be one section of the national BE strategy, to be developed under the project support in the next implementation period.

Activity 1.1.1 Review the draft baseline report and update the gaps

The national BE baseline assessment reports produced by the financial support of EU-TCF for each IGAD Member State were reviewed by the IGAD BE Project Management Unit (PMU). In most IGAD Member States, the national consultants who developed the reports were also communicated to update the document and present in the validation workshops organized in each country. The gender components of these reports were reviewed by the AED Gender Expert.

These baseline assessment reports were revised during the national validation workshops, where all key stakeholder institutions of BE have participated actively. The revision process was handled jointly with IGAD PMU and national consultants who developed the reports. Revised and validated reports will serve as the background reference documents in the preparations of national Blue Economy strategy for each member state. Details of the validation processes are presented under Activity 1.1.2 below.

Activity 1.1.2 Validation of baseline reports

Assessment of the Blue Economy (BE) Contribution for the national economy was conducted with the support of EU-TCF was secured under the project on *Building Resilience and Attaining Food/Nutrition Security through BE* that will lead to the development of the BE to contribute to achieving food-nutrition security, resilience building, generating employment and income for youth and women and propelling economic growth in the region. Major results of this project were:

- 7 National reports produced (Djibouti, Ethiopia, Kenya, Somalia, South Sudan, Sudan and Uganda) on the contribution of BE for the national economy.
- 1 Regional Synthesis report published on the contribution of BE to the Regional Economy
- 5 Year IGAD Blue Economy Strategy (Draft) ready for validation and adoption by Member States.

The above 7 national and regional reports were presented for MSs to validate and endorse through zoom. However, it was not possible to bring the different stakeholders together due to COVID_19 restrictions in 2020. One of the priority in the BE-Sweden support project was then to conduct physical validation of the National Reports by involving all key stakeholders to fill the missing gaps.

As shown in Table 2 below, seven national BE baseline reports were validated in the first year of the project implementation period. The **objectives** of the workshops were:

- To review the draft baseline report and update the gaps
- To validation of baseline reports
- To create national BE platform

The **expected outputs** of the workshops are:

- Missed data/information filled
- Validated national report agreed by all sector organizations
- Input for Regional report
- Background document for validation of regional BE strategy

Methodology

The inception workshops were conducted for 2 days in each of the 6 MSs (Djibouti, Ethiopia, Kenya, Somalia, Uganda and South Sudan) and 3 days in Sudan (due to strong request from the Government of Sudan). The IGAD PMU led the process. National facilitator engaged to assist facilitation during the meeting and submitting the final revised reports. The IGAD team travelled 2 days in advance to consult stakeholders in most of the MSs.

Table 2: Summery of the validation meeting places and dates

No.	Country	Place	Date
1	Djibouti	Arta	24-25 October 2021

2	Kenya	Mombasa	3-4 November 2021
3	Somalia	Mogadishu	10-11 November 2021
4	Ethiopia	Bahir Dar	17-18 November 2021
5	South Sudan	Juba	24-25 November 2021
6	Uganda	Entebbe	08 – 09 February 2022
7	Sudan	Al Sabalouga (River Nile State)	04 – 06 July 2022

Major national participant institutions:

- Ministry of Foreign Affairs-IGAD Desk
- Leading Institution on Blue Economy-national focal institution
- Fisheries and Aquaculture Sector
- Coastal and Maritime Tourism Sector
- Maritime Transport, Ports and Related Services, Shipping, and Shipbuilding
- Ministry of Environment
- Ministry of Water/Irrigation
- Ministry of Energy/mine
- Coast Guards
- University/Research institute working on Blue Economy

IGAD Participants

- Head of Mission (in each IGAD MS)
- Blue Economy Coordinator
- Fisheries and BE Expert
- Program Assistant
- Accountant
- Communication Expert

Photos Some National BE Baseline Workshop Photos



Djibouti



Ethiopia



Kenya



Somalia



South Sudan



Uganda



Sudan

Some of the Beaches status taken during the field assessment





Major outputs of the 7 validation workshops:

- The National BE Baseline Report Validation Workshop was successfully organized in 5 MS (Djibouti, Ethiopia, Kenya, Somalia and South Sudan)
- The draft Baseline BE reports revised and validated
- The National BE Coordination Platform established in each MS
- Filed assessment was carried out to identify potential beaches that will be used to demonstrate plastic pollution management
Preliminary discussion held with national stakeholders on the implementation of the beach cleaning by organized women groups.

Activity 1.1.3 Evaluate and validate the harmonization of national BE policies and strategies with IGAD's and AU's BE Strategies

One of the key milestones of this project is to support the development of national BE strategy for all of the 7 IGAD Member States. These national BE strategies will guide the coordinated efforts of the different sectors of BE in each country. Moreover, in order to domesticate the IGAD Blue Economy Strategy, IGAD supports Member States to develop their own national Blue Economy Strategy, aligned with the IGAD and AU Blue Economy Strategies. ToR for the recruitment of national consultant to develop national BE strategy was prepared. In consultation with the NFPs, for each IGAD Member State, except Kenya (Kenya already has draft BE National Strategy), a national consultant was recruited to prepare the draft national Blue Economy Strategy.

IGAD planned induction and training regional workshop in Mogadishu for all the national consultants recruited to develop the draft national BE strategy. The IBECP members, who will follow, assist and facilitate the preparation of the national BE strategy in each MS, will also be participate in this training. H.E Abdillahi Bidhan Warsame, Minister of Fisheries and Marine Resources for the Federal Republic of Somalia, promised to officially open the meeting.

Objectives of the training were:

- To provide training to build the capacities of the national consultants and Blue Economy Focal Persons about the alignment of the national Blue Economy strategies with AU and IGAD Blue Economy Strategies,
- To develop similar framework (format) in the preparation of national Blue Economy strategies among Member States,

- To share best experiences, especially from Kenya, in developing national Blue Economy strategy, and
- Provide training to mainstream gender in the national Blue Economy strategies.

Activity 1.1.5 Conduct and validate gender analysis of Blue Economy strategies, policies and legal frameworks in MSs and mainstream in the formulation of the new strategies

In this project, IGAD committed to mainstream gender across the different objectives and interventions, in order to achieve gender equality and women empowerment in the Blue economy sectors in the region. Gender analysis is a pre-requisite to an appropriate process to design appropriate intervention in a project. It informs the context analysis, enables strategic and targeted gender-focussed interventions and informs all project goals by providing the information and analysis required for comprehensive mainstreaming.

IGAD believes that gender equality is a right and is essential for poverty alleviation and sustainable management of ecosystems. In this regard, it is IGAD policy to secure and promote full participation and empowerment of women in all its programmes and ensure that development benefits men and women equally.

IGAD carried out national and regional assessments on the contribution of BE for the national and regional economy, challenges, opportunities and map major stakeholders. Specifically, the baseline assessment identified who is dependent on the BE resource and what are the challenges of the communities in coastal areas. Women and poor segment of the communities' dependent on the aquatic resource mainly on fishing are threatened by the decline of the fish catch because of pollution on the shore areas where fish breed and feed.

In the baseline assessment it is further recommended to conduct deeper gender analysis to explore gender related barriers and subsequently take corrective actions to address the existing gender inequalities in the sector. With this background, detailed TOR developed by the IGAD PMU in consultation with AED Gender Expert to recruit a regional expert to conduct gender analysis in the BE sectors of the IGAD Coastal MSs. The consultancy announcement is currently posted in the IGAD Website. The study will be finalized in the second year project implementation period.

IGAD is identified as a lead REC for Blue Economy specifically to lead Women and BE. On this line IGAD developed continental concept note with AUC on women and BE that is waiting response from Development Partners. IGAD gender Programme Manager participated in AUC Gender and BE workshop and presented the IGAD BE Project in Abuja (Nigeria).

Activity 1.1.6 Conduct awareness creation, dissemination and visibility events

Blue Economy plays a significant socio-economic and nutritional role in the well-being of millions of Africans. Nevertheless, due to lack of awareness of its contributions, the Blue Economy is not sustainably managed and not contributing compared to its huge potentials. Moreover, the ministers in charge of coordinating Blue Economy sectors underscored during the ministerial meeting in Addis Ababa to adopt the IGAD BE Strategy that awareness creation is a priority at different levels. In view of the critical gaps the IGAD PMU has organized 3 days IGAD region Media advocacy training from May 30 to June 1, 2022 in Nairobi Kenya.

The participants were a journalist in charge of promoting BE issues from national broadcast/media houses of each Member State and BE NFPs. Upon completion of the course, participants had a good hold on campaigning, lobbying and promoting the Blue Economy outcomes and develop useful means to influence decision-making processes.

Participants remained connected to a regional network of experts and practitioners involved in the BE sectors throughout the region, which will offer them the opportunity to exchange regularly on this topic even after its conclusion.

The IGAD Communication Office Experts and 2 other experience trainers were involved in handling the training courses. It was a practical training and every journalist at least should prepare one article and send to its national media for broadcasting and there were many media coverages of BE in the IGAD MSs during the training time.



Output 1.2: BE Regional Strategy and Implementation plan (2021-2025) adopted

With the financial support of EU, IGAD has developed a 5-year Blue Economy strategy (2021 – 2025) and Implementation Plan (BESIP), aligned with Africa’s Blue Economy Strategy. The vision of IGAD’s Blue Economy strategy is to develop an inclusive and sustainable Blue Economy that significantly contributes to the Horn of Africa’s economic transformation. Three main principles that underpin the implementation of the Blue Economy are the circular economy; good governance and environmental and social sustainability. The IGAD Blue Economy Strategy and Implementation Plan intend to structure the Blue Economy

implementation at both national and regional levels while increasing cooperation and regional integration, and strengthening support to the member states to effectively translate policies into concrete actions. It will also contribute to the effective implementation of the Africa Blue Economy Strategy (and its up-coming Action Plan). The IGAD BE strategy will serve as a guide to develop national BE strategy for each MS after endorsed by mandated institutions of MSs.

All activities planned to achieve this output have been implemented in this project implementation period and the IGAD 5-year BE Strategy was adopted by Ministers in charge of BE coordination. The declaration was signed on April 1, 2022 in Addis Ababa, Ethiopia.

Activity 1.2.1 Adoption of IGAD BE strategy by Ministers of MSs

Pre-Ministerial Technical Meeting (March 30-31, 2022) and Ministerial Meeting (April 1, 2022), in Addis Ababa (Ethiopia): The 5-year IGAD BE Strategy was technically adopted with the experts of Member States (MSs) via zoom in May, 2021. It was not possible to do the validation with ministers because of the COVID-19 pandemic. Thus, it is mandatory before implementing the strategy, it needs full adoption by MSs at Ministerial level.

The meeting was held for three days physically in Addis Ababa. The first two days (were dedicated for the experts from MSs to finalize the strategy and prepare a report and a communique. The third day was dedicated for the Ministers to adopt the strategy.

During the two-days pre-ministerial workshop, more than 50 Participants from the 7 IGAD Member States have attended. These experts have made experiences sharing about the governance structures of BE in the different IGAD Members States. These high-level experts also discussed the draft IGAD Blue Economy strategy. On the second day, these experts developed the draft communiques to be signed by the Ministers/Principal Secretaries.



IGAD Experts Meeting On Blue Economy To Prepare For Ministerial Meeting

March 31, 2022 (ADDIS ABABA, Ethiopia): The

In the third day, Ministerial meeting, other development partners have also participated. All the 7 IGAD Members States of ministers in charge of Blue Economy coordination have attended the ministerial meeting. The meeting was started by the welcoming speech of H.E. Dr. Workneh Gebeyehu, IGAD Executive Secretary. Sweden Ambassador to Ethiopia and Djibouti, as well as Permanent Representative to AU, IGAD and UNECA, Mr. Hans Henric Lundquist has made a statement following the IGAD ES.



The official Opening of the Ministerial Meeting was made by the guest of honour, Her Excellency Mrs. Dagmawit Moges, Minister of Transport and logistics (Ethiopia). The meeting was chaired by H.E. Dr. Gibril Ibrahim, Minister of Finance and Economic Planning (Sudan).

A summarized presentation of the IGAD Blue Economy strategy was made for the ministers and other participants. Although hard copies of the draft communiques were sent before a day to all ministers, the draft Declaration (Communique) was also projected and presented to all ministers during the meeting. All ministers of IGAD Member States have made statements about the IGAD Blue Economy Strategy and some suggested some slight changes on the draft declaration of the communique. These suggested changes were accommodated and the communique was revised and printed accordingly and was made ready for signature.



Finally, the communique was signed by all Ministers in charge of coordinating Blue Economy. The workshop was very successful that the turnout of the ministers was amazing and the reflections of the ministers speeches were very encouraging.

Output 1.4 Blue Economy Coordination platforms at the regional and national level created

Blue Economy includes various sectors and requires coordination. The 7 project beneficiary countries (both coastal and land-linked) in the IGAD region have officially delegated one National Focal Person (NFP) and serving as IGAD's BE TWG member. The IGAD PMU experts are also a member of the TWG. The name of this regional TWG is now called IGAD region BE Coordination Platform (IBECP). The regional IBECP is chaired by the Sustainable Environment Protection (SEP) Unit Program Manager of IGAD.

During the last one year of the project implementation period, the regional IBECP Members have participated physically in the four (in Djibouti, Ethiopia, Kenya and Somalia) regional meetings organized by the IGAD PMU. This platform discusses the project activities and some other strategic issues to improve BE governance in the IGAD region.

IGAD PMU has made 7 national workshops to validate the national BE baseline reports in each member state. During this workshops, besides revising the baseline assessment document the participants discussed and established National Blue Economy Coordination Platforms (NBECP). All the 7 IGAD MSs now established this NBECP. The NBECP is chaired by the NFP, who is a member of IBECP. Most NBECP have now created WhatsApp groups and exchange a lot of information about BE.

Activity 1.4.1 Establish Gender Sensitive BE regional TWG

IGAD Secretariat immediately after signing the project wrote note verbal to each of the 7 IGAD MSs to identify national lead institutions to coordinate BE sectors and at the same time to nominate NFP from the lead national institute. Each of the 7 IGAD MSs delegated NFP to handle and coordinate the IGAD BE Project activities. IGAD, besides its PMU also included the AED Gender Expert as a member of the group to mainstream gender in all the project activities. This regional platform was operational since October 2021.



IGAD BE Project regional BE Coordination Platform Members

Activity 1.4.2 Establish BE National Gender Sensitive Thematic Experts and Champions Committee

BE national baseline assessment reports were validated in each of the 7 IGAD MSs by organizing workshops. During this workshops, besides revising the baseline assessment document the participants discussed and established National Blue Economy Coordination Platforms (NBECP). These platforms are champions of BE. All the 7 IGAD MSs now established this NBECP. The NBECP is chaired by the NFP, who is also a member of IBECP. Most NBECP have now created WhatsApp groups and other social media groups and exchange a lot of information about BE. They also promote BE in these social media.

Activity 1.4.3 Organize regular and occasional meetings of TWG

During the last one year project implementation period, the IBECP members have participated in four regional meetings organized by the project:

- Djibouti (11 – 12 October 2021): Project launching workshop,
- Addis Ababa (March 30 – April 1, 2022): High-Level Experts and Ministerial meeting to adopt the IGAD BE Strategy,

- Nairobi (May 30 – June 1, 2022) BE Promotion Media advocacy training, and
- Planned to organize an Induction training in Mogadishu (Somalia) to develop National BE Strategies.

Activity 1.4.4 Monitor and support the performances of the National Thematic Experts Committee

Although there was some delays in the recruitment of project staff, the activities of the project were handled by the project coordinator and regional Fisheries Expert. These NBECs were established during the BE baseline assessment validation workshops and the IGAD staff members were involved in all workshops. The IGAD staff members shared the experiences and documents about BE coordination in the region and elsewhere.

During the national workshops, it was agreed that the NBEC is the key facilitator to establish coordination mechanisms. This national platform will play also in the development of national BE strategy for each IGAD Member State. Since the members are from key BE sectors, they will provide all the required information for the national consultants and they will actively involve in the validation of these national BE strategies. Generally, the national platform is a key to facilitate project activities in the MSs.

Output 1.5 Awareness created on the contribution of the BE approach for a healthy ecosystem

Although most of the activities under this output are in the second and third years of the project, in the last one year the IGAD PMU has done some activities to assess the plastic pollutions in the beaches/coasts of the IGAD Coastal MSs. From our assessments it was found that Kenya and Sudan coasts have very little plastic pollution. The worst plastic pollution was observed in the Djibouti City Coastlines. Due to security challenges, it was not possible to assess the coasts in Somalia.

In all our consultative meetings and workshops, discussions have been made with concerned national experts to create awareness on the importance of ecosystem health, such as mangroves. Discussions with Ministry of Environment of Djibouti have already started to organize campaigns to remove plastic wastes on the coastlines. Documents have been collected to prepare the promotion materials.

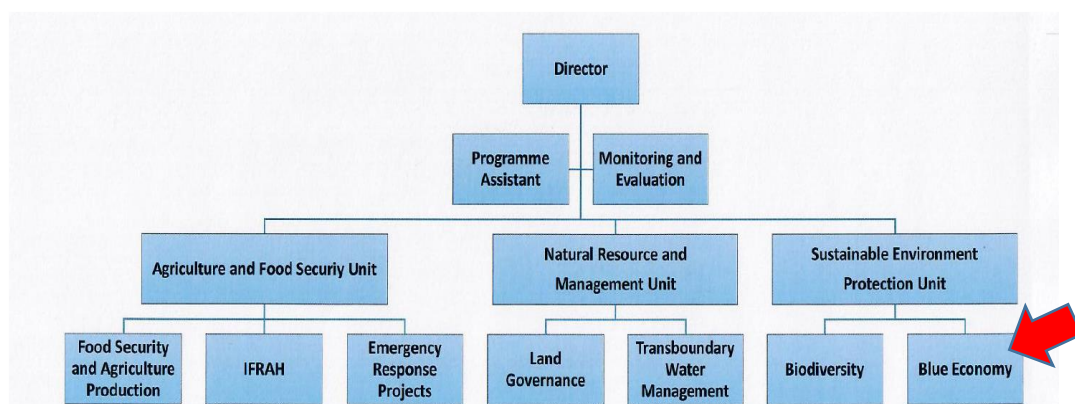
Activity 1.5.3 Develop promotion materials showing the risks our water bodies facing currently

IGAD PMU with the support of this project has prepared and posted a short video (<https://youtu.be/2IHLDjIL-8A>) which clearly shows how the marine habitats are compromised due to plastic pollution. IGAD was invited in the 2022 UN Ocean Conference, 27 June – 1 July 2022 in Lisbon (Portugal) and fortunately the BE Project Coordinator was delegated to participate in this conference and he displayed this short video during the AU side event.

The IGAD PMU Produced various promotion materials such as banners (wall banners and roll-ups), note books, pens, bags etc. promoting BE in general the project in particular. Moreover, in the last one year the IGAD PMU in collaboration with IGAD Communication Team has collected various photos and videos to prepare promotion materials in the upcoming project implementation period.

Output 1.6 An IGAD Blue Economy Unit efficiently and effectively functioning

As it can be seen in the diagram below, the new AED structure of IGAD clearly considers Blue Economy as one of the key sections recognized under the Sustainable Environment Protection (SEP) Unit. The BE Section of IGAD is now almost fully functional as a result of the man-power recruitment supported by this project.



AED New Structure

Activity 1.6.1 Project Inception workshop

The launching of the workshop was held in Djibouti on 11-12th October 2021.

The **objectives of the workshop** were:

1. To introduce the project and present project operational work plans and implementation arrangements
2. To engage with participants to share knowledge and identify further potential for synergies or collaboration, with the aim of maximizing the potential of achieving project objectives while aligning with national and regional priorities.

The **outcomes** of the workshop were:

1. A shared understanding of the objectives, activities and implementation arrangements for the project
2. Potential synergy on-going regional and national projects on blue economy and related sectors.

The inception workshop was held at first week of October for 2 days (11-12, 2021) in Djibouti. The inception workshop was hybrid of physical and virtual. Participants were from four IGAD coastal Member States from different BE sectors (Djibouti, Kenya, Somalia and Sudan), IGAD experts from different divisions, Regional Economic Communities (RECs) in the project area of implementation, Africa Union, UN Agencies, Representative from Development Partners.



Screen shot of virtual participation during the Project Inception Workshop



Group photo of participants during the Project Inception Workshop

Major outputs of the Inception Workshop:

- Most important experiences and best experiences related to Blue Economy presented and discussed during the workshop, the status of Blue Economy (BE) in the IGAD member States (MSs) has become clear. These experiences were captured to improve the implementation of this project and avoid duplication of efforts,
- Major priority interventions at regional and national level to enhance BE in the IGAD region were identified during the workshop,
- Kenya has relatively better awareness, experience and institutional arrangement for BE that can help other MSs to learn
- National Baseline BE Reports that were produced through the support of EU for all IGAD MSs and other national initiatives were also presented
- MSs were informed that the project will support all IGAD MSs to develop their national BE Strategy
- The draft IGAD Regional BE Strategy was presented and discussed that will guide MS strategy after it is approved by all MSs
- Consensus reached to establish national and regional BE platforms to facilitate coordination at regional and national level
- It was agreed that IGAD will discuss further with other development partners who develop tools and guidelines on BE valuation and source to sea pollution to adapt it in to IGAD situation.

Activity 1.6.2 Recruitment of Senior BE/biodiversity Expert

- Senior Blue Economy Expert internally transferred following IGAD HR procedures and obtaining 'no objection' from the Sweden Embassy (Addis Ababa).

Activity 1.6.3 Recruitment of Knowledge Management Expert

- Final stage of recruitment (in the process of contract signing).

Activity 1.6.4. Recruitment of Program Assistant for Somalia

- Full-time project assistant for Somalia employed.

Activity 1.6.5 Recruitment of Project Accountant

- Project Accountant employed.

Activity 1.6.6. Office furniture and equipment for BE

- Office furniture (desk top, lap top, printers and stationeries) purchased and provided for the project staff to facilitate project activities.

3.2 RESULT AREA 2. The health of marine aquatic ecosystems is improved and systems for managing, controlling and reducing aquatic pollution and waste are strengthened in IGAD coastal countries

Marine and aquatic ecosystems face multiple pressures including strain on resources, overfishing, pollution (physical, biological, chemical, genetic), erosion of biodiversity resources and bring important knock-on effects on their balance and durability. Besides, the impacts of climate change and increasing aquatic variability complicate management and increase threats to environmental and ecosystem sustainability. IGAD region marine and aquatic ecosystems are not exceptional. Plastic and chemical pollutions (source to sea) are serious challenges in these ecosystems.

Most of the project activities under this outcome (Result Area2) are planned to be implemented in the second and third years of the project implementation period. However, marine and aquatic (freshwater) ecosystem health was one of the most important issue in all our project activities. We can't define Blue Economy without considering healthy ecosystems. Sustainable Blue Economy is about health ecosystems services and goods.

In the last one-year project implementation period awareness creations on the health aspects of marine and aquatic ecosystems has been the priorities in most of the consultations and discussions. Moreover, coastal plastic pollution assessments have been conducted by the project staff, except in Somalia due to security challenges. The result of this rough assessment shows that Kenya and Sudan have less coastal plastic pollutions whereas Djibouti was found to be the worst. The IGAD PMU is planning more impactful intervention in the coasts of Djibouti to reduce plastic pollution.

The overall implementation (performance) in this outcome estimated by the project staff (subjectively) is about 25%. Quite extensive preparations have made by the IGAD PMU to make more interventions in the coming project implementation period on this outcome/result area. Frequent discussion with the Ministry of Environment and Municipality Offices of Djibouti have been made on ways to make plastic pollution mass campaigns and to some strategic interventions.

The project performance at output level under Result Area2 estimated were:

- Output 2.1 (30%),
- Output 2.3 (25%),
- Output 2.4 (20%), and
- Output 2.5 (25%).

Output 2.1. The status of biodiversity in BE in the 4 IGAD costal countries reviewed documented (database)

The IGAD PMU has developed ToR to employ consultancy firm to conduct the status of marine biodiversity review (situation analysis) in the four IGAD MSs (Djibouti, Kenya, Somalia and Sudan). The ToR was approved by the IGAD Procurement Section and posted on the IGAD twice (30 days each) but the final report obtained from the procurement section of IGAD was that there were no enough applicants. It was posted the third time on IGAD and Relief websites and we were waiting the result. Very recently (at the final stage of this report preparation), we received an email message form our Procurement Section notifying that some consultancy firms submitted their expression of interest (EOI) for the call and IGAD Procurement Section is establishing committee members to evaluate the bids.

Activity 2.1.1 Develop ToR to employ short term consultancy firm to make the situation analysis desk review

Terms of reference (TOR) was developed by the IGAD Blue Economy Section to employ a consultancy firm to review (to make situation analysis) and produce a report on the marine biodiversity situation status in the 4 IGAD coastal Member States (Djibouti, Kenya, Somalia and Sudan). This ToR was posted twice on the IGAD Website but there were no enough and competent applicant firms. Discussions IGAD Procurement Section are planned to put the ways forward. While preparing this annual report, we received an email message from our Procurement Section explaining that there are some applicant consultancy firms submitted their expression of interest (EOI) and our Procurement section is establishing a committee to evaluate these firms according to the ToR. Hopefully, the consultancy firm will be identified and the study will be in place soon.

Activity 2.1.2 Facilitate the NFPs to provide the available data on marine biodiversity to the consultants

We have discussed with NFPs to facilitate available data provision on marine biodiversity once the consultancy firm is employed.

Output 2.3 Governance and coordination mechanisms to stem plastic and chemical pollution at local and regional levels assessed and updated

In the course of project implementation, we found that this activity is strongly linked with **Output 2.2 (Inventory of pollutants (chemicals and plastics) conducted in 4 coastal countries, and Activity 2.2.1 Conduct an inventory (type and quantity) of chemical and plastic pollutants (source to sea) in the 4 IGAD Coastal countries**. Output 2.2 and Activity 2.2.1 were planned for year 2, but we learnt that it was not correct because output 2.3 is one deliverable of the broad study planned under Activity 2.2.1. Thus, we developed ToR for Activity 2.2.1, addressing also Output 2.3 and Activity 2.3.3 as well as Activity 2.4.1.

In short:

- ToR to employ consultancy firm to make source to sea pollution inventory (incorporating issues in Activity 2.2.1, Activity 2.3.3 and Activity 2.4.1) developed,
- Announcement posted on the IGAD website, and
- Recently communicated from IGAD Procurement Section the presence of some consultancy firms submitted Expression of Interest (EOI) and committee establishment to evaluate the bids is underway.

In general, there are some linked activities and also there are some planning which need pre-request to implement. We are going to organize the 1st Steering Committee meeting to revisit such type of irregularities.

Activity 2.3.3. Strengthen coordination arrangement between IGAD Secretariat and national pollution control units

As it can be seen in the project work plan, this activity will be done throughout the three years. Similar Activity 2.1.1 above, ToR was developed and posted on the IGAD Website to employ a consultancy firm to conduct source-to-sea pollution inventory and identify the key national marine pollution units in each IGAD coastal Member States. However, there were no enough applicants and it was re-announced. Fortunately,

very recently we received an update from the Procurement Section of IGAD mentioning that there are consultancy firms submitted their EOI and the IGAD Procurement Section is now establishing a committee to evaluate the bids.

Output 2.4 Chemical and plastic coastal pollution control strategy developed in the IGAD region

- ToR to employ consultancy firm developed to make source-to-sea pollution **baseline report** (see **Section Output 2.3**),
- Based on the baseline report of the four coastal member states, draft regional plastic and chemical pollution strategy developed in Year 2 of the project and validated in Year 3 (as planned originally).

Activity 2.4.1 To have a review of the existing national and regional policies, legislation and implementation and enforcement on coastal pollution control

This activity (to have a review of the existing national and regional policies, legislation and implementation and enforcement on coastal pollution control) was incorporated in the Source-to-sea pollution baseline report ToR. See Output 2.3 for the details.

Output 2.5 Women groups to rehabilitate some degraded shores/beaches organized and supported

After some field assessments in some coastlines/beaches of the IGAD Coastal Member States by the PMU, we learnt that the activities of this output need to be revisited. According to our observations, the plastic pollution load in Kenya and Sudan was so minimal (almost clean and managed beaches) but while the case in Djibouti is the worst. The public and/or private intervention to control plastic pollution in Djibouti is almost non-existent. More efforts shall be exerted in Djibouti to bring more impactful changes by the project. We will submit to the Sweden Embassy (Addis Ababa) the details and justifications of changes over this issue to request no objection for the revisions of the activities.

Activity 2.5.1 Good practices on pollution control by local communities identified and reported to the PMU

Details of good practices by the coastal communities and/or by the public as well as private sectors will be identified as one of the components in the source to sea chemical and plastic pollution baseline report (Section Output 2.3). These best practices will be documented and shared among IGAD MSs.

Activity 2.5.2 Organize women saving groups to work on pollution control good practices in selected coastal areas

As stated in the explanation under the section Output 2.5 above, this Activity will be revised. Most of the focus shall be in the Djibouti Coasts due to the high plastic loading. We already started extensive discussions with the different offices of Djibouti working environment and waste management issues. Women groups will be organized in the selected sites to engage in their livelihoods diversification by removing, reducing and recycling plastic waste pollutants. From the discussions with the Government Offices of Djibouti (Ministry of Environment, Municipality), they showed strong interest and they consider this as an excellent opportunity to build their capacity by taking the experiences from Mombasa (Kenya) and other countries to manage plastic pollution.

3.3 RESULT AREA 3: Blue Economy enhancing technologies and innovations generated, documented and disseminated

The main objective of the result area was to increase capacity for knowledge documentation, dissemination and evaluation of the project impact for further scaling-up. Since BE is a new concept, the available knowledge in Africa and in the IGAD region it is very limited. Thus, it is important to create linkage with institutions in Sweden (or elsewhere) where there is a rich experience in the management of the marine and aquatic water bodies.

For the last one-year implementation period of the project, we have made extensive virtual meetings with Swedish Agency for Marine and Water Management (SwAM) experts about collaborative actions. The discussions were very constructive and the documents (reports) shared for IGAD were very helpful in translating BE in the IGAD region. We have set various plans to continue discussions in the future, particularly in the source to sea pollution inventory study report. In addition to SwAM, we had very fruitful discussions with UNECA about organizing joint training on the application of the BE valuation toolkit (developed by UNECA).

Since most of the activities in this result area were planned to be implemented in the second and third years of the project implementation period. Considering the various links we created, it was estimated that the overall performance of this result area is about 15%.

Output 3.2 Knowledge management, dissemination and sharing strengthened

Most of the activities under this output are planned to be implemented in second year of the project implementation period. Generally, various links with international agencies (SwAM, UNECA), regional institutions (AUC, AU-IBAR, COMESA and EAC) and national institutions (Universities such as Red Sea University of Sudan, Maritime Academy of Bahir Dar University (Ethiopia), Juba University (South Sudan) etc.) working in Blue Economy sectors. We have also created a very concrete link with ECOFISH Programme, a cross-regional initiative in Eastern Africa, Southern Africa and Indian Ocean (EA-SA-IO) region, EU-funded programme, managed by EU Delegation Mauritius. IGAD is one of the implementing partner of this programme.

Activity 3.2.1. Establish and validate a web-based database [experts, studies, partners, reports]

Various discussions have been conducted with the IGAD database experts about the establishment of web-based Blue Economy database. IGAD Secretariat has experiences of establishing databases. Once the capacity situation studies in the BE sectors of the IGAD region are compiled, the database establishments will be crafted in consultation with IGAD Database and IT Units by employing a consultant to develop the BE database system. We will also explore other global experiences on the establishment of BE regional database.

4. SOME CHALLENGES DURING THIS IMPLEMENTATION PHASE

- COVID restriction
- Delay on the project staff expert's recruitment
- Lack of enough consultancy firms specialized on coastal pollution and biodiversity sectors
- The prevailing drought, flooding and desert locust invasion in the region that shift all efforts to address the triple effects
- Security situation to move in to some regions restricted movement

WAY FORWARD

In general, with all the above challenges the limited project staff with the different divisions of IGAD and MS experts, exerted maximum effort to deliver the expected results for the first year. This has been very encouraging to achieve the results reflected in the report.

In the upcoming few months we have planned to work intensively to deliver better with full project staffs on-board.

In general, there are some linked activities and also there are some planning which need pre-request to implement. We are going to organize the 1st Steering Committee meeting to revisit such type of irregularities. This revision will help to reorganize project activities for efficient and effective delivery.