



FAO GEF PROJECT DOCUMENT ANNOTATED TEMPLATE



Project Title:	Towards sustainable management of the Canary Current Large Marine Ecosystem (CCLME) – initial support to SAP implementation
Project symbol:	GCP /INT/985/GFF
Recipient Country(ies):	Cabo Verde, Guinea, Guinea-Bissau, Mauritania, Morocco, Senegal and The Gambia
Executing partner(s):	Fishery Committee for the Eastern Central Atlantic-CECAF
Expected EOD (Starting Date):	01/07/2019
Expected NTE (End Date):	31/12/2020
Contribution to FAO’s Strategic Framework: (Indicate as appropriate)	FAO Strategic Objective 2: increase and improve provision of goods and services from agriculture, forestry and fisheries in a sustainable manner
Contribution to GEF TF Focal Area Strategic Objectives and Programs:	IW-1 Program 1 Foster Cooperation for Sustainable Use of Transboundary Water Systems and Economic Growth
Environmental and Social Risk Classification	low risk <input checked="" type="checkbox"/> moderate risk <input type="checkbox"/> high risk <input type="checkbox"/>
Gender Marker	G-1
Total Budget:	GEF Grant: USD 1 826 000 Co-financing: USD 6 600 000 Total Budget: USD 8 426 000

Executive Summary

The Canary Current Large Marine Ecosystem (CCLME) is one of the most productive and biologically diverse Large Marine Ecosystems in the world. It features a diverse range of marine and coastal habitats including wetlands, estuaries, seagrass beds, mangroves and coral communities that host a large number of endemic and migrant species. Annual fisheries production from the CCLME ranges from 2 to 3 million tonnes, the highest fisheries production of any African LME, with the total value of catches exceeding US\$3 billion per year. The CCLME provides vital food and economic resources to coastal populations bordering the Large Marine Ecosystem, and also to much of West Africa.

The GEF investment in the CCLME started in 2005 with a preparatory phase that initiated the development of a Transboundary Diagnostic Analysis (TDA) of the CCLME. The preparatory phase was followed by the “Protection of the Canary Current Large Marine Ecosystem (CCLME)” project implemented from 2010 to 2017. Under this project, the CCLME countries - Cabo Verde, Guinea, Guinea-Bissau, Mauritania, Morocco, Senegal and the Gambia - prepared and endorsed a Strategic Action Programme (SAP) to address the degradation of the CCLME caused by overfishing, habitat modification and changes in water quality. The SAP focuses on solutions and management actions for the CCLME that will result in a healthy ecosystem, sustainably managed, providing services and

equitable benefits for human well-being by 2030. Implementation of the SAP will address the root causes of concern at various levels by removing key barriers and putting in place a suite of measures based on the implementation of an ecosystem approach to management that can effect real change to rebuild fish stocks, reverse habitat degradation and improve water quality.

To capitalize on momentum and partnerships built during the previous CCLME project, the proposed project aims to create enabling conditions for the effective implementation of the CCLME SAP. To achieve this objective, the project will implement a set of activities in the framework of the following three components:

- Component 1: Strengthening partnerships and fostering investment for CCLME SAP implementation
- Component 2: Strengthening knowledge, management and capacity of fisheries institutions and communities for the sustainable use of transboundary fisheries resources and associated ecosystems
- Component 3: Communication, monitoring and evaluation

The expected project duration is 18 months with FAO serving as the GEF agency.

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ACRONYMS

AGC	Management and cooperation agency between Senegal and Guinea-Bissau
ATLAFCO	Ministerial Conference on Fisheries Cooperation among African States bordering the Atlantic Ocean
AWP/B	Annual work plans and budgets
BH	Budget Holder
CBD	Convention on Biological Diversity
CCLME	Canary Current Large Marine Ecosystem
CCRF	Code of Conduct for Responsible Fisheries
CECAF	Fishery Committee for the Eastern Central Atlantic
CFI	Coastal Fisheries Initiative
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
ECOWAS	Economic Community of West African States
EEZ	Exclusive Economic Zones
EIAs	Environmental Impact Assessments
EU	European Union
FAO	Food and Agriculture Organisation of the United Nations
FCWC	Joint Fisheries Committee of the West Central Gulf of Guinea
FIBA	Banc d'Arguin International Foundation
FPMIS	FAOs Field Programme Management Information System
GDP	Gross Domestic Product
GEB	Global Environmental Benefits
GEF	Global Environmental Facility
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GOOS	Global Ocean Observation System
GOWAMER	Project on Marine resources management Governance and poverty alleviation in West Africa Marine Ecoregion
HDI	Human Development Index
HQ	Headquarters
IC	International Consultant
IMO	International Maritime Organisation
IMR	Institute of Marine Research
IOC	Intergovernmental Oceanographic Commission
IUCN	International Union for the Conservation of Nature
IUU	Illegal, Unreported and Unregulated
IW	International Waters
LDRAC	Long Distance Regional Advisory Council for Fisheries
LME	Large-Marine Ecosystem
LTO	Lead Technical Officer
MCS	Monitoring, Control and Surveillance
MCSD	Monitoring, Control and Surveillance Development Centre
MPA	Marine Protected Area
MoU	Memorandum of Understanding
M&E	Monitoring and Evaluation
NAPs	National Action Plans
NCUs	National Coordination Units
NEPAD	New Partnership for Africa's Development
NGO	Non-Governmental Organization
NIC	National Inter-Ministerial Committees
NOAA	National Oceanic and Atmospheric Administration

Norad	Norwegian agency for development cooperation
NPFP	National Project Focal Point
NTC	National Technical Coordinator
OIG	Office of the Inspector-General
PDF	Project Development Facility
PIR	Project Implementation Review
PMC	Project Management Cost
PPR	Project Progress Report
PRCM	Regional Partnership for the Conservation of the Coastal and Marine Zones of West Africa
PSMA	Port State Measures Agreement
PT	Project Team
RAF	FAO Regional Office for Africa
RCU	Regional Coordination Unit
RFB	Regional Fisheries Body
RFMO	Regional Fisheries Management Organization
RFO	Regional Fisheries Organization
RPC	Regional Project Coordinator
SAP	Strategic Action Programme
SFPA	Sustainable Fisheries Partnership Agreement
SRFC	Sub-Regional Fisheries Commission
TDA	Transboundary Diagnostic Analysis
ToR	Terms of Reference
UN	United Nations
UNCLOS	United Nations Convention on the Law of the Sea
UNEP	United Nations Environment Programme
UNFSA	United Nations Fish Stocks Agreement
WACA	West Africa Coastal Areas Management Programme
WAEMU	West Africa Economic and Monetary Union
WARFP	West African Regional Fisheries Programme
WB	World Bank
WWF	World Wildlife Fund

SECTION 1 – RELEVANCE

1.1 PROJECT CONTEXT¹

1. The Canary Current Large Marine Ecosystem (CCLME) is situated in the Atlantic Ocean on the north western coast of Africa. Its boundaries extend from the northern Atlantic coast of Morocco south to the Bijagos archipelago of Guinea-Bissau and west to the Canary Islands. The countries within the recognized limits of the CCLME include Cabo Verde, Guinea, Guinea-Bissau, Morocco, Mauritania, Senegal and The Gambia (see figure 1, below). The seven CCLME countries have a combined coastline comprising over 5,400 km long and a sea area of > 2 million km² within their Exclusive Economic Zones (EEZ).



Figure 1: Location of the CCLME with the seven project countries

2. The majority of 69.2 million people of the CCLME countries live in the coastal areas where most cities and industrial infrastructure are located. Most countries' economies are based on agriculture and fisheries, with a very weak industrial sector contribution to their GDP. The table below (table 1) presents some relevant socio-economic and physical information of each of the seven CCLME project countries: Cabo Verde, Guinea, Guinea-Bissau, Mauritania, Morocco, Senegal and The Gambia.

Table 1. Social, economic and physical characteristics of the CCLME region

	Year	Cabo Verde	Guinea	Guinea-Bissau	Mauritania	Morocco	Senegal	The Gambia
Population	2017(est.)	560,899	12,413,867	1,792,338	3,758,571	33,986,655	14,668,522	2,051,363
Population growth rate (%)	2017(est.)	1.33	1.86	2.61	2.17	0.97	2.39	2.05
Life expectancy at birth	2107(est.)	72.4	61	51	63.4	77.1	62.1	65.1
GDP (billion USD purchasing power parity)	2017(est.)	3.7	26.4	3.1	17.25	298.6	43.24	3.6
GDP – real growth rate	2017(est.)	4%	6.7%	5.5%	3.2%	4.2%	7.2%	3.5%
Agriculture, forestry, and fishing, value added (%GDP)	2017(est.)	6.4	16.2	49.2	22.9	13.1	15.4	16.9
HDI	2017	0.654	0.459	0.455	0.520	0.667	0.505	0.460

Source: own elaboration based on (World Bank, 2018 and UNDP, 2018)²

Countries of the CCLME range from lower-middle income countries (Cabo Verde, Mauritania and Morocco) to low income countries (The Gambia, Guinea, Guinea-Bissau and Senegal)³. Socio-economic

¹ Note: unless otherwise cited, and except for the regional institutional framework section, the source of information is from: CCLME Project, 2016. Canary Current Large Marine Ecosystem (CCLME) Transboundary Diagnostic Analysis (TDA). CCLME Project Coordination Unit, Dakar, Senegal. 140 pp.

² UNDP, 2018. Human Development Reports. Available at <http://hdr.undp.org/en/countries>. Accessed on-line 6th October 2018

World Bank, 2018. World Databank. Available at <https://data.worldbank.org/indicator/nv.agr.totl.zs>. Accessed on-line 6th October 2018

³ World Bank, 2018. World Databank. Available at <https://data.worldbank.org/>. Accessed on-line 6th October 2018

conditions as measured by the UN (United Nations) Human Development Index (HDI)⁴ varied from 0.455 to 0.667 in 2017, with Morocco having the highest and Guinea-Bissau the lowest.

1.1.1 Living marine resources, fisheries and its contribution to the region

3. All the countries of the region have large and vibrant artisanal fleets. In addition, industrial distant water fleets from the European Union (EU), Asia and Latin America fish in the rich waters of the CCLME. Artisanal and small-scale fisheries are particularly important for food security and employment for coastal communities in many of the countries. Fisheries in the CCLME currently support an estimated one million jobs and form the basis for the livelihoods of over 150,000 artisanal fishermen many of whom migrate widely within and outside the region, fishing and trading fish and fish products across national borders. Women are heavily involved in the post-harvest sub-sector: processing and marketing fishery products. In addition, small-scale fishing continues to attract rural people who invest in related activities in the main landing centres such as transportation, handling, petty trade, food and crafts

4. The CCLME is renowned for its high biological productivity and supports important fish populations of small pelagic, demersal and tuna resources, which together constitute around 20 to 30 percent of the world fisheries production. Annual fisheries production from the region ranges from 2 to 3 million tonnes, the highest fisheries production of any African LME, with the total value of catches⁵ exceeding US\$3,8 billion per year.

5. Typically catches landed in the CCLME area⁶ (Figure 2) are dominated by the small pelagics, especially sardine (*Sardina pilchardus*) is the single most important specie, with reported catches of close to 1 million tonnes per year from 2004 to 2016. Other important groups include demersal fish (8 percent) and cephalopods (4 percent) in 2016 catch. Total catch of demersal resources in the region was estimated at around 319,000 tonnes in 2014, decreasing since then with a value of 263,000 tonnes in 2016. The most important demersal resource in the region is octopus, which constituted around 34 percent of catches of demersal resources in 2016, and 3 percent of total catch of CCLME in 2016.

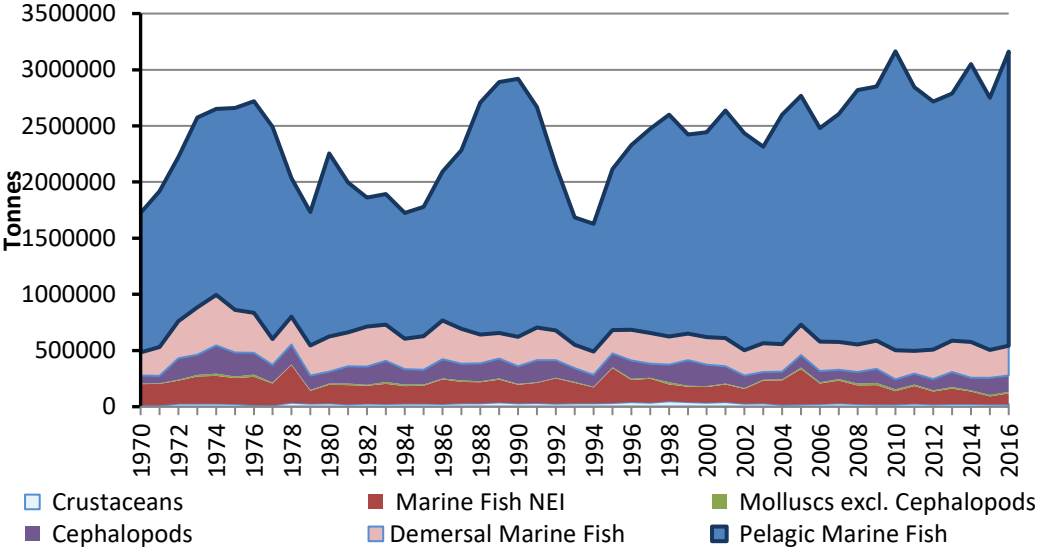


Figure 2. Landings of the main species groups in the CCLME region from 1970 to 2016 (Source: FAO, 2019)

⁴ UNDP, 2018. Human Development Reports. Available at <http://hdr.undp.org/en/countries>. Accessed on-line 6th October 2018

⁵ FAO, 2018. Valuation of marine and estuarine coastal ecosystem services in the CCLME by Daniela Ottaviani. Draft

⁶ FAO, 2019. Ecosystem baseline report for the Canary Current region. FAO Fisheries and Aquaculture Technical Paper. In preparation

6. The CCLME is a vital resource not only for coastal populations bordering the LME, but also for much of western Africa. A Total Economic Value assessment⁷ of eight ecosystem services conducted in 2018 estimated a value of around US\$ 35 billion/year. Three ecosystem services mostly contribute to this value, in order of importance, seagrass carbon sequestration, mangrove carbon sequestration and provision of pelagic fish.

1.1.2 Biodiversity and important habitats

7. Marine biodiversity is particularly high because of the interaction of two climatic regions, one cooler and dominated by Canary fauna and the other warmer and dominated by a more diverse Guinean fauna; the median area (Dakar) is particularly rich. Rare and iconic species are numerous and represent important conservation issues (e.g. sawfish, manatee). There is a very high diversity of invertebrates which, although largely unknown, undoubtedly conceal great pharmacological potential.

8. With regards to the plant kingdom, the CCLME region has three large ecosystems that are very interesting in terms of biological diversity: mangroves, seagrass and algae, for which microalgae are the basis of productivity. In addition to the mangroves and seagrass, the important marine and coastal biodiversity of the CCLME region is strongly structured and associated with a significant number of important key habitats (deltas, estuaries, coral reefs, seamounts, canyons, island complexes, etc.).

9. Industrial development in the coastal zone of the CCLME and migration of people from inland rural areas to the coastal zone, have increased the threats of coastal degradation and habitat modification. Over the last two to four decades, marshes, swamps and mangroves have been degraded and lost through natural factors such as drought, but more significantly, through human activities.

1.1.3 Regional and national institutional, legal and policy framework

Regional and national institutional framework

10. With regards to the regional institutional framework, several regional fishery bodies (RFBs) exist in the region (Fishery Committee for the Eastern Central Atlantic (CECAF), Sub-Regional Fisheries Commission (SRFC), the Ministerial Conference on Fisheries Cooperation among African States bordering the Atlantic (ATLAFCO), among others) and stakeholders are currently participating in the implementation of a variety of fisheries and environmental initiatives that are important to the second phase of the CCLME project.

11. At the national level, the institutional structures for fisheries management and for environmental issues include fisheries and environmental ministerial functions and stakeholder associations. While they may vary from country to country, capacities may not always be adequate for addressing transboundary management issues and cross sectoral exchange to sustainably manage CCLME. Therefore, efforts are needed to strengthen these institutional structures. A description of these regional and national institutions can be found in Appendix III.

Legal and policy framework: International agreements

12. Several international commitments of relevance to the proposed CCLME project have been signed or ratified by the seven project countries. The commitment to these international treaties provide an excellent framework for dialogue, each in its field of competence. The key binding commitments and the ratification by CCLME countries are described below and summarised in Table 2.

⁷ FAO, 2018. Valuation of marine and estuarine coastal ecosystem services in the CCLME by Daniela Ottaviani. Draft

Table 2: Project countries ratification of binding international multilateral agreements or instruments (reflects status as of consultations made in October 2018)

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Binding instruments/agreements	Cabo Verde	Gambia	Guinea	Guinea-Bissau	Mauritania	Morocco	Senegal
UNCLOS ⁸	X	X	X	X	X	X	X
FAO Compliance Agreement ⁹	X					X	X
UNFSA ¹⁰			X	X	X	X	X
PSMA ¹¹	X	X	X		X		X
CITES ¹²	X	X	X	X	X	X	X
CBD ¹³	X	X	X	X	X	X	X

13. The **1982 United Nations Convention on the Law of the Sea (UNCLOS)**¹⁴, is a legally binding overarching international agreement that outlines the rights and obligations of states and provides the legal basis upon which signatories should ensure protection and sustainable development of marine and coastal environments and its living resources. The Convention also establishes guidelines for businesses, the environment, and the management of marine natural resources.

14. The **1993 FAO Agreement to Promote Compliance with International Conservation and Management Measures by Fishing Vessels on the High Seas (1993 FAO Compliance Agreement)**¹⁵ entered into force in 2003. It seeks to improve the regulation of fishing on the high seas through encouraging countries to take effective action, consistent with international law, and to deter the reflagging of vessels by their nationals as a means of avoiding compliance with conservation and management of rules for fishing activities on the high seas. The Compliance agreement aims also to stop vessels that are flagged by states that are not member of the regional fisheries management organization from fishing in contravention with the conservation measures taken by the Regional Fisheries Management Organizations.

15. The **1995 Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks (1995 UN Fish Stocks Agreement)**¹⁶ entered into force in 2001. It is a legally binding agreement that complements the UNCLOS. The UNFSA aims to ensure that measures taken for the conservation and management of those stocks in areas under national jurisdiction and in the adjacent high seas are compatible and coherent and that there are effective mechanisms for compliance and enforcement of those measures on the high seas. The UNFSA recognizes the special requirements of developing States in relation to conservation and management, as well as the development and participation in fisheries of straddling and highly migratory fish stocks. It sets out principles for the conservation and management of those fish stocks and establishes that such management must be based on the precautionary approach and the most up-to-date, available scientific information.

⁸ <https://treaties.un.org/doc/Publication/MTDSG/Volume%20II/Chapter%20XXI/XXI-6.en.pdf>

⁹ <https://treaties.un.org/pages/showDetails.aspx?objid=080000028007be1a>

¹⁰ https://treaties.un.org/Pages/ViewDetails.aspx?src=IND&mtdsg_no=XXI-7&chapter=21&clang=_en

¹¹ http://www.fao.org/fileadmin/user_upload/legal/docs/037s-e.pdf

¹² <https://www.cites.org/eng/disc/parties/chronolo.php>

¹³ <https://www.cbd.int/information/parties.shtml>

¹⁴ UNCLOS - http://www.un.org/depts/los/convention_agreements/texts/unclos/unclos_e.pdf

¹⁵ Compliance Agreement - <http://www.fao.org/docrep/meeting/003/x3130m/X3130E00.htm>

¹⁶ UN Fish Stocks Agreement -

http://www.un.org/depts/los/convention_agreements/texts/fish_stocks_agreement/CONF164_37.htm

16. The **2009 FAO Agreement on Port State Measures to Prevent, Deter and Eliminate Illegal, Unreported and Unregulated fishing (PSMA)**¹⁷, which entered into force on 5 June 2016, also focuses on Illegal Unreported and Unregulated (IUU) fishing through implementing robust port state measures. It is expected to provide for a harmonized approach in measures and enhanced regional and international cooperation and block the flow of IUU-caught fish into national and international markets. In recent years FAO has supported and continues to support implementation of the PSMA through national level training in each of the countries that acceded to the Agreement, focusing on the implementation of the Agreement from a legal and policy, institutional and capacity development, and operations point of view.

17. The **1975 Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES)**¹⁸ is an international agreement between governments, legally binding, which aim is to ensure that international trade in specimens of wild animals and plants does not threaten their survival. Because the trade in wild animals and plants crosses borders between countries, the effort to regulate it requires international cooperation to safeguard certain species from over-exploitation. CITES was conceived in the spirit of such cooperation. Today, it accords varying degrees of protection to more than 35,000 species of animals and plants, whether they are traded as live specimens, fur coats or dried herbs.

18. The **1992 Convention on Biological Diversity (CBD)**¹⁹ is a binding agreement that seeks to ensure the conservation of biological diversity, the sustainable use of its components and the fair and equitable sharing of benefits arising out of the utilization of genetic resources. The 1995 Jakarta Mandate further develops the ecosystem approach adopted by the CBD. It encourages the use of integrated management of coastal areas as the most suitable framework for addressing human impacts on marine and coastal biological diversity and for promoting conservation and sustainable use of it. At the 10th meeting of Conference of Parties (COP), Aichi Biodiversity Targets, a strategic plan for biodiversity, was adopted by all countries and stakeholders to save biodiversity and enhance its benefits for people for the period of 2011-2020. It further emphasizes the need for National Biodiversity Strategies and Action plans to implement the CBD at the national level.

19. The seven countries in the CCLME region have ratified other relevant international treaties on environmental protection, such as the Ramsar Convention on Wetlands²⁰ of 1971, as well as other fisheries agreements. All CCLME countries except Guinea-Bissau are members of the International Convention for the Prevention of Pollution from Ships (MARPOL 73/78) signed in 1973 and revised in 1978.

20. In addition to these binding commitments, there are other relevant voluntary instruments important to sustainable fisheries in the CCLME region that FAO has been actively promoting, such as the **Code of Conduct for Responsible Fisheries (CCRF)**²¹, and the technical guidelines in support of the implementation of the CCRF, including the 2014 **Voluntary Guidelines for Securing Sustainable Small-scale Fisheries in the Context of Food Security and Poverty Eradication**²² or the 1999 **International Plan of Action (IPOA) for the conservation and management of sharks (IPOA-sharks)**, the 1999 **IPOA for Reducing Incidental Catch of Seabirds in Longline Fisheries (IPOA-Seabirds)** or the 1999 **IPOA for the Management of Fishing Capacity (IPOA-Capacity)**.

21. The adoption of these instruments by the CCLME countries has been uneven. For example, while Senegal²³, Morocco and Mauritania have adopted regional or national action plans for shark's conservation and management, the other four countries have not made them official yet. However, in

¹⁷ PSMA - http://www.fao.org/fileadmin/user_upload/legal/docs/2_037t-e.pdf

¹⁸ CITES- <https://www.cites.org/sites/default/files/eng/disc/CITES-Convention-EN.pdf>

¹⁹ CBD - <https://www.cbd.int/doc/legal/cbd-en.pdf>

²⁰ RAMSAR - https://www.ramsar.org/sites/default/files/documents/library/annotated_contracting_parties_list_e.pdf

²¹ Code of Conduct for Responsible Fisheries - <http://www.fao.org/3/a-v9878e.pdf>

²² SSF Guidelines - <http://www.fao.org/3/a-i4356e.pdf>

²³ <http://www.fao.org/ipoa-sharks/database-of-measures/en/>

the SAP all seven countries mark as a priority to support the implementation of existing relevant IPOAs (IPOA-Capacity; IPOA-Seabirds and IPOA-Sharks) and develop National Action Plans (NAPs) for vulnerable species, e.g. marine mammals, turtles. The same priority is indicated to support the implementation of international guidelines such as Voluntary Guidelines for Securing Sustainable Small-scale Fisheries in the Context of Food Security and Poverty Eradication.

1.2 THE CURRENT SITUATION²⁴

1.2.1 Main environmental threats

22. During the previous phase of the project a Transboundary Diagnostic Analysis (TDA) was developed and adopted in 2015 by the seven CCLME countries. The TDA is a comprehensive document that reviewed all aspects of the CCLME including productivity, fish and fisheries, ecosystem health and pollution, socio-economics and governance. The TDA assessment also investigated the threats, root causes and challenges facing the CCLME and identified three priority areas of transboundary concern. These were 1) Decline in Living Marine Resources; 2) Degradation of Habitats; and 3) Deterioration in Water Quality. Under these three thematic areas priority transboundary issues for the CCLME were identified. These are presented in table 3 and described below.

Table 3. Priority transboundary issues for the CCLME

Declining marine living resources	Habitat degradation	Declining water quality
<ul style="list-style-type: none"> Decline and/or vulnerability of small pelagic resources; Decline of demersal resources (finfish, cephalopods & crustaceans); Threats to vulnerable species (sharks and rays, marine mammals, marine turtles); Vulnerability of tuna resources. 	<ul style="list-style-type: none"> Destruction and disappearance of mangroves; Degradation and modification of benthic habitats; Degradation and modification of wetlands (Ramsar: coastal zones, coral reefs, estuaries). 	<ul style="list-style-type: none"> Modified transport of sands and sediments; Exotic invasive species; Salinity changes upstream of river mouths; Increased levels of metals in fishery products notably cadmium; Pollution (various types).

23. On this basis the CCLME Strategic Action Programme (SAP) was prepared, finalized and endorsed by 12 Ministers of Fisheries and Environment from these seven countries. The SAP focuses on solutions, management actions, activities planning and implementation to address the main transboundary issues identified in the TDA. Its implementation will address the root causes of concern at various levels by removing key barriers, as identified by the TDA, and putting in place a suite of measures based on the implementation of an ecosystem approach to management that can effect real change to rebuild fish stocks, reverse habitat degradation and improve water quality. The CCLME SAP objective is to have a healthy ecosystem, sustainably managed, providing services and equitable benefits for human well-being by 2030.

Decline in Living Marine Resources

24. The decline in living marine resources, which includes fish and fisheries resources as well as marine species of conservation concern, was identified unanimously by all countries as the most important concern affecting the CCLME. This is unsurprising if one considers the regional importance of fisheries for the economies and as a source of food for Western Africa and beyond, employment and income.

25. TDA conclusions with regards to decline in living marine resources describe changes in species range, distribution, abundance, recruitment and reproductive behaviour which include small pelagic

²⁴ Note: unless otherwise cited, and except for the institutional framework section, the source of information is from: CCLME Project, 2016. Canary Current Large Marine Ecosystem (CCLME) Transboundary Diagnostic Analysis (TDA). CCLME Project Coordination Unit, Dakar, Senegal. 140 pp.

and demersal fish, as well as cephalopods and crustaceans, such as octopus and shrimps, and non-targeted species of marine mammals, sharks, sawfish, seabirds and turtles.

26. The primary causes of the decline in living marine resources were identified as being due to overfishing and overcapacity of industrial and artisanal fishing fleets, excessive fishing in the breeding areas and critical habitats, the use of non-selective fishing methods and destructive fishing gear, illegal, unreported and unregulated fishing (IUU) and change due to environmental variability.

27. IUU fishing especially from foreign industrial vessels is a major challenge facing the region, with monitoring, control and surveillance (MCS) activities poorly resourced and difficult to implement.

28. High demand for seafood and other coastal resources and the emergence of new markets, lack of alternative livelihoods and opportunities for education, gender inequality issues, population pressures and poverty make up the underlying socio-economic root causes of the decline in CCLME marine resources.

29. The unsustainable exploitation of living marine resources is of major transboundary significance due to the shared-migratory nature of most resources and has both environmental (reduced abundance of fish stocks and reduced ecosystem resilience) and socioeconomic impacts (i.e. reduced food security, source of income, user conflicts).

Degradation of Critical Habitats

30. The modification of natural habitat was identified as the second major transboundary issue, whose main elements are: (1) disappearance and destruction of mangroves; (2) degradation and modification of seabed habitats and seamounts; and (3) degradation and modification of wetlands (Ramsar: coastal zones, coral reefs, estuaries).

31. TDA conclusions with regards to degradation of critical habitats described changes in shoreline, sand dunes, mudflats, wetlands and nature of seabed, land reclamation and coastal erosion, loss and damage to shoreline, coastal and estuarine habitats, loss of vegetation, mangrove habitats, coral reef habitats and sea grass beds and the introduction of alien invasive and exotic non-native species.

32. Identified causes of the degradation of critical habitats are: unsustainable exploitation of wood (i.e. harvesting of mangroves); increases in salinity due to habitat modifications, destructive fishing methods and techniques, IUU fishing, coastal erosion and offshore oil exploration and pollution.

Deterioration in Water Quality

33. Declining water quality was identified as the third major transboundary concern, whose main elements are: 1) modified transport of sands and sediments; 2) invasive alien species; 3) salinity changes upstream of river mouths; 4) increased levels of heavy metals in fishery products; and 5) pollution (various types).

34. TDA conclusions with regards to water quality deterioration described changes in freshwater inputs, increased sediment loads, alteration of natural flows, degeneration of ground water; algal blooms, microbial contamination and nutrient enrichment, land-based and marine sources including solid waste, marine litter and pollution from oil spills, shipping, storage facilities, ports and harbours.

35. The deterioration in water quality was found to be caused by several factors including construction activities on river basins and in the coastal zone; the dumping of ballast water and fuel from ships; the escape of species from aquaculture operations; drought impacting dynamics of estuaries, oil and mining activities and agricultural run-off leading to nutrient enrichment in coastal areas.

36. **Climate Change** is also another major area of concern for the CCLME that has been highlighted in the TDA and will require adaptive management actions to address its impacts. Its importance was also highlighted in “The Praia Declaration of the Regional Coastal and Marine Forum of West Africa on

Climate Change” in November 2015 which committed countries of the region to accelerate adaptation and mitigation measures and the mobilization of financial resources for conservation initiatives. Climate change and global warming will cut across all sectors and is expected to have major influences on upwelling dynamics, plankton productivity, fisheries and critical habitats due to changes in wind regimes, increased sea temperatures, shifts in circulation patterns and vertical stratification and ocean acidification. In the context of socio-economics and ecosystem health, climate change is expected to lead to more extreme events, flooding, sea level rise and coastal erosion. Already, climate variability and environmental change are impacting fish migrations, such as the sardinella, and may be impacting the seasonal plankton production cycle and depths of the thermocline in the water column. Increasing water temperatures are also causing some fish populations to move further northwards to cooler waters.

37. All CCLME participating countries have expressed a strong desire and commitment to implement the SAP. However, to realise the goals and expected outputs of the SAP, the countries and partners that have aligned themselves with the TDA and SAP process recognise that sustainability of actions will require more than just national political will and action. It requires commitments regionally and even globally to support this important process.

1.2.2 Barriers to the sustainable management of the CCLME

38. The main barriers primarily relate to policy and regulations, technical resources and research capacity, monitoring, control and surveillance infrastructure, institutional capacities and practices, communication, information sharing and awareness, training and human capacity development and financial restrictions. The barriers can be summarized as follows:

Barrier 1: Insufficient institutional, technical and financial capacities of regional and national fisheries and environmental institutions

39. Constraints in relation to capacity development hinders the development and implementation of multi-country ecosystem-based approach to fisheries management at national and regional level and the ability to regulate, monitor and protect vulnerable species in the CCLME countries.

40. These issues have been identified comprehensively in the TDA and include insufficient human, material and financial resources. More specifically, lack of funding to undertake fisheries monitoring and assessment activities as well as inadequate technical expertise to service and maintain research and monitoring equipment including research vessels.

41. The consequences of lack of capacity and expertise at national level lead to:

- Weak and/or uncoordinated resource management, monitoring and research programmes, not contributing to improve knowledge and understanding of the resources and environmental processes.
- Imbalances in baseline information, collection and sharing. Fragmented and not extensively shared information about fisheries and environmental sector among CCLME countries, neither within institutions nor between different institutions both at national and regional level, conditions appropriateness and transparency of the decision-making processes.
- Duties and responsibilities of concerned institutions are often not clearly defined and there are insufficient mechanisms of intra- and inter-agency coordination and hence limited interactions between institutions and countries. The lack of coordination also leads to environmental considerations not being sufficiently incorporated into the policies, projects and activities which may seriously affect the consistency of the actions in relation to the overall vision of the region.

- Difficulties to implement an ecosystem approach to management and to participate in regional decision making and absence of full stakeholder participation,
- Limited scientific advice available to governments and regional fisheries organizations, due to inadequate science-based contributions from their fisheries and environmental related agencies.

42. The socio-economic consequences of lack of training and capacity development together with poor communications and information sharing often leads to conflicts at local level involving artisanal coastal communities.

Barrier 2. Lack of an effective fisheries and environmental regulatory framework

43. The underperformance of the often weak and underfunded relevant fishery and environmental national institutions and RFBs has a result the absence of appropriate regulatory frameworks (i.e. absence of regional plans for transboundary fisheries resources management, lack of policy coordination and harmonisation and inadequate legal environmental policy measures and regulations) and / or the lack of effective implementation of the existing measures and regulations at national and regional level.

44. Additionally, in some countries in the sub-region there is limited routine involvement of resource-users in decision-making, whereas their participation is key to achieve sustainable fisheries management. The artisanal fishing communities are often left out of the formal consultation and decision-making processes, and have neither a voice, nor the power to claim their rights, which further tends to weaken the decisions taken as well as the adhesion of the users with regards to regulatory frameworks.

1.2.3 Baseline initiatives

45. The GEF investment in the CCLME started in 2005 with a preparatory phase (PDF B Phase from 2005 to 2007) that initiated the development of a Transboundary Diagnostic Analysis (TDA) of the CCLME. The PDF B Phase was followed by the “Protection of the Canary Current Large Marine Ecosystem (CCLME)” project implemented from 2010 to 2018 (TDA/SAP development phase – first-phase CCLME project). Under this first-phase CCLME project, the countries of the region concluded and endorsed the TDA and its Strategic Action Programme (SAP)²⁵ for the Canary Current Large Marine Ecosystem.

46. The TDA/SAP development process facilitated partnerships and trust building not only among the institutions of the participating countries but also with major actors in the region, such as the regional fisheries bodies (Fishery Committee for the Eastern Central Atlantic (CECAF), Sub-Regional Fisheries Commission (SRFC), the Ministerial Conference on Fisheries Cooperation among African States bordering the Atlantic (ATLAFCO), regional seas organisations (the Abidjan Convention) conservation networks such as the Partnership for Coastal and Marine Conservation in West Africa (PRMC), New Partnership for Africa’s Development (NEPAD) and other regional initiatives such as the EAF-Nansen Programme and the West African Regional Fisheries Program (WARFP), amongst others.

Regional programmes and projects

47. **EAF-Nansen Programme.** The new phase of the EAF-Nansen Programme started in May 2017 and is expected to continue until 2021. The programme has a global scope with an initial focus on Africa and the Bay of Bengal with the CCLME as one of the focus regions. The Programme has a history of partnerships with Regional Fisheries Bodies as well as LME Commissions and projects around Africa.

²⁵ In total, 12 Ministers of Fisheries and Environment from the CCLME countries signed the SAP.

48. While the Programme still aims to assist developing countries, in particular in Africa, to implement the ecosystem approach to fisheries, objectives have been expanded to also assist countries to better address the threats posed by climate change, pollution and other drivers. The long-term objective of the Programme is that “Sustainable fisheries improve food and nutrition security for people in partner countries”. The programme will work towards three Outcomes that are mutually reinforcing, addressing the three pillars of the programme (science, management and capacity development):

- Outcome 1: Fishery research institutions provide relevant and timely advice for management
- Outcome 2: Fisheries management institutions manage fisheries according to the EAF principles, and
- Outcome 3: Fishery research and management institutions have appropriate human and organizational capacity to manage fisheries sustainably.

49. FAO has overall responsibility for the implementation of the EAF-Nansen Programme in close collaboration with the Norwegian Institute of Marine Research (IMR), Norway that is responsible for the operation of the research vessel *Dr Fridtjof Nansen* and for providing scientific services to the Programme. Funding is provided by the Norwegian Agency for Development Cooperation (NORAD).

50. The EAF-Nansen Programme (US\$ 43,725,700) is, in terms of ongoing co-financing programmes addressing some of the identified SAP priorities, one of the most relevant.

51. The **Regional Partnership for the Conservation of Coastal and Marine Zones of West Africa (PRCM)** includes six of the CCLME countries (Cabo Verde, Gambia, Guinea, Guinea-Bissau and Mauritania) and Sierra Leone and supports common actions by its members to have a coordinated approach to conservation of the marine and coastal environment and the sustainable management of its resources. Its functions and current strategy are primarily aimed at developing capacity and skills of its stakeholders, carrying out policy advice through a network of parliamentarians, promoting joint action and strengthen partnerships between institutions and harmonising marine conservation policies. The organisation’s work focuses on effective, sustainable and equitable management of all critical habitats and endangered species with a view to preserving the biological and cultural diversity of the West African coastal and marine zone. During the first phase of the CCLME project, PRCM provided US\$7 million in co-financing via the MAVA Foundation toward delivering key outputs including the Transboundary Diagnostic Analysis (TDA) and the implementation of mangrove and coastal fisheries pilot projects.

52. PRCM was originally established through a Memorandum of Understanding (MoU) between the International Union for the Conservation of Nature (IUCN), the World Wildlife Fund (WWF), the Banc d’Arguin International Foundation (FIBA), Wetlands International and later included the SRFC as a key regional partner. Today, it represents a coalition of nearly 50 partner institutions whose aim is to protect the coastal zone in West Africa. The largest donors to the organisation are the MAVA Foundation and the Embassy of the Netherlands in Dakar. Following a decade of capacity development and structuring of organisations, PRCM has evolved from a regional programme into a platform of partnership and is now a key stakeholder in the management of the coastal zone in West Africa.

53. PRCM will make a major contribution to help kick-start the CCLME SAP implementation process including putting in place mechanisms for coordinated planning, financing and management (including Monitoring and Evaluation (M&E)) as well as the development of a communication strategy and tools to support the sharing of information and lessons learned.

54. The World Bank **West African Regional Fisheries Programme (WARFP)**. The WB actively supported sustainable fisheries management in the CCLME region through this programme. The long-term objectives were to put in place a robust and sustainable fisheries management system and to rebuild marine resources to reduce poverty and increase food security in these countries. The first phase of WARFP was largely focused on strengthening the capacity of the countries for good governance and sustainable management of targeted fisheries, reducing illegal fishing and increasing

local added value of fish products. The various components of the programme have initiated broad reforms, leading to the enactment of legal and regulatory frameworks that support national policy visions such as the registration of fishing vessels and the evaluation of fisheries resources. Both Cabo Verde and Senegal have benefited significantly from participating in WARFP.

55. A second phase of WARFP expected to be implemented from 2019 will focus on intensifying government reforms and will address specific fisheries, implementing regulatory framework to bolster compliance and to strengthen community-led fisheries management regimes.

56. **The World Bank WACA Programme.** The West Africa Coastal Areas Management Programme (WACA) was developed in response to the challenges in coastal zone management expressed by West African governments and has mobilised technical assistance and finance to help countries integrate infrastructure and natural resources management in order to enhance their resilience in the face of climate change and coastal erosion and flooding in particular.

57. The programme provides funding in a number of targeted areas including: science and modelling, analysis of economics, risks, stakeholders and communication; preparation of multi-sectoral investment plans; social and community development; ecosystem services evaluation and remote sensing. Investment finance through the **WACA Resilience project (WACA ResIP)** aims to improve management of shared natural and man-made risks including climate change affecting targeted communities and areas on the West African coast. Cabo Verde, The Gambia, Guinea, Guinea-Bissau, and Senegal are among countries participating in the programme.

58. **Improved Regional Fisheries Governance in Western Africa (PESCAO)** PESCAO is an initiative by the EU to enhance the contribution of fisheries resources to sustainable development, food security and poverty alleviation in West Africa. The specific objective is to improve regional fisheries governance in Western Africa through better coordination of national fisheries policies. The Programme has several components, among which, one component is focusing on improving marine resources management at the regional level while, building resilience of marine and coastal ecosystems to perturbations. One of the projects under this component is implemented by FAO. The overall objective of this project is to improve regional governance of marine resources in the CECAF area using knowledge-based advice by strengthening management processes to contribute to sustainable fisheries, food security, and sustainable livelihoods. This will lead to enhanced regional policy dialogues, improved science-management processes for the CECAF region, and the integration of CECAF management advice into national frameworks.

59. The principal stakeholders and beneficiaries of this proposed action are fisheries representatives of the respective governments of the CECAF member countries, principally the African coastal countries, among them all the CCLME countries. More broadly, stakeholders depending on fisheries and fishing communities will also benefit from this action as the information provided aims to strengthen management actions in support of sustainable use of fisheries resources for food security and sustainable livelihoods. Other stakeholders to be targeted by the action include other organizations such as the Economic Community of West African States and the African Union. Non-state actors will be also an important stakeholder group.

60. In addition to the regional initiatives in some or all of the seven CCLME project countries, there are many relevant baseline initiatives that are being implemented at national and local level. These are presented in Appendix IV.

61. As demonstrated above and in Appendix IV, there are many initiatives at national and regional level, some already contributing to a number of SAP priorities. But there has been little coordination among these, undermining the effectiveness and efficiency of their contributions to the sustainable management of the CCLME. **The main barrier the proposed project is going to address is the absence of mechanisms for cooperation, partnerships and financing for full scale SAP implementation.**

1.3 THE GEF ALTERNATIVE

1.3.1 Project Strategy

62. The Strategic Action Programme (SAP) signed by 12 Ministers of Fisheries and Environment from Cabo Verde, Guinea, Guinea-Bissau, Mauritania, Morocco, Senegal and the Gambia focuses on solutions, management actions, activities planning and implementation and details a way forward for cooperative regional governance of fisheries and other marine resources of the CCLME that will result in a healthy ecosystem, sustainably managed, providing services and equitable benefits for human well-being by 2030.

63. To capitalize on momentum and partnerships built during the first-phase CCLME project, the proposed project (MSP) aims to put in place and strengthen key elements necessary for effective SAP implementation. In this manner, this MSP will strengthen regional cooperation, institutional support and dialogue for sustainable governance of fisheries in the CCLME through establishing investment partnerships in SAP implementation with national stakeholders, regional projects and programmes as well as international agencies, NGOs and donor countries. The project also aims to increase knowledge of fish stocks and ecosystem processes and to strengthen institutional capacity to facilitate the implementation of some key objectives of the SAP including an ecosystem approach to the management of transboundary fisheries resources. Outputs are also expected to improve communication between countries, regional organisations and programmes.

64. The project consists of a multi-level intervention with three components. Component 1, which is the core component of this MSP, includes cross-sectoral involvement and will concentrate on strengthening institutional, financial and investment partnerships for SAP implementation. All partners involved in the first phase as well as additional partners, as required, will be involved to discuss SAP implementation aspects across all thematic areas.

65. Component 2 will concentrate on strengthening knowledge, management and capacity of fisheries institutions and communities for the sustainable use of transboundary fisheries resources and associated ecosystems. Component 3 is a cross-cutting component to ensure effective communication, monitoring and management of this project, establishing a pertinent monitoring and evaluation (M&E) system. It will include a communication strategy, tools for knowledge management and the dissemination of information and lessons learned. The website (<http://www.fao.org/in-action/canary-current-lme/en/>) developed in the previous phase will play a key role publishing updated information related to the project. Finally, a gender strategy to promote gender equality and women empowerment to be implemented during SAP implementation will be developed, serving as a model for the project's partner organizations.

1.3.2 Project objective, outcomes and outputs

66. The objective of the project is to create enabling conditions for effective implementation of the Canary Current Large Marine Ecosystem Strategic Action Programme (SAP). To achieve this objective there will be a multi-level intervention to strengthen partnerships and foster investments for CCLME SAP implementation and to strengthen capacity of fisheries institutions and communities for the sustainable use of transboundary fisheries resources and associated ecosystems.

67. The project will be executed in eighteen months. The project components including outcomes, outputs and activities are described below.

Component 1. Strengthening partnerships and fostering investment for CCLME SAP implementation

(GEF: USD \$890,000, Co-financing: USD \$500,000)

Outcome 1.1. Management of the CCLME strengthened with the development of mechanisms for cooperation, partnerships and financing of the SAP

Output 1.1.1.:	Recommendations on consortium and partnership agreement to support SAP implementation, clarifying responsibilities of partners and agreements on related terms of reference.
Output 1.1.2.:	A multi-sectoral financing strategy involving national, public and private partnerships, bilateral and multilateral donors pledging financial support for full SAP implementation established.
Output 1.1.3.:	An agreed operational plan to implement the CCLME SAP and to strengthen the capacities and investments by the countries to address priorities linked to the development of National Action Plans (NAPs).

68. This component focuses on fostering agreements and cooperation between countries in relation to cross-border marine issues as identified in the SAP, including transboundary fisheries resource management. The development of cooperation and trust to address these issues is often complex and require a coordinated and long-term process of dialogue which in many cases includes getting all the parties around the table to reach agreements. This involves supporting the foundational processes and continued dialogue to formalize arrangements on institutional matters as well as financial and investment partnerships required to successfully implement a multi-country strategic plan involving transboundary fisheries stocks as well as environmental and habitat issues as outlined in the CCLME SAP.

69. To achieve this component's outcome (**outcome 1.1**) the following outputs will be produced through the following activities:

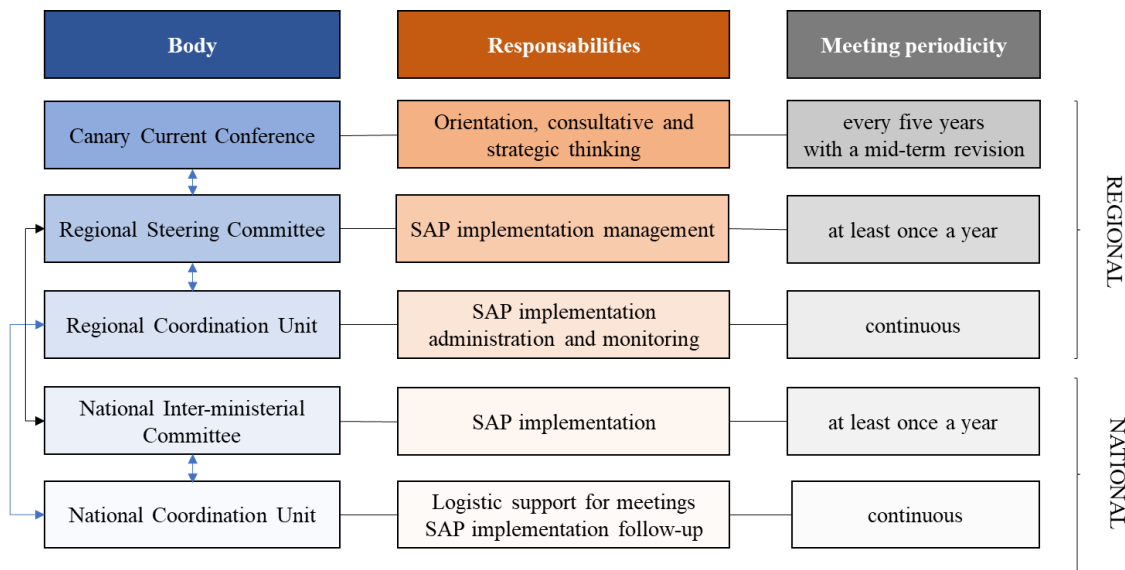
Output 1.1.1 Recommendations on consortium and partnership agreement to support SAP implementation, clarifying responsibilities of partners and agreements on related terms of reference.

70. The signed CCLME SAP includes an initial proposal for a cooperative consultative mechanism to monitor the implementation of the SAP which places the CCLME countries at the centre of SAP implementation paired with existing regional bodies (such as the regional fisheries bodies), in line with their mandate. The project will use this as the starting point for dialogue on how to operationalize the implementation of the SAP across its different themes. The mechanism takes into account the mandate of existing organizations and institutions, at the national and regional level as well as the coordination established during the first phase project. As described in Appendix 7 of the SAP, at the regional level, the proposed structure for the Canary Current Consortium would consists of three entities (see figure 3):

- The Canary Current Conference or CCC: an orientation and consultative forum that meets every five years, with a revision meeting at mid-term (i.e. a meeting every two or three years);
- The Regional Steering Committee or RSC, which would meet at least once a year and is responsible for the management of SAP implementation;
- The Regional Coordination Unit (RCU), a permanent entity responsible for administration and monitoring the implementation of the SAP.

71. Each country has a national interministerial committee (NIC) responsible for the implementation of the SAP at national level. The NIC would meet approximately once a year, six months prior to the RSC meeting. A National Coordination Unit (NCU) would provide logistic support for meetings and follow up the implementation of the SAP in each country. The CCC would be the main advisory and consultative body of the Consortium, or the assembly of members. The institutions involved would meet within a consultative framework to ensure commitment from all stakeholders to the implementation of the SAP.

Figure 3. Proposed structure for the Canary Current Consortium



72. Institutions active in the fields of fisheries, environment and water quality in the CCLME region that work on SAP relevant themes could participate in the CCC, including national government institutions; intergovernmental organizations and other technical and financial partners; civil society; professional organizations; and academic bodies, as appropriate.

73. The project will provide technical support to work out the details of how the collaborative mechanism will function and facilitate consultations towards operationalizing it. To this effect the project will organize a series of consultative meetings among all the countries and partners involved.

Activity 1.1.1.1. First consultations about multi-sectoral consortium and partnership agreement

74. The first consultative meeting will serve to revisit the governance framework and the partnership model for cross-sectoral collaboration proposed in the SAP. This meeting will aim to further develop the partnership model through clarifying intentions and responsibilities, explore alternatives and subsequently identify potential consortium members at the national and regional level that could take responsibilities for specific activities. Based on this, recommendations on the consortium model will be provided.

Activity 1.1.1.2. Consultation on roles to be performed by each stakeholder and on existing institutional gaps (national and regional level) in the consortium

75. A series of consultations at national and regional level will then be carried on by an international consultant with expertise in legal issues, to identify exact roles to be performed by each stakeholder in the consortium and the collaborative mechanisms required. Furthermore, since consortium members will assist with implementation of SAP activities at national and regional level, an important part of this process will be a gap analysis of institutional roles. This gap analysis will also serve to identify potential synergies among stakeholders that will contribute to boost their strengths and mitigate their weaknesses, contributing to a successful implementation of SAP activities.

Activity 1.1.1.3. Develop recommendations on consortium and partnership agreement

76. Based on the findings of the previous activity and using the consortium and partnership agreement reviewed in the first consultative meeting, a set of new recommendations will be developed, with draft terms of references (ToRs) for the roles and responsibilities of each institution, clarifying how they will interact. Experiences and lessons learnt from similar agreements being developed for the Caribbean and North Brazil Shelf Large Marine Ecosystems will also be considered.

Activity 1.1.1.4. Second consultative meeting of multi-sectoral consortium and partnership agreement

77. A second consultative meeting on the multi-sectoral consortium and partnership agreement will be celebrated towards the middle of the project's life. The objective will be to present to all the involved stakeholders the new recommendations about the consortium and partnership agreement, including draft ToRs. There will be a roundtable discussion to clarify concepts and suggest improvements.

78. The international consultant will then develop the final recommendations on consortium and partnership agreement to support SAP implementation and the final stakeholders' ToR.

Activity 1.1.1.5. Third consultative meeting to present final recommendations on type of consortium and partnership agreement.

79. These recommendations will be finally presented in a third consultative meeting, where they will be approved by the stakeholders, validating the roles of the different partners and their terms of reference.

Output 1.1.2: A multi-sectoral financing strategy involving national, public and private partnerships, bilateral and multilateral donors pledging financial support for full SAP implementation established

80. Building upon Output 1.1.1, the project will support a series of multi-sectoral discussions between the countries, other partners and donors where stakeholders will be engaged to support the development of an agreed investment and financing strategy for full SAP implementation across all SAP priorities. These consultations are expected to lead to strong buy-in from national public and private sector partners as well as bilateral and multilateral donors.

Activity 1.1.2.1. Identify and report on existing funding initiatives and potential donors (national, regional, international)

81. For full SAP implementation it is expected that various donors will be funding elements related to the SAP or interested in funding them. Hence, there will be a continuous mapping of existing funding initiatives and potential donors, public and private, at national, regional and international level to identify those aligned with SAP priorities.

82. Once potential donors are identified, the project will engage them to mobilize new funding for implementation of components of the SAP and establish synergies with related ongoing or planned initiatives to optimize use of financial resources and avoid overlap.

Activity 1.1.2.2. Develop a SAP financing strategy for donors' engagement for future funding

83. A legal and financial expert in collaboration with all involved stakeholders will elaborate a financing strategy for donors and countries' engagement for future funding to support full SAP implementation. This tool will serve to coordinate and facilitate the integration of multiple donor efforts, and guide investments to where they are needed most. This is a crucial point, since the achievement of large-scale impacts under the SAP will demand that existing or planned efforts are further complemented by new efforts - requiring co-financing from both public and private sector partners. The foreseen GEF-7 SAP implementation programme would serve as an umbrella programme, guiding existing regional funding efforts to achieve SAP objectives.

Activity 1.1.2.3. Regional roundtable between countries, potential partners and donors to finalize SAP financing proposal

84. A regional roundtable between CCLME countries, other partners and donors will be celebrated to present the first draft of the SAP financing strategy. The recommendations and conclusions on the proposed mechanism and strategy provided by the participants will guide the finalization of the mechanism.

85. This event will be held possibly back to back with the second consultative meeting on the consortium (activity 1.1.1.4.) and will be facilitated by the international consultant responsible for developing SAP financing strategy.

Activity 1.1.2.4. A pledging conference to present SAP financing strategy and raise financial support for SAP implementation.

86. Finally, a key activity to achieve the Output will be the organization of a pledging conference. This event will have a double fold objective, on the one hand to present the SAP financing strategy and receive the approval from SAP stakeholders, on the other to raise financial support for the implementation of the various SAP components. The conference will be back-to-back with activity 1.1.1.5.

Output 1.1.3: An agreed operational plan to implement the CCLME SAP and to strengthen the capacities and investments by the countries to address priorities linked to the development of National Action Plans (NAPs)

Activity 1.1.3.1. Develop an operational plan to implement the CCLME SAP

87. The project will develop an operational plan for full SAP implementation. The operational plan will prioritize and establish time sequences for activities implementation. It will identify stakeholders' roles and responsibilities involved in the different activities' implementation and provide an estimated budget for their execution. The operational plan will be developed, coordinated and consolidated by an international expert in programme design in continuous consultations with all the involved parties. This consultant will also oversee the development of the National Action Plans (activity 1.1.3.3.) to ensure coordination and synergies among activities at regional and national level.

Activity 1.1.3.2. Regional workshop to approve the operational plan to implement the CCLME SAP

88. The operational plan will be discussed and approved in a regional workshop with the participation of all the stakeholders. This regional workshop will be held back-to-back with activities 1.1.1.4. and 1.1.2.3.

Activity 1.1.3.3 Discussions at national level to finalize NAPs in each of the seven countries, based on priorities identified in the SAP

89. Moreover, the project will support each of the involved countries to elaborate their National Action Plans (NAPs), building on the national priorities identified in SAP Appendix 6. National experts with expertise in programme design, in collaboration with the consultant responsible for developing the operational plan, will assist the countries in this process. Thereafter, a series of meetings with relevant stakeholders facilitated by the national experts will be conducted at national level to finalize each country NAP. Overall guidance to the national activities will be provided by the Regional Project Coordinator and an international expert, to ensure a coherence approach in the different countries.

Activity 1.1.3.4. Conduct national workshops to strengthen capacities to develop investment strategies for NAP implementation

90. Finally, specific workshops to strengthen the capacities for the development of investment strategies for NAP implementation will be organised. These workshops will be held back-to-back with meetings to finalize NAPs (activity 1.1.3.3.) and will be coordinated by the national experts in programme design.

Activity 1.1.3.5. Prepare programme/project concept notes to submit to potential donors

91. In parallel to the development of the aforementioned activities and based on the results of the continuous mapping of existing initiatives and potential donors carried as part of the previous output, the project will facilitate the preparation of programme/project concept notes and proposals to submit to potential donors, including GEF. These proposals will be prepared by the national programme design

experts, in collaboration with the consultant responsible of developing the operational plan, considering the activities prioritized in the SAP operational plan and in the NAPs.

Component 2: Strengthening knowledge, management and capacity of fisheries institutions and communities for the sustainable use of transboundary fisheries resources and associated ecosystems

(GEF: USD \$620,000, Co-financing: USD \$5,100,000)

Outcome 2.1. Improved knowledge and understanding of the state of the CCLME including fish stocks, vulnerable species and habitats and ecosystem functioning, climate change impacts on the resources and fishing communities.
Output 2.1.1.: Improved information on transboundary fisheries resources, ecosystems and vulnerable species and habitats.
Output 2.1.2.: Awareness-raised and information shared between the scientific community and stakeholders in the region through existing and new platforms.
Outcome 2.2. Strengthened capacities to enable implementation of an ecosystem approach to fisheries (EAF) in the context of broader multisectoral ecosystem management goals.
Output 2.2.1.: Support CCLME countries to enable the implementation of the ecosystem approach to fisheries in support of transboundary fisheries management.
Output 2.2.2.: Capacity development programme designed for fishing communities, with a particular focus on promoting gender equality.

92. Component 2 comprises of two outcomes. The first concerns the strengthening of scientific knowledge and monitoring of fisheries, and key ecosystem components and characteristics, including resources, habitats and vulnerable species. The second relates to strengthening capacities to enable the implementation of an ecosystem approach to fisheries management (EAF) in the context of broader multisectoral ecosystem management goals and in support of transboundary fisheries management. Capacity development is an integral part of the two outcomes.

93. The project will take a partnership approach to achieving these outcomes. It will partner with the EAF-Nansen Programme, that will facilitate the monitoring and assessment of resources and ecosystems through the surveys with the R/V Dr Fridtjof Nansen. Key knowledge will be produced for the CCLME through these surveys as well as through the programme's science plan, that include work on ecosystem characterization in the CCLME region. The EAF-Nansen programme also support CCLME countries in the development and implementation of EAF management plans for shared stocks in the CCLME region, with focus on the small pelagics. This component of the CCLME project will hence focus on key catalytic support for planning, analysis and lessons learning in relation to the above.

94. To achieve the first outcome (**outcome 2.1.**) of this component the following outputs will be produced through the following activities:

Output 2.1.1.: Improved information on transboundary fisheries resources, ecosystems and vulnerable species and habitats

One of the key requirements in establishing an holistic view of the management of transboundary marine resources in the CCLME is to address considerable information and knowledge gaps that exist in the scientific understanding on the ecology of key species and interactions of species within the ecosystem, as well as on the status of oceanography and environmental variability in the region. Little is also known on the impacts of climate change on fish stock biomass, spawning and recruitment or its impacts on the socio-economics of fishing communities.

Activity 2.1.1.1. Planning, data analysis and prioritization of future scientific activities to address knowledge gaps

95. During the project's previous phase, valuable experience was gained from setting-up specific working groups to address the different transboundary problems, including Ecosystem Planning and Analysis, habitat and biodiversity issues, or to support working groups that were already operational under other institutions such as the assessment working groups of CECAF, amongst others. The CCLME Ecosystem Survey and Planning and Analysis Working group is composed of scientists from national research institutions and international experts, and this group played an important role in defining the scientific work required to establish a baseline in support of ecosystem assessment and monitoring in CCLME Phase 1, also providing required information to some of the other CCLME related working groups. It is proposed that this working group continues to play this role to effectively plan scientific activities to address knowledge gaps and to support data analysis to address management needs.

96. The EAF-Nansen Programme will conduct surveys in the region in 2019 and 2020 and the CCLME ecosystem survey planning and analysis working group will work with the EAF-Nansen programme to ensure that information and knowledge gaps are reduced for the monitoring and assessment of transboundary fisheries, ecosystems, vulnerable species and habitats, it will also support the work on ecosystem characterization and monitoring and assessment of climate change impacts planned under the EAF-Nansen programme, considering national and regional requirements and the goals set in the SAP. The working group will also identify priorities for future scientific activities, setting the ground for the development of an appropriate research programme to be part of full SAP implementation.

97. It is expected that the working group will meet twice with the support of the project, with the first meeting held right after the first consultations about multi-sectoral consortium and partnership agreement (activity 1.1.1.1)

Activity 2.1.1.2. Capacity development of fisheries state-agencies staff

98. The two scientific surveys, completely funded by the EAF-Nansen Programme, that will be carried out by R.V. Dr Fridtjof Nansen during the project timeframe to monitor and assess transboundary fisheries resources, ecosystems and vulnerable species and habitats, will generate new scientific information that would need to be analysed to also contribute to characterize ecosystems and monitor and assess climate change impacts.

99. To keep building capacity among scientists and technicians from the CCLME countries participating in them the CCLME MSP project will provide operational and technical support for the treatment and analysis of data and processing of samples, and on-the-job training activity to consolidate scientific capacities among fisheries state-agencies staff and other national research institutions. In this way, the project will play a catalytic role through its continued support to capacity development of scientists from CCLME countries to process the samples and analyse the results of the surveys with the *Dr. Fridtjof Nansen*. Support under this activity will be focused on support to sample processing at national institution, and to make exchange trainings among the different fisheries state-agencies and other institutions related to processing of samples and data analysis, benefiting the greatest number of people possible.

Activity 2.1.1.3 Workshop to present and discuss survey findings, and to review scientific activities

100. After the two surveys have been conducted and samples are processed and analysed, a regional scientific workshop will be celebrated, under the lead of the ecosystem planning and analysis working group – to consolidate the results from the scientific surveys, data analysis and state of fish stocks and vulnerable species in the CCLME, as well as ecosystem functioning and characterization and impacts of climate change and to be considered in relation to the existing TDA. This regional workshops' conclusions will be peer-reviewed by experts and disseminated using the project means.

Output 2.1.2.: Awareness-raising and information sharing between the scientific community and stakeholders in the region through existing and new platforms strengthened

101. In order to improve information sharing between countries to gain a better understanding of issues concerning transboundary fisheries resources, ecosystem functioning and vulnerable species and habitats, the MSP will support initiatives to create links between institutions to exchange information and coordinate scientific findings resulting from the monitoring and assessment studies undertaken during the project, working in close collaboration with relevant regional organizations such as CECAF. This output is linked to output 3.1.1 on development and implementation of a communication strategy that encompasses all aspects of this project and CCLME SAP implementation.

Activity 2.1.2.1. Map and analyse existing science communication platforms and opportunities for communication at regional level.

102. The communication officer assigned to the RCU will, in collaboration with the project stakeholders, map and analyse existing science communication platforms and opportunities for communication at regional level, aiming to reach representatives of fisheries institutions, scientific research community, the private sector, and civil society to conduct awareness-raising and information dissemination activities on the state of the resources, ecosystem health and impacts of human activities on the marine environment of the CCLME.

Activity 2.1.2.2. Make available and disseminate all scientific reports about project activities through CCLME website

103. Furthermore, the communication officer will use CCLME webpage to guarantee all reports and information about project activities are uploaded and accessible to the public.

Activity 2.1.2.3. Symposium to present and disseminate all scientific findings

104. Finally, towards the end of the project and back-to-back with the regional CCLME ecosystem working group meeting, a symposium to present and disseminate all scientific findings will be organized. It is expected that all key-players in the field of fisheries and environment operating in the region will participate in this symposium, an excellent opportunity to disseminate the project's work and findings.

105. The following outputs will be produced through the following activities to achieve the second outcome (**outcome 2.2**) of this component:

Output 2.2.1.: Support CCLME countries to enable the implementation of the ecosystem approach to fisheries for transboundary fisheries management.

106. During Phase 1 of the CCLME project, work was undertaken on the preparation of two transboundary fisheries management frameworks through demonstration projects. For example, Demonstration Project 1 developed a framework for the management of the small pelagic fisheries following the steps embedded in EAF and prepared an overview of the underlying scientific knowledge, while Demonstration Project 3, suggested a framework for transboundary co-management of migratory coastal species of importance to artisanal fisheries such as mullets, meagre and bluefish. Furthermore, many of the countries in the region have developed fisheries management plans. However, for various reasons many of them are not yet fully operational. These initiatives provide a valuable baseline and useful lessons on which to build future work and are directly relevant to this output, and hence the activities under this output will support an in-depth analysis of existing fisheries management plans for coherence with EAF. Constraints and opportunities to implementation of existing management plans will be analysed with focus on providing lessons learned for consideration in the two frameworks developed under CCLME Phase 1 to look at good practice examples from existing initiatives in the CCLME countries. Activities for capacity development to stakeholders will also be supported to prepare for future support under the SAP implementation phase .

Activity 2.2.1.1. Analysis of existing management plans for coherence with an EAF and sharing of best practices from national management plan implementation.

107. The project will conduct an analysis of CCLME countries existing fisheries management plans to understand the opportunities and constraints with respect to their implementation and coherence with EAF, with the aim to provide lessons learned for the transboundary pelagic and coastal fisheries frameworks initiated in Phase 1. An expert in fisheries management will, in close collaboration with all the stakeholders, lead this analysis, aiming to identify what has worked and what has not in the process of elaboration of these plans and frameworks, understanding what their current situation is to be able to propose elements of replicability that can be considered in transboundary frameworks.

Activity 2.2.1.2. Roundtable discussions for two transboundary fisheries frameworks with recommendations.

108. Subsequently, the expert in fisheries management will hold roundtable discussion with the countries concerned by the pelagic and coastal frameworks supported under Phase I, involving at least all the institutions that had participated in the previous analysis (activity 2.2.1.1.), to present the findings of the studies and to discuss options to operationalize the two management frameworks that can guide future work under the SAP implementation. With the comments and suggestions received on this round of discussions the expert will develop a guidance document for the transboundary management of fishery resources for the consideration in the SAP implementation phase.

109. Furthermore, throughout the process to analyse the management plans, the expert will analyse the type of requirements for socio-economic data and explore the way to include socio-economic data gathering as one of its components, which will serve, among other things, to monitor the impact of the management plan in the fishing communities' livelihood. A working group on the subject with national representatives may be set up to support this analysis.

Output 2.2.2.: Capacity development programme designed for fishing communities, with a particular focus on promoting gender equality

110. Focus will also be on developing training material to strengthen the capacity of local communities to apply co-management measures, MPA monitoring and implement EAF based on the experiences of the demonstration projects carried out during phase 1 of the CCLME and proposals that may be made by the institutions participating in the project. As in the case of previous outcome, demonstration projects provide valuable information and lessons learned in relation to sustainable management of shared stocks, fishing practices and MPA implementation that can be used to develop tailored training materials for fishing communities.

111. For example, Demonstration Project 1 prepared a strategy to promote sustainable use and integrated management of small pelagic fish in Northwest Africa and drafted a regional framework for the management of shared pelagic stocks using an EAF. Demonstration Project 2 contributed to the improved knowledge on bycatch and discards from shrimp fisheries in the CCLME region and initiated a common standard methodology for data collection and improved collaboration with vessel owners on use of demersal fishing gear. Demonstration Project 4 focused on the use of MPAs as a tool to improve fisheries management and in monitoring and evaluating demersal species. These earlier demonstration projects provide useful background information and data that the MSP will use to support capacity development in EAF, MPA monitoring and co-management in the region.

112. In this respect, this training material will establish the link between the research undertaken as part of the CCLME project and the fishing communities, who will benefit from it. It will also serve to communicate the existence of the project and raise awareness about the situation of the living resources, habitats and water quality in the CCLME to a greater public.

2.2.2.1. Develop training program content for fishing communities to apply EAF, co-management practices or MPA monitoring

113. An expert in fisheries extension services, in close collaboration with the countries involved in the project, will develop the training program content, with a focus on promoting gender equality, for fishing communities to apply EAF, co-management practices or MPA monitoring. The training content will be adapted to the CCLME region context and the level of knowledge of the fishing communities.

2.2.2.2. Test training program in at least one of the CCLME countries

114. The RCU will develop a set of criteria to select the country or countries where the training will be tested. These criteria will be circulated to all the countries' NPFP and NTC to receive their comments and agree on the final ones. The training will be tested in at least one of the countries of the CCLME region and will be ready to use during future SAP implementation.

Component 3. Communication, monitoring and evaluation

(GEF: USD \$150,000, Co-financing: USD \$500,000)

Outcome 3.1. Effective and efficient results-based management and knowledge sharing	
Output 3.1.1.:	A communication strategy and tools for knowledge management updated and implemented.
Output 3.1.2.:	A gender strategy developed for SAP implementation.
Output 3.1.3.:	Project monitoring and evaluation system in operation and providing routine information on progress in meeting output and outcome targets.
Output 3.1.4.:	Independent final evaluation conducted

115. This is a cross-cutting component to ensure effective communication, management and monitoring of both this project and future SAP implementation.

116. To achieve the third component outcome (**outcome 3.1**) the following outputs will be produced through the following activities:

Output 3.1.1 A communication strategy and tools for knowledge management updated and implemented

Activity 3.1.1.1. Update the communication strategy and tools for knowledge management

117. The project communication officer assigned to the RCU will update the communication strategy developed in the previous phase as well as the tools for knowledge management and dissemination of information and lessons learned. Challenges encountered in implementing the previous communication strategy will be taken into consideration to be able to make it a more effective tool, giving more room for liaison work and regular contacts between the RCU, national structures and national decision makers. One of the communication strategy components she/he will work on is to improve internal communication so all stakeholders understand and are aware of the nature, strategy, objectives and outcomes of the project.

Activity 3.1.1.2. Implement communication strategy and knowledge management tools

118. The new strategy will establish how information will be shared. The interactive CCLME website (<http://www.fao.org/in-action/canary-current-lme/en/>) established during the TDA/SAP development phase will play a key role. The website serves as an important means of establishing links with IW: LEARN and LME: LEARN, among others, sharing information, workshop reports, newsletters and relevant scientific findings as well as lessons learnt. The webpage will be regularly updated and will be made available to stakeholders, experts and the public at large including the Global LME Community of Practice.

119. Furthermore, the communication officer, in close collaboration with the project stakeholders, will develop communication material targeting civil society and NGOs to raise awareness about CCLME

region declining marine living resources, habitat degradation and declining water quality. This communication material will also serve to disseminate the project activities to revert the situation of these issues.

Activity 3.1.1.3. Continuous dialogue on cross sectoral marine related issues with relevant regional partners

120. The CCLME TDA and SAP development project resulted in the development of a dialogue on cross sectoral marine related issues of common interest at the national and regional level that was novel to the region. Building on this momentum, at the regional level, the project will engage with the partners that were involved in the project's previous phase, such as the Abidjan convention for issues in relation to pollution and water quality as well as the PRCM for stakeholder consultations and regional fisheries bodies such as the Committee on Fisheries for the Central Eastern Atlantic (CECAF) and the Sub-regional fisheries Commission, as examples to ensure that all the components of the SAP are adequately addressed and that dialogue is continued. This will involve both the participation of project staff at meetings of partners such as the PRCM forum, if held within the project timeframe, the participation in RFB and Abidjan convention meetings.

Output 3.1.2 A gender strategy developed for SAP implementation

121. The project will also lay the foundations to facilitate the adoption of a more balanced gender representation in institutional and organisational structures in the future SAP implementation through the development of a gender strategy. This strategy will look at gender roles, proposing actions to be incorporated into the SAP for gender equality and women empowerment, adopting a more balanced gender representation in fisheries institutional and organisational structures at national and regional level. The strategy will be developed by a gender expert in consultation with different SAP stakeholders and it will be validated at national (NICs) and regional (PSC) level for its future implementation.

Output 3.1.3. Project monitoring and evaluation system in operation and providing routine information on progress in meeting output and outcome targets established

122. The project will design a monitoring and evaluation (M&E) system for its implementation, designed to: create accountability by tracking progress toward planned results; influence decision-making and resource allocation by collecting and analysing performance information; advance organizational learning; and communicate results to stakeholders. The monitoring and evaluation plan will include indicators and targets; means of verification; and data sources for each indicator, as well as a gender disaggregated information.

Output 3.1.4. Independent final evaluation conducted

123. Finally, an independent Final Evaluation will be conducted. The independent final evaluation will focus on: a) the extent to which the activities have been implemented and intended results achieved; b) the impact of the Project; c) conclusions, recommendations and lessons learned for the full SAP implementation programme.

1.3.3 Global environmental benefits

124. The project is aligned with GEF International Waters (IW) and it is consistent with indicators defined in the GEF IW tracking tool. Environmental and fisheries-related state and regional institutions and other key fisheries and environmental stakeholders will participate in the project to address the barriers described above and help deliver to the following GEBs (global environmental benefits):

- Multi-sectoral consortium, partnership and financing strategy for CCLME SAP implementation in place;
- Improved knowledge and understanding of the state of CCLME, including fish stocks, ecosystem characterization and functioning and climate change impacts.

- Strengthened institutional capacities, at national and regional level, to enable the implementation of an ecosystem approach to fisheries in the context of broader multisectoral ecosystem management goals.

1.3.4 Socio-economic benefits

125. This foundational project is expected to contribute to long-term socio-economic benefits by supporting the effective and efficient management of fishery resources, contributing to its future sustainable use. Given that national and local coastal areas economies rely to a great extent on fisheries resources, this project's efforts to develop and implement better fishery resources management systems and marine environment improvement will greatly benefit all citizens, especially local fishing communities in the seven participating countries.

126. A gender mainstreaming strategy with its action plan ready to be implemented in national and regional fisheries institutions for enhanced gender relations and women's status in fisheries.

1.4 STAKEHOLDER CONSULTATION AND ENGAGEMENT

1.4.1 Project Stakeholders

127. The project builds on a broad partnership with several organizations that was the basis for planning and implementation of previous phase of the CCLME project. In this manner, the project brings together a diverse group of stakeholders who play an important role in fisheries and environment in the national, regional and international level. The main project stakeholders are regional fisheries bodies (RFBs), fisheries government agencies and environmental agencies of the seven CCLME countries, fisherfolks organizations and different fisheries and environmental regional programmes.

128. A summary of the most relevant stakeholders, their mandate and their expected involvement in project components is provided in table 4.

Table 4: Key national, regional and international stakeholders

Stakeholder	Mandate	Expected involvement in project component(s)
National Fisheries State Agencies, Institutions and Authorities	These government agencies have primary responsibility to conserve, manage and protect fisheries resources with the marine areas of national jurisdiction. Mandates include development of policy and legal support for programmes and undertaking research, advisory and logistical services including monitoring, control and surveillance. Some less developed countries may experience constraints in carrying out their tasks due to lack of infrastructure and capacity	Key beneficiaries of the project and will assist with the overall project design and implementation of activities at the national level. They will participate in the project with other countries of the CCLME region and engage in monitoring and evaluation through national inter-sectoral consultative mechanisms. This group will be involved in all components.
National commercial and artisanal fisheries sector including fishers, producer organisations	Most of the participating countries have national fisher organisations or umbrella bodies that represent artisanal fishing and coastal community groups. These organisations range from informal associations governed by a simple constitution to cooperatives governed by legislation. The commercial and offshore fishing sector also have representation in organized bodies and associations.	Organisations representing the fishing sector will be direct beneficiaries from the outcomes of the project. There is a general need to strengthen and develop the capacities of these organisations to become effective partners in governance. This group will be closely involved and benefit from some of the project activities especially those of component 2.

Stakeholder	Mandate	Expected involvement in project component(s)
Sub-Regional Fisheries Commission (SRFC)	<p>The mandate of the SRFC is to enforce the mechanisms of sustainable governance of fisheries resources and strengthen regional cooperation and coordinate policies in terms of conservation and exploitation of fisheries resources in the region. Membership includes six of the CCLME countries. The SFRC also seeks to promote the implementation of the FAO Code of Conduct for Responsible Fisheries, the use of shared tools, support for local, regional and international partners, awareness-raising in relation to laws and regulations as well as the dissemination of information. It also plays a role in combatting IUU fishing and in Monitoring, Control and Surveillance (MCS).</p>	<p>The SFRC will work in close cooperation with the project in promoting and supporting sustainable transboundary fisheries management and dialogue with stakeholders in CCLME countries. It will be a key partner in establishing a collaborative mechanism for governance of fisheries in the region and assist in enacting policy changes to support the implementation of an ecosystem approach to fisheries management.</p>
Fishery Committee for the Eastern Central Atlantic (CECAF)	<p>CECAF aims to promote sustainable utilization of the living marine resources in the Eastern Central Atlantic by proper management and development of fisheries and fishing operations. The Committee reviews the status of resources, collects and exchanges data and statistics and disseminates biological, environmental and socio-economic information. The Fishery Committee also provides advice on MCS and promotes links with international and regional fisheries organisations. CECAF includes all member countries of the CCLME project.</p>	<p>CECAF will cooperate closely as a regional partner in the project and will make available its expertise in international fisheries management, data collection, fisheries statistics, assessments of status of stocks and fisheries, other analyses and information sharing. It will assist with strengthening capacity and foster partnerships in transboundary fisheries management and the implementation of the ecosystem approach. The Improved Regional Fisheries Governance in Western Africa project (see point 1.2.2.) will play a key role in this partnership with CECAF that will benefit outputs of component 2.</p>
Ministerial Conference of Fisheries Cooperation among African States bordering the Atlantic Ocean (ATLAFCO)	<p>This intergovernmental regional body comprises 22 countries stretching from North West to South West Africa. Its main objective is to provide effective and active cooperation between African States for conservation and sustainable development of fisheries in the region. It also aims to strengthen technical and professional training in the maritime sector, develop fisheries and marine scientific research, promote trade and development of fishery products and implement laws for responsible fishing. Atlafco has a number of regional and international partners including FAO and the SFRC</p>	<p>ATLAFCO will work closely with the project and other RFBs to support development of a regional policy and consultative framework for management of transboundary pelagic fisheries in the CCLME. It will also assist with the strengthening of regional capacity and in fostering exchange and high-level policy dialogue that can facilitate processes for the implementation of an ecosystem approach to fisheries management. ATLAFCO will benefit from linkages to activities of the project that deal with sustainable fisheries management and fostering partnership and cooperation within the CCLME region.</p>

Stakeholder	Mandate	Expected involvement in project component(s)
Management and Cooperation Agency between Senegal and Guinea-Bissau (AGC)	The AGC is a joint committee established by Senegal and Guinea-Bissau to manage the maritime zone between the two countries. The international agency covers fisheries resources, oil and minerals exploration and the development of private partnerships. The purpose of the agreement is to share the exploitation of fisheries resources in the common zone and promote institutional and economic integration.	Both Senegal and Guinea-Bissau are participating countries in the CCLME project. The AGC will benefit from activities that aim to strengthen the management of transboundary fisheries and develop multi-sectoral investment partnerships.
Abidjan Convention	The mandate of the Abidjan Convention is to protect, conserve and develop the Abidjan Convention area and its resources for the benefit and well-being of its people. It provides an overarching legal framework for all marine related programmes in West, Central and Southern Africa. The Convention lists addresses sources of pollution that require control such as ships, dumping, land-based activities, exploration and exploitation of the seabed and atmospheric pollution. It also identifies environmental management issues that require cooperative effort and regulation i.e. wetlands, barriers, lagoons and coastal erosion including marine climate change issues. The Abidjan Convention has recently been revitalized leading to new developments that address regional oil spill contingency planning and prevention and the protection and development of the marine and coastal environment.	The Abidjan Convention is an important partner to the CCLME project in relation to pollution, water quality and habitat and biodiversity issues in relation to their mandate. It is expected that the Abidjan convention will continue to play this role in the current MSP project and in the future. In particular they will have a role for the discussions under Component 1, but also for some of the discussions under component 2.
Spanish Institute of Oceanography	The Spanish Institute of Oceanography (IEO) is a public research organization dedicated to research in marine science, especially in relation to scientific knowledge of the oceans, the sustainability of fishing resources and the marine environment. The IEO performs basic and applied research in oceanography and marine sciences, as well as other services for scientific-technological development and maintenance of industrial, social and business activities, with the aim of increasing scientific knowledge of oceans and their sustainable use. One of IEO's basic functions is to promote cooperation in marine research at regional, national and international level.	The IEO is a key partner to the CCLME project. This institution will provide the main in-kind financing to the project. It has supported the project through its EcoAfrik project filling the gap in the knowledge of biodiversity and benthic ecosystems by carrying out and financing post-survey studies and contributing to the training of researchers from CCLME countries. It is expected that the IEO continues to play this role in the MSP project. In particular they will have a key role in relation to component 2.

1.4.2 Stakeholder Engagement Process and Mechanism

1.4.2.1 Stakeholder Engagement

129. During the CCLME SAP formulation, a participatory approach to stakeholder involvement was adopted from the start when a comprehensive stakeholder analysis was undertaken as part of the consultative process. The main threats and priority actions were identified and discussed with all

relevant stakeholders at local level through the National Inter-Ministerial Committees (NICs) and at regional meetings e.g. PRCM Forum during the preparation of the TDA and the formulation of the SAP.

130. Stakeholder representatives were from civil society organisations, governments and the private sector including fisher's associations and coastal community representatives. At national level, key stakeholder's involvement included:

- Participating countries of the CCLME through the national, provincial and local government fisheries and environmental agencies and coastal communities as well as those involved in demonstration projects at pilot sites.
- National and regional fisheries research institutions and universities.
- Organisations representing industrial fisheries groups, fishers and coastal communities.
- Representatives of the post-harvesting sector including the fish processing and distribution value chains.
- Non-government organisations (NGOs) working on fisheries, conservation and environmental issues.

131. At regional and international level, there has already been considerable engagement, exchange of information and the development of links with a number of regional bodies, NGOs and institutions as well as other African GEF funded LME projects, regional fisheries and environmental programmes already operating within the CCLME area. These are summarized as follows:

- Regional Fisheries Bodies (RFBs) such as CECAF, SRFC and ATLAFCO.
- The Abidjan Convention.
- National and regional fisheries projects and programmes covering the CCLME area including the FAO EAF- Nansen Programme and associated work by the R.V. Dr Fridtjof Nansen, the West African Regional Fisheries Programme (funded by the World Bank) and the GOWAMER project supported by the EU and UNDP.
- Nongovernmental organisations, research institutions and international development agencies such as the MAVA Foundation for Nature, PRCM, the Agence Française de Développement (AFD) and the Spanish Institute of Oceanography (IEO).
- African Large Marine Ecosystem projects (LMEs) e.g. Guinea Current, Benguela Current and Agulhas Somali Current through information sharing, exchange of newsletters and lessons learned including participation in the annual Pan African LME Caucus Group meetings.
- Other GEF funded International Waters (IW) projects i.e. IW:LEARN, support of small island states (SIDS) projects involving Cabo Verde; the Coastal Fisheries Initiative (CFI) involving Senegal and Cabo Verde- support for West Africa (FAO implementing agency); the IW: LME LEARN project "strengthening governance of Large Marine Ecosystems and their Coasts through enhanced sharing and application of LME/ICM/MPA knowledge and information tools as well as twinning initiatives between global eastern boundary upwelling systems e.g. Humboldt Current, Benguela Current and Canary Current LME projects
- GEF project "Strengthening Trans-boundary Cooperation for Improved Ecosystem Management and Restoration in the Senegal delta (Mauritania and Senegal)

132. This medium-sized project (MSP) proposal is primarily based on the SAP and consultations that led to the endorsed SAP. Specific stakeholder consultations for the preparation of the second phase GEF-funded CCLME programme proposal were launched in February 2016 at the sixth CCLME Project Steering Committee meeting in Senegal, with subsequent consultations (including with the GEF Secretariat) leading to this final MSP proposal.

1.4.2.2 Grievance Mechanism

133. FAO facilitates the resolution of concerns of beneficiaries/stakeholders of FAO projects and programmes regarding alleged or potential violations of FAO's social and environmental commitments

and safeguards. For this purpose, concerns may be communicated in accordance with the eligibility criteria, which apply to all FAO programmes and projects.

134. FAO has established grievance mechanism at the level of FAO Representations, where designated focal points are tasked with receiving and screening comments/grievances. The project will utilize this existing mechanism in the CCLME countries.

135. In addition, stakeholder feedback should be an important part of project implementation. This will be primarily through the project's monitoring and evaluation framework.

1.5 ALIGNMENT AND STRATEGIC FIT

1.5.1 Consistency with national development goals and policies

136. In signing the SAP, all seven countries prioritized national actions to strengthen policy, regulations and institutional arrangements, management measures, knowledge and awareness raising, communication and capacity development. Some of these national priorities identified are listed in Appendix 6 of the SAP.

137. The proposed project components have been designed based on these priority actions identified in the SAP. Consistency with national priorities is also strongly reflected in a number of key national studies, strategic planning documents, reports and projects which address the issues central to the sustainable development of the fisheries, environmental and coastal zone management, capacity development and socio-economics as well as to the maritime economy as a whole. An outline of these strategic plans, policy documents and projects was updated by countries at the CCLME PSC meeting held in Banjul, The Gambia, in December 2018 and are synthesised and summarised below:

138. The Government of **Cabo Verde** has been involved in a number of initiatives to improve the management of its marine resources and the conservation of its biodiversity. These include the revision of management plans for fisheries resources (2016-2020), the on-going review of fisheries legislation, the development of a number of co-management coastal fisheries plans and the creation of the Unit for Fisheries Inspection and Quality. It has also developed a National Action Plan for the Environment (PANA II) as well as management plans for MPAs and strategies for the conservation of marine biodiversity which includes corals, whales and turtles. The country is currently developing a management plan for sharks and whales. Cabo Verde has also approved its Letter for Blue Growth through resolution n°112/2015.

139. **Guinea** is undertaking a number of reforms to improve fisheries and environmental management, for example, it has restructured its ministries to include a dedicated ministry responsible for fisheries, aquaculture and the maritime economy. A key government goal is to develop, elaborate and implement policies relating to sustainable management of water, the environment and forests.

140. **Guinea-Bissau** has been pursuing policies and developing management plans in relation to sustainable development of fisheries and biodiversity and have participated in several projects with regional and international partners in recent years. These initiatives address key issues covering fisheries management, research and surveillance, river system management and mangrove restoration, the conservation of biodiversity. The county is currently in the process to establish a statistical data collection system for the artisanal fisheries sector.

141. The government of **Mauritania** has produced a comprehensive national strategy for the responsible management and sustainable development of fisheries and the maritime economy (2015-2019). Key components of its fisheries strategy include regional cooperation in relation to shared stocks, strengthening partnerships with regional bodies and international agencies, promoting transparency in fisheries, improving the knowledge and management of fisheries resources, promotion of aquaculture development and inland fisheries and the development of government structures to coordinate marine affairs. In addition, a number of plans have been prepared to develop and manage specific fisheries i.e. shrimp, octopus and small pelagics and recent legislation has been

enacted to implement fishing codes of practice and improve the management of MPAs. Mauritania's Ministry of Fisheries and Maritime Economy and the Ministry of Environment are committed to a number of projects which focus on climate change, fisheries management, a coastal observatory, oceanographic and fisheries research, fishing rights and vessel management and improving the collection of fisheries data for statistical analysis.

142. The Government of **Morocco** has developed a major Fisheries and Maritime Development Plan – “The Halieutis Strategy” that focuses on sustainability, performance and competitiveness. It addresses sustainable fisheries management, responsible fishing, modernising of fishing efforts, the improvement of fish processing, traceability and security of seafood supply as well as transparency within the sector. The strategy also includes the development of aquaculture and sets ambitious targets for 2020. The Maritime Fisheries Department has developed management plans for small pelagic fish, hake, octopus, shrimp, large crustaceans, seaweeds and others as part of a strategy to improve the competitiveness of the sector. Legislation has been adopted to prevent and control IUU fishing. The government has also put in place a plan to modernise and upgrade crafts and coastal vessels and a system to support effective monitoring, control and surveillance (MCS) of fishing activities, to combat IUU fishing activities and to improve the traceability of fishery product. State Secretariat for Sustainable Development has developed a number of key strategies, namely the National Strategy for Sustainable Development; a National Strategy for the Conservation and Sustainable Use of the Biological Diversity, the National Strategy for Sound Management of Chemical Products and a National Plan to Combat Global Warming. Similarly, a national plan for adaptation to climate change and a national integrated coastal management plan are being prepared. Morocco has also taken the blue belt initiative, a collaborative platform to act together and put into practice innovative solutions for the adaptation of the fisheries and aquaculture sectors to climate change and for the resilience of oceans and climate in the region.

143. **Senegal** is currently finalising a strategy and policy on fisheries and aquaculture and has enacted a new fishing code compatible with fisheries management measures adopted by the CCLME project. A “Coastal Act” is in the process of adoption (2018) and a “Code for the Environment” is undergoing a review. Policy aspects and management plans have been developed for several fisheries in Senegal including small pelagics, the deep water and coastal shrimp fisheries, the octopus' fishery and the mullet fishery. Plans are also being put in place to combat IUU fishing in Senegalese waters. To support the coastal planning process, a National Integrated Coastal Areas Management Plan is being drafted along with guidelines for the management of MPAs and a Charter to create a conservation network of islands.

144. **The Gambia** has a range of strategies and initiatives already in place and others under development to improve the sustainable management of fisheries, protect marine biodiversity and address coastal zone management issues and climate change. For example, the country has updated its Strategic Action Plan for fisheries and aquaculture (2017-2021). The Government is undertaking a review of the Fisheries Act and regulations to improve management measures. A National Policy on Climate Change was approved in 2016 to address climate change and incorporates adaptation and mitigation measures into government policy. A Strategic Environment Assessment Policy (2016-2021) has been established to create awareness at policy level to incorporate environmental considerations.

1.5.2 Consistency with GEF focal area strategies

145. The project is consistent with GEF-6: IW Focal Area Strategy whose goal is *“to promote collective management for transboundary water systems and subsequent implementation of the full range of policy, legal, and institutional reforms and investments contributing to sustainable use and maintenance of ecosystem services”*.

146. It is specifically aligned with Objective IW 1, *“catalyze sustainable management of transboundary water systems by supporting multi-state cooperation through foundational capacity building, targeted research, and portfolio learning”*, and its Program 1: Foster cooperation for

sustainable use of transboundary water systems and economic growth. As mentioned, the main outcome expected from this project is to have in place agreed mechanisms for partnership, collaboration and financing to support implementation of the SAP – an essential bridge to full-scale SAP implementation. This directly contributes to the achievement of IW Program 1 in the CCLME region.

147. The project recognizes the importance of multi-state cooperation towards improved regional and national capacity, the need to establish a mechanism for SAP implementation, to directly address key drivers of degradation and unsustainable uses of the Canary Current Large Marine Ecosystem. The project also recognizes the importance to provide learning opportunities, to have a shared technical foundation, pooled resources and a demonstrated trans-boundary commitment to a long-term strategy.

1.5.3 Consistency with FAO's Strategic Framework and Objectives

148. The project aligns primarily with FAO's Strategic Objective 2, which is to make agriculture, forestry and fisheries more productive and sustainable. In this context, the project fits very well under FAO's Blue Growth Initiative and its pillars:

- *Blue Production*: implementing ecosystem-based approaches to responsible fisheries and aquaculture management in order to enhance sustainability and productivity; and
- *Blue Communities*: empowering communities to take full advantage of fisheries and aquaculture, to enhance food security and nutrition, decent work and livelihoods and resilience to shocks.

149. The 29th session of the Regional Conference for Africa which was held in Abidjan in April 2016, mentioned among the four matters²⁶ brought to the attention of the Regional Conference to note the outcomes of the regional fisheries bodies. The project will contribute to improve the performance and outcomes of the Regional Fisheries Bodies (RFBs) operating in the regional area of the CCLME.

1.6 COMPARATIVE ADVANTAGES

150. FAO is the United Nations agency with competency in all areas of fisheries and aquaculture, and enjoys a worldwide reputation, including with its 191 member countries, for the quality and effectiveness with which it is fulfilling its mandate. The Fisheries and Aquaculture Department provides technical inputs to the COFI which is presently the only global inter-governmental forum where major international fisheries and aquaculture problems and issues are examined. COFI is also used as a forum in which global agreements and non-binding instruments are negotiated. FAO has a long and successful track record of building capacity and promoting regional collaboration in fisheries, through its country offices and also its technical/administrative support to RFBs.

151. FAO has also developed instruments setting global standards for fisheries management, fighting IUU and bycatch. It has also led work on implementing an ecosystem approach to fisheries and has produced codes of practices and standards related to product safety and responsible trade, including guidelines for the eco-labelling of fish and fishery products. Moreover, FAO holds a leadership role in global fisheries information with the Coordinating Working Party on Fishery Statistics Secretariat and host the Regional Fisheries Bodies Network.

152. FAO provided lead support to the development of the CCLME Strategic Action Programme, facilitating a strong partnership among the CCLME countries and institutions. It is also for this reason that the CCLME countries requested FAO support towards the implementation of the SAP.

1.7 KNOWLEDGE MANAGEMENT AND COMMUNICATION

1.7.1 Knowledge Sharing

²⁶ <http://www.fao.org/3323/a-mp588e.pdf>

153. Information sharing, and knowledge management are key parts of the project strategy (see components 2 and 3 description in section 1.3.2). In this sense, the CCLME Project will play a key role in knowledge sharing and analyses of outputs and outcomes across the seven countries and the RFBs involved to produce regional knowledge products and coordination of dissemination mechanisms (e.g. knowledge products, website, workshops, newsletters, stakeholder exchanges, conferences). Contributions from all participating parties will be critical to the success of the knowledge sharing.

154. Knowledge sharing at the national and regional levels will be promoted through collaboration among fisheries state agencies and relevant regional fisheries bodies (see section 1.4.1). The Project budget, in particular in component 2, includes funding for national and regional workshops and relevant national fisheries institutions and regional bodies will be invited as appropriate. Key RFBs are the SFRC and the CECAF, as well as ATLAFCO and AGC. Moreover, FAO will ensure that results and experiences are shared more broadly, also outside the West Africa region. Lastly, the Abidjan Convention through its Conferences of Contracting Parties (COP) and bureau meetings, as well as other meeting and training/capacity building occasions, will share the results and outcomes.

155. In addition to directly engaging and sharing information with various regional bodies and international agencies, this project will dedicate at least 1% of its operational budget to participating in GEF IW: LEARN and IW:LME activities.

156. The project will utilize the considerable expertise and information sharing tools of the GEF IW: LEARN and LME: LEARN as key platforms for information exchange. In addition, the project's web site (<http://www.fao.org/in-action/canary-current-lme/en/>) will serve as an important means of sharing platform, being the central repository for project updates, workshop reports, newsletters and relevant scientific findings and will be made available to stakeholders, experts and the public at large including the Global LME Community of Practice.

157. Links will also be developed, and knowledge shared with other eastern boundary upwelling current LME projects such as the Humboldt and Benguela Current which face similar threats to the sustainability of transboundary fisheries, biological diversity, ecosystem integrity and resilience as well as with the neighbouring Guinea Current LME. The CCLME project is an active member of the African LME Caucus which provides an excellent opportunity for information sharing at a Pan-African LME level so that maximum benefits can be obtained through cooperative action, knowledge dissemination and sharing of lessons learned. The project is also active in the LME Consultative Committee coordinated by IOC/UNESCO, now part of the LME: Learn project which serves as platform to discuss common issues and shared experiences in relation to GEF funded LME projects and other GEF International Waters projects.

158. Many CCLME countries also belong to the Economic Community of West African States (ECOWAS). Fisheries are a targeted concern in the ECOWAS establishing treaty and there is a mandated technical committee which is focused specifically on fisheries. At a Pan-African level, the project will be linked to the policy processes of the African Union's Fisheries Reform Strategy e.g. New Partnership for African Development (NEPAD) and AU-IBAR and will assist in the strengthening of institutional capacity and compliance with international governance of fisheries, ecosystem health and the marine environment. The project will also exchange lessons learnt and share knowledge through these platforms.

159. Efforts will be made to ensure that knowledge sharing take place in French, English and Portuguese, as well as in local languages as required, while noting that some communication may be limited to French and English only.

160. The project will identify and participate, as relevant and appropriate, in scientific, policy based and/or any other networks, which may be of benefit to project implementation. The project will identify, analyse, and share lessons learned that might be beneficial in the design and implementation of similar future projects.

1.7.2 Lessons Learned

161. Lessons have been learned from the implementation of the previous project's phase and they have been used for this MSP formulation and will be taken into consideration in its implementation. Lesson learned can be summarized as follows:

- i) Significant backstopping services from FAO to the Regional Coordination Unit (RCU) have been a critical factor in the smooth running of the project.
- ii) NICs were a weak link in the project's operational mechanism. This is largely due to insufficient human and financial resources allocated to the operation of NCs in most countries.
- iii) In general, NIC consultation mechanisms between the various public and private stakeholders, which are essential in the ecosystem-based management approach, have proved to be not very effective in practice. Whether this is due to lack of legitimacy of these structures, lack of interest from the countries to use them to support the CCLME ecosystem-based management approach or by a lack of capacity of the countries to animate NIC including preparing meetings are issues that will need special attention during this MSP implementation.
- iv) Working groups proved to be an interesting and efficient mechanism to deliver results.
- v) Overall, the external communication of the project can be described as very satisfactory as it allowed a good visibility of the project and its achievements on a global scale.
- vi) The internal communication of the project, focused on the promotion of the ecosystem approach within the CCLME space, could be improved. In the future, internal communication should be intensified and based on a communication strategy giving more room for liaison work and regular contacts between the RCU, national structures and national decision-makers.
- vii) The project has had a significant impact on the ability of researchers and institutes to network across the region, although the capacity-building needs of applied research in support of ecosystem-based management of CCLME are still important.
- viii) The success of the CCLME approach will also depend on the continuation of activities during the MSP, aiming in particular, to valorize the scientific achievements of the project and to seek synergies with other national and regional initiatives that contribute to the objectives and expected results of the SAP.
- ix) In order to strengthen national capacities, it will be important to contribute more to national and regional training efforts of different stakeholders, building on the comparative advantages of regional cooperation and continuing with the exchange trainings carried on in the previous phase.

1.7.3 Communication

162. The project will develop a communication strategy that will be elaborated after the project inception. This communication strategy (both internal to the project between project associates and external) are to be developed for joint approval, adoption and application during project implementation by project partners. This mechanism will consider lessons learnt from the previous project's phase to develop a more efficient tool, specifically with regards to internal communication. The strategy, in addition to establishing how information will be shared will also be used to establish mutual use of institutional logos, a standard project text and branding etc. Results from the project will be disseminated within and beyond the project intervention zone through existing information sharing networks and forums.

163. Communication to the policy and decision makers in the participating countries on the benefits and results of project activities that strengthen regional cooperation and dialogue for sustainable management of the Canary Current Large Marine Ecosystem will be carried out through the implementation of awareness raising campaigns together with annual briefings, dissemination of

information and consultations between fisheries stakeholders i.e. governments, the research community, the private sector, coastal fishing communities and civil society. Local and national media briefs on progress and outcomes of the project both in newspapers and radio of CCLME countries will also be undertaken to ensure that the results of the project are disseminated widely at local and national levels especially those of direct relevance to coastal fishing communities.

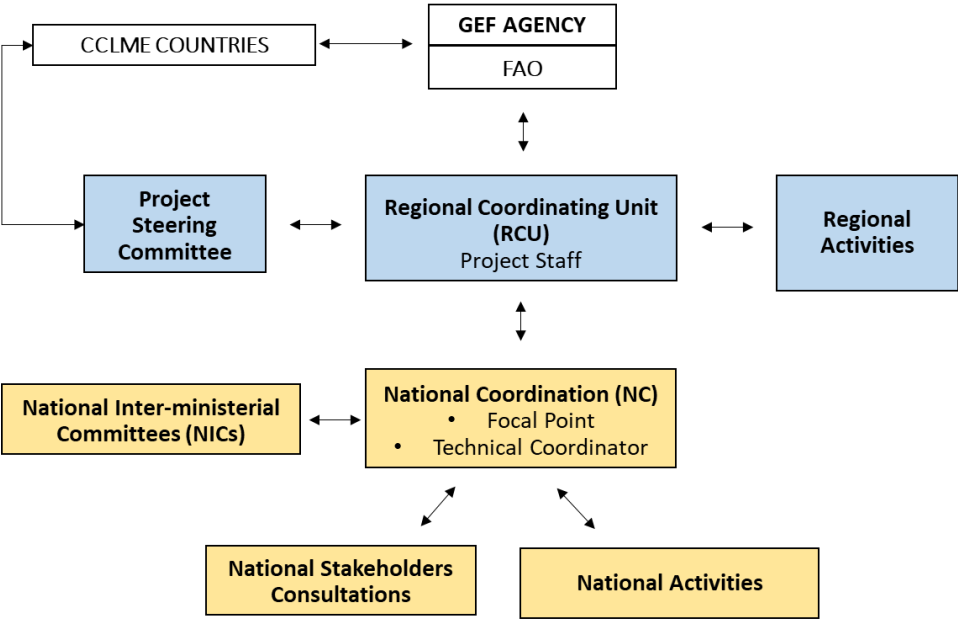
SECTION 2 – FEASIBILITY

2.1 IMPLEMENTATION ARRANGEMENTS

164. To ensure continuity and smooth implementation of this MSP, implementation arrangements from the previous CCLME SAP development phase have been retained as described below.

165. The project implementation structure, as presented in Figure 4, includes a Project Steering Committee, the Regional Coordinating Unit, National Inter-Ministry Committees, National Coordination Units, the stakeholders, and other parties in the project.

Figure 4. Implementation Structure



166. The Regional Coordination Unit (RCU) will continue to be hosted by the government of Senegal in Dakar. The role of the RCU is to ensure the coordination of the project and the implementation of the work plan, both at the regional and national levels.

167. Each country will confirm or re-designate a National Project Focal Point (NPF) and a National Technical Coordinator (NTC) who will serve as the main liaison persons between the project and the national technical experts and the broad range of stakeholders. NPFs will normally be from the environment ministries and NTCs from the fisheries ministries, but both will be responsible to all concerned ministries of their respective governments to ensure an integrated approach. NPF and NTC will constitute the National Coordination (NC), and will be responsible for coordinating activities at the national level including acting as secretariat to the National Inter-Ministry Committees (NICs) and for organizing stakeholder consultations.

Project Steering Committee

168. A Project Steering Committee (PSC) will be established and chaired, in rotation by national representatives. It will be comprised of one representative (NPF) from each of the seven project countries: Morocco, Mauritania, Senegal, Cabo Verde, Gambia, Guinea Bissau and Guinea and one representative each from FAO, UNEP, SRFC, CECAF and the Abidjan Convention Secretariat. Countries NTCs will participate as resource persons. The PSC will meet annually, and in exceptional circumstances, extraordinary or virtual meetings of the PSC may be called upon to consider urgent questions. PSC will provide overall policy guidance to the RCU in the execution of the project. The PSC will :

- Provide general oversight and overall guidance to the Regional Coordination Unit in the implementation of the project.
- Ensure that all project's activities and outputs are in accordance with the CCLME MSP document.
- Review project progress and provide recommendations on annual work plans.
- Facilitate the "mainstreaming" of relevant project findings and recommendations into national policy.

169. Collaborating entities, including IEO, ATLAFCO, IUCN, NOAA, NEPAD, PRCM, and the World Bank [who would ensure representation of World Bank-executed coastal and fisheries projects active in the region] as well as a representatives from regional project collaborative partners such as e.g. the EAF-Nansen Programme will be invited to participate as observers on a regular basis (but at their own expense). Other collaborating institutions and projects will be added as needs arise.

Regional Coordination Unit

170. The Regional Coordination Unit (RCU) will keep its premises in Dakar, Senegal. The role of the RCU, following the guidelines of the Project Steering Committee, is to ensure coordination and execution of the project through the effective implementation of annual work plans and budgets (AWP/Bs). The RCU will consist of a Regional Project Coordinator (RPC), who will work full-time for the project lifetime, a technical officer whose main function will be to support Component 2 activities, a communication officer and an administrative assistant.

Regional Project Coordinator

171. The Regional Project Coordinator (RPC) will be in charge of the day-to-day project management and technical supervision. He/she will ensure coherence in the implementation of activities to meet the set objectives of the project. He/she is expected to provide strategic vision for the project planning, technical orientation and ensure delivery, backed by the Lead Technical Officer (LTO) and other Technical Officers in FAO. He/she will also liaise with the NPFP in the project countries.

Technical Officer

172. A Technical Officer (TC) will provide technical expertise and support to project planning, implementation, monitoring, and capacity development mainly for Component 2 of the project. In close collaboration with the RPC, the TC will have, among other responsibilities, the following: prepare annual work plans for the Component 2 of the CCLME project; coordinate the technical activities with the NPFP and other relevant stakeholders; contribute to the technical and scientific work, especially with consultants and national counterparts and promote participation of relevant stakeholders in meetings and workshops.

Communication officer

173. A Communication Officer will be responsible for the updating and implementation of the project communication strategy. This will include: project website updates, write text for communication materials (brochures, leaflets etc), relations with media, be responsible for online and internal communication, multimedia production, social media, etc. The communication officer is also expected to lead the project's promotional initiatives, activities and events including media messaging, visibility and events organization and press releases.

Administrative assistant

174. The Administrative Assistant is expected to provide day-to-day clerical, secretarial and administrative services to the project team. This will be a national project staff position.

175. The draft Terms of Reference (TOR) for the Regional Project Coordinator (RPC) and Project Team (PT) are listed in Appendix VII.

Budget and Operations Officer

176. Provision is made for a part-time Budget and Operations Officer (BOC) who will be responsible for the day-to-day financial management and operation of the project including raising contracts and procurement of other needed inputs in accordance with the approved budget and annual work plans. The Budget and Operations Officer will work in close consultation with the RPC, Budget Holder (BH), Lead Technical Officer (LTO), and will take the operational responsibility for timely delivery of needed inputs to produce project outputs.

National arrangements

177. CCLME countries will also play a key role on the implementation arrangements. They will maintain the National Inter-Ministerial Committee and the positions created in the previous phase, i.e the National Project Focal Point (NPPF) or the National Technical Coordinator (NTC).

National Inter-Ministerial Committees (NICs)

178. In the previous CCLME project phase each participating country established a National Inter-Ministerial Committee comprising the ministries for environment and fisheries with additional ministries according to country context. The final evaluation of the project highlighted the important role NICs have to support SAP implementation at the national level but noted the low effectiveness they have had. Participant countries are expected to earmark needed financial and human resources to the NICs so they can carry out their roles in an appropriate manner. NICs' main roles are to promote and give validity to the cross-sector approach implied in the LME concept at the national level. For the purposes of this new project phase, and in line with the CCLME Phase 1 evaluation, the NICs will be maintained and extended to include additional ministries as appropriate.

National Project Focal Points and Technical Coordinators

179. For the purposes of previous project phases, each country had designated a National Project Focal Point (NPPF) and a National Technical Coordinator (NTC) who served as the main liaison persons between the project and the national administration and national technical experts and stakeholders. NPPFs, mostly from the environment ministries, were responsible for overall leadership of the national SAP development process while NTCs, mostly from fisheries ministries, were responsible for coordination of activities, reporting to the NPPF. For this project phase NPPFs will have a similar role as the previous phase, and more specifically, with the support of the NTC, they will (i) technically oversee activities in their countries, (ii) ensure a fluid exchange of information and knowledge between the national institutions involved and the project, (iii) facilitate coordination and links between the project activities and the work plan of their national institutions, (iv) facilitate the provision of co-financing to the project, (v) guide the RPC on the government policies and priorities and (vi) coordinate at national level activities with all relevant institutions and organizations, as well as with the project partners. The draft Terms of Reference are listed in Appendix VII.

National Coordination

The NPPF and NTC constitute the National Coordination (NC) of the CCLME project and are responsible for coordinating national project activities. National Coordination can also be supported by resource persons from different Ministries involved in the project's activities as needed. Participant countries will guarantee the National Coordination has enough financial and human resources, in terms of project co-financing, to guarantee they can perform their role in an appropriate manner. A modest budget will be allocated to cover costs associated with NCU functions.

The project will use other means, such as the *West African Marine and Coastal Forum* or *Thematic Technical Working Groups*, described here below, to contribute to the achievement of the project results.

West African Marine and Coastal Forum

180. One of the major initiatives of the PRCM program has been to establish and finance the West African Marine and Coastal Forum. The Forum meets approximately every 18 months and has been convened since 2004. The forum brings together the principal actors concerned with activities under the PRCM program, including representatives of governments, intergovernmental bodies (e.g. SRFC), international NGOs, research organizations and stakeholders' groups e.g. fishers' association representatives. The composition of the forum is determined by the composition of the PRCM program itself (based on five components – protected areas, fisheries, research, ecotourism, hydrocarbons and communication) and its zones of geographical intervention. If the forum is celebrated within the project timeframe, it would be used as a platform to present project activities, outputs and outcomes, making sure that the transboundary issues affecting the CCLME are included in the discussions and dealt with.

Thematic Technical Working Groups

181. During the previous phase of the project valuable experience was gained from the setting of specific working groups to address the different transboundary problems, including habitat and biodiversity issues. In this new phase, the approach will continue to be used by continuing the work of the regional Ecosystem survey planning and analysis working group, possibly with an expanded scope to ensure appropriate planning, data analysis and prioritization of future scientific activities in support of fisheries management and ecosystem analysis. The support to this working group will allow to keep gaining knowledge of the CCLME region, reducing information gaps, gathering information that will contribute to fisheries management and strengthen knowledge about ecosystem functioning and its characterization.

FAO's role and internal arrangements

182. The Food and Agriculture Organization (FAO) will be the GEF Implementing Agency for the proposed project, and as such, will provide project cycle management services. FAO will be responsible for providing oversight, technical backstopping and supervision of project implementation to ensure that the project is being carried out in accordance with agreed standards and requirements. As the GEF Agency, FAO will:

- Administrate funds from GEF in accordance with the rules and procedures of FAO;
- Ensure that the necessary inputs and human resources are provided in a timely manner to ensure smooth implementation of the project and delivery of project outcomes.
- Oversee project implementation in accordance with the project document, work plans, budgets, and the rules and procedures of FAO;
- Provide technical guidance to ensure that appropriate technical quality is applied to all activities;
- Conduct at least one supervision mission per year; and
- Report to the GEF Secretariat and the GEF Evaluation Office, through the annual Project Implementation Review, on project progress and provide financial reports to the GEF Trustee.

Budget Holder and Lead Technical Officer

183. The Fisheries and Aquaculture Policy and Resources Division (FIA) will be the **Budget Holder** (BH) and will be responsible for timely operational, administrative and financial management of GEF resources. The budget holder will be also responsible for the following; i) review and clear financial and progress reports received from the RCU and certify request for funds ii) review and clear budget revisions and annual work plans and budgets; iii) ensure that the Project implements all actions and recommendations agreed upon.

184. The BH will establish an interdisciplinary Project Task Force (PTF) within FAO, to guide the implementation of the project. The PTF is a consultative body that integrates the necessary technical

qualifications from relevant FAO units to support the project. The PTF comprises the Budget Holder, the Lead Technical Officer (LTO), the Funding Liaison Officer (FLO) and one or more technical officers based in FAO Headquarters and the Regional or Sub-regional offices intervening in the CCLME region.

185. The BH will assign a **Lead Technical Officer (LTO)** for the project. The LTO will support the Budget Holder (BH) in the implementation and monitoring of annual work plans and budgets. The LTO will provide technical support to the RCU to ensure the delivery of quality technical outputs, and coordinate the provision of appropriate additional technical support from the PTF to respond to requests from the PSC. Specifically, the LTO will:

- a) Guide the RCU in the preparation of annual work plans and budgets (AWP/Bs).
- b) Assess the technical expertise required for project implementation and identify the need for technical support and capacity development of the RCU.
- c) Provide technical guidance to the RCU on technical aspects and implementation.
- d) Review and give no-objection to TORs for consultancies and contracts to be performed under the project, and to CVs and technical proposals short-listed by the RCU for key project positions and services to be financed by GEF resources;
- e) Review and clear final technical products delivered by consultants and contract holders.
- f) Ensure the technical quality of the six-monthly Project Progress Reports (PPRs).
- g) Supervise the preparation and ensure the technical quality of the annual PIR.
- h) Conduct annual supervision missions.
- i) Provide comments on final evaluation TORs; provide information and share all relevant background documentation with the evaluation team; participate in the final workshop with all key project stakeholders, as required.
- j) Monitor implementation of the Risk Mitigation Plan, in accordance with the FAO Environmental and Social Safeguards.

186. The FAO-GEF Coordination Unit will act as **Funding Liaison Officer (FLO)**. The FLO will undertake supervision missions as necessary and review and clear PPRs and the annual PIRs for submission to the GEF Secretariat. The PIRs will be included in the FAO GEF Annual Monitoring Review submitted to GEF by the FAO GEF Coordination Unit. The FLO may recommend the development of corrective actions in the project implementation strategy if needed to mitigate eventual risks affecting the timely and effective implementation of the project. The FAO GEF Coordination Unit may also participate in the final evaluation, The FAO GEF Coordination Unit will in collaboration with the FAO Finance Division request transfer of project funds from the GEF Trustee based on six-monthly projections of funds needed.

187. The FAO Financial Division will provide annual Financial Reports to the GEF Trustee and, in collaboration with the FAO-GEF Coordination Unit, request project funds on a six-monthly basis to the GEF Trustee.

2.2 FINANCIAL PLANNING AND MANAGEMENT

188. The total cost of the project will be USD 8,426,000, of which USD 1,826,000 will be from the GEF and USD 6,600,000 will be co-financing from the CCLME countries – Cabo Verde, Guinea, Guinea-Bissau, Mauritania, Morocco, Senegal and The Gambia, and implementing partners FAO, MAVA (PRCM) and the Spanish Institute of Oceanography.

189. Table 5 presents the cost per component and source of funding and Table 6 shows the sources and types of confirmed co-financing.

Table 5: Financial plan (by components and source of funding)

Project Components	(in \$)	
	GEF Financing	Co-financing
Component 1: Strengthening partnerships and fostering investment for CCLME SAP implementation	890,000	500,000
Component 2: Strengthening knowledge, management and capacity of fisheries institutions and communities for the sustainable use of transboundary fisheries resources and associated ecosystems	620,000	5,100,000
Component 3: Communication, monitoring and evaluation	150,000	500,000
Subtotal	1,660,000	6,100,000
Project Management Cost (PMC)	166,000	500,000
Total Project Cost	1,826,000	6,600,000

190. FAO, as GEF agency, will be responsible only for the management of the GEF resources and FAO co-financing. Co-financing is detailed in Table 6.

Table 6. Confirmed sources of co-financing

Sources of Co-financing	Name of Co-financier	Type of Co-financing	Amount (\$)
Recipient Government	Government of Guinea	In-kind	195,000
Recipient Government	Government of Guinea-Bissau	In-kind	39,000
Recipient Government	Government of Mauritania	In-kind	568,000
Recipient Government	Government of Morocco	In-kind	2,240,000
Recipient Government	Government of Senegal	In-kind	1,430,000
Recipient Government	Government of The Gambia	In-kind	70,000
GEF Agency	FAO	Grant	958,000
Others	MAVA (PRCM)	In-kind	500,000
Others	Spanish Institute of Oceanography	In-kind	600,000
Total Co-financing			6,600,000

191. Financial management of GEF resources will be carried out according to FAO rules and procedures.

192. **Financial Records.** FAO shall maintain a separate account in United States dollars for the project's GEF resources showing all income and expenditures. Expenditures incurred in a currency other than United States dollars shall be converted into United States dollars at the United Nations operational rate of exchange on the date of the transaction. FAO shall administer the project in accordance with its regulations, rules and directives.

193. **Financial Reports.** The BH shall prepare six-monthly project expenditure accounts and final accounts for the project, showing amount budgeted for the year, amount expended since the beginning of the year, and separately, the un-liquidated obligations as follows:

194. Details of project expenditures on a component-by-component and output-by-output basis, reported in line with project budget codes as set out in the project document, as at 30 June and 31 December each year.

195. Final accounts on completion of the project on a component-by-component and output-by-output basis, reported in line with project budget codes as set out in the project document.

196. A final statement of account in line with FAO project budget codes, reflecting actual final expenditures under the project, when all obligations have been liquidated.

197. Financial reports for submission to the donor (GEF) will be prepared in accordance with the provisions in the GEF Financial Procedures Agreement and submitted by the FAO Finance Division.

198. **Budget Revisions.** Semi-annual budget revisions will be prepared by the BH in accordance with FAO standard guidelines and procedures.

199. **Responsibility for Cost Overruns.** The BH is authorized to enter into commitments or incur expenditures up to a maximum of 20 percent over and above the annual amount foreseen in the project budget under any budget sub-line provided the total cost of the annual budget is not exceeded.

200. Any cost overrun (expenditure in excess of the budgeted amount) on a specific budget line over and above the 20 percent flexibility should be discussed with the GEF Coordination Unit with a view to ascertaining whether it will involve a major change in project scope or design. If it is deemed to be a minor change, the BH shall prepare a budget revision in accordance with FAO standard procedures. If it involves a major change in the project's objectives or scope, a budget revision and justification should be prepared by the BH for discussion with the GEF Secretariat.

201. Savings in one budget line may not be applied to overruns of more than 20 percent in other lines even if the total cost remains unchanged, unless this is specifically authorized by the GEF Coordination Unit upon presentation of the request. In such a case, a revision to the project document amending the budget will be prepared by the BH.

202. Under no circumstances can expenditures exceed the approved total project budget or be approved beyond the NTE date of the project. Any over-expenditure is the responsibility of the BH.

203. **Audit.** The project shall be subject to the internal and external auditing procedures provided for in FAO financial regulations, rules and directives and in keeping with the Financial Procedures Agreement between the GEF Trustee and FAO.

204. The audit regime at FAO consists of an external audit provided by the Auditor-General (or persons exercising an equivalent function) of a member nation appointed by the Governing Bodies of the Organization and reporting directly to them, and an internal audit function headed by the FAO Inspector-General who reports directly to the Director-General. This function operates as an integral part of the Organization under policies established by senior management, and furthermore has a reporting line to the governing bodies. Both functions are required under the Basic Texts of FAO which establish a framework for the terms of reference of each. Internal audits of imprest accounts, records, bank reconciliation and asset verification take place at FAO field and liaison offices on a cyclical basis.

205. **Procurement.** Careful procurement planning is necessary for securing goods, services and works in a timely manner, on a "Best Value for Money" basis. It requires analysis of needs and constraints, including forecast of the reasonable timeframe required to execute the procurement process. Procurement and delivery of inputs in technical cooperation projects will follow FAO's rules and regulations for the procurement of supplies, equipment and services (i.e. Manual Sections 502 and 507). Manual Section 502: "Procurement of Goods, Works and Services" establishes the principles and procedures that apply to procurement of all goods, works and services on behalf of the Organization, in all offices and in all locations, with the exception of the procurement actions described in Procurement Not Governed by Manual Section 502. Manual Section 507 establishes the principles and rules that govern the use of Letters of Agreement (LoA) by FAO for the timely acquisition of services from eligible entities in a transparent and impartial manner, taking into consideration economy and efficiency to achieve an optimum combination of expected whole life costs and benefits.

206. As per the guidance in FAO's Project Cycle Guide, the BH will draw up an annual procurement plan for major items, which will be the basis of requests for procurement actions during implementation. The first procurement plan will be prepared at the time of project start-up, if not

sooner, in close consultation with the RPCC and LTO. The plan will include a description of the goods, works, or services to be procured, estimated budget and source of funding, schedule of procurement activities and proposed method of procurement. In situations where exact information is not yet available, the procurement plan should at least contain reasonable projections that will be corrected as information becomes available.

2.3 RISK MANAGEMENT

2.3.1 Potential risks to the project

207. Project risks were identified and analysed during its preparation and mitigation measures have been incorporated into the design of the project (see Risk Matrix in Appendix VI). With the support and supervision of FAO, the RCU will be responsible for managing these risks as well as the effective implementation of mitigation measures. The Monitoring and Evaluation system (M&E) will be used to monitor indicators of outcomes and outputs, project risks and mitigation measures. The RCU shall also be responsible for monitoring the effectiveness of mitigation measures and adjust mitigation strategies as needed, and to identify and manage any new risk that was not been identified during the preparation of the Project, in collaboration with the project partners.

208. The six-monthly Project Progress Report (PPR) (see subsection 2.3.2) is the main monitoring and risk management instrument. The PPR includes a section of systematic risk monitoring and mitigation actions that were identified in the previous PPR. The PPR also includes a section to identify any new risks or risks that have not been addressed yet, rating and mitigation actions, as well as the staff responsible for monitoring such actions and estimated duration of the same. FAO will monitor the project risk management, providing support for adjusting and implementing mitigation strategies. The preparation of reports on risks monitoring and rating will also be part of the Annual Project Implementation Review (PIR) prepared by FAO and submitted to the GEF Secretariat (see Section 2.3.2).

209. A summary of the analysis of risks identified during project preparation, their likelihood of occurrence and proposed mitigation measures are set out in Appendix VI.

2.3.2 Environmental and social risks from the project

210. In line with FAO Environmental and Social Standards (ESS), the project is classified as low risk (please see section 3).

2.4 MONITORING, EVALUATION AND REPORTING

2.4.1 Monitoring Arrangements

211. Project oversight will be carried out by the Project Steering Committee (PSC) and FAO. Oversight will ensure that: (i) project outputs are produced in accordance with the project results framework and leading to the achievement of project outcomes; (ii) project outcomes are leading to the achievement of the project objective; (iii) risks are continuously identified and monitored and appropriate mitigation strategies are applied; and (iv) agreed project global environmental benefits are being delivered.

212. FAO will provide oversight of GEF financed activities, outputs and outcomes largely through the annual Project Implementation Reports (PIRs), periodic backstopping and supervision missions.

213. Project monitoring will be carried out by the Regional Project Coordination Unit (RCU) and the FAO budget holder. Project performance will be monitored using the project results matrix, including indicators (baseline and targets) and annual work plans and budgets. At inception the results matrix will be reviewed to finalize identification of: i) outputs ii) indicators; and iii) missing baseline information and targets. A detailed M&E plan, which builds on the results matrix and defines specific

requirements for each indicator (data collection methods, frequency, responsibilities for data collection and analysis, etc) will also be updated during project inception.

2.4.2 Reporting

214. Specific reports that will be prepared under the M&E program are: (i) Project inception report; (ii) Annual Work Plan and Budget (AWP/B); (iii) Project Progress Reports (PPRs); (iv) annual Project Implementation Review (PIR); (v) Technical Reports; (vi) co-financing reports; and (vii) Terminal Report. In addition, assessment of the GEF Monitoring Evaluation Tracking Tools against the baseline (completed during project preparation) will be required at the end of the project.

215. **Project Inception Report.** The RCU will prepare a project inception report in consultation with the LTO, BH and other project partners. The report will include a narrative on the institutional roles and responsibilities and coordinating action of project partners, progress to date on project establishment and start-up activities and an update of any changed external conditions that may affect project implementation. It will also include a detailed first year AWP/B, a detailed project monitoring plan. The draft inception report will be circulated to the PSC for review and comments before its finalization, no later than one month after project start-up. The report should be cleared by the FAO BH and LTO and uploaded in the Field Programme Management Information System (FPMIS) by the BH.

216. **Results-based Annual Work Plan and Budget (AWP/B).** The draft of the first AWP/B will be prepared by the RCU in consultation with the FAO Project Task Force and reviewed at the project Inception Workshop. The Inception Workshop inputs will be incorporated and the RCU will submit a final draft AWP/B within two weeks of the Inception Workshop to the BH. For subsequent AWP/B, the RCU will organize a project progress review and planning meeting for its review. The AWP/B should include detailed activities to be implemented to achieve the project outputs and output targets and divided into monthly timeframes and targets and milestone dates for output indicators to be achieved during the year. A detailed project budget should also be included together with all monitoring and supervision activities required during the year. The AWP/B should be approved by the Project Steering Committee and uploaded on the FPMIS by the BH.

217. **Project Progress Reports (PPR):** PPRs will be prepared by the RCU based on the systematic monitoring of output and outcome indicators identified in the project's Results Framework (Appendix I). The purpose of the PPR is to identify constraints, problems or bottlenecks that impede timely implementation and to take appropriate remedial action in a timely manner. They will also report on projects risks and implementation of the risk mitigation plan. The Budget Holder has the responsibility to coordinate the preparation and finalization of the PPR, in consultation with the RCU, LTO and the FLO. After LTO, BH and FLO clearance, the FLO will ensure that project progress reports are uploaded in FPMIS in a timely manner.

218. **Annual Project Implementation Review (PIR):** The BH (in collaboration with the RCU and the LTO) will prepare an annual PIR covering the period July (the previous year) through June (current year) to be submitted to the FAO GEF Coordination Unit Funding Liaison Officer (FLO). The FAO GEF Coordination Unit will submit the PIR to the GEF Secretariat and GEF Evaluation Office as part of the Annual Monitoring Review report of the FAO-GEF portfolio. PIRs will be uploaded on the FPMIS by the FAO GEF Coordination Unit.

219. **Technical Reports:** Technical reports will be prepared by national, international consultants (partner organizations under LOAs) as part of project outputs and to document and share project outcomes and lessons learned. The LTO will be responsible for ensuring appropriate technical review and clearance of said report. The BH will upload the final cleared reports onto the FPMIS. Copies of the technical reports will be distributed to project partners and the Project Steering Committee as appropriate.

220. **Co-financing Reports:** The RCU will be responsible for collecting the required information and reporting on co-financing as indicated in the Project Document/CEO Request. The RCU will compile the

information received from the executing partners and transmit it in a timely manner to the LTO and BH. The report, which covers the period 1 July through 30 June, is to be submitted on or before 31 July and will be incorporated into the annual PIR. The format and tables to report on co-financing can be found in the PIR.

221. **GEF Tracking Tools:** Following the GEF policies and procedures, the relevant tracking tools will be submitted at two occasions: (i) with the project document at CEO endorsement and (ii) with the project's terminal evaluation or final completion report. The TT will be uploaded in FPMIS by the FAO GEF Coordination Unit. The TT will be developed at project inception, in close collaboration with the relevant FAO staff. They are filled in by the RCU and made available for the final evaluation.

222. **Terminal Report:** Within two months before the end date of the project the RCU will submit to the BH and LTO a draft Terminal Report. The main purpose of the Terminal Report is to give guidance at ministerial or senior government level on the policy decisions required for the follow-up of the project, and to provide the donor with information on how the funds were utilized. The Terminal Report is accordingly a concise account of the main products, results, conclusions and recommendations of the project. The target readership consists of persons who are not necessarily technical specialists but who need to understand the policy implications of technical findings and needs for

2.4.3 Evaluation

223. An independent Final Evaluation be carried out after 12 months of the project execution. The Final Evaluation will aim to identify the project impacts and sustainability of project results and the degree of achievement of long-term results. This evaluation will also have the purpose of indicating future actions needed to sustain project results.

Table 7. Summary M&E activities

Type of M&E Activity	Responsible Parties	Time-frame	Budget USD
Inception Workshop	RCU and FAO	Within two months of project document signature by countries	Back-to-back with consultations under component 1
Project Inception Report	RCU	Within two weeks of inception workshop	
Supervision visits	RCU, FAO	Continuously	10,964
Project Progress Reports (PPR)	RCU	Biannually	-
Project Implementation Review report (PIR)	Drafted by the RCU, finalized by the LTO and BH. Approved and submitted to GEF by the FAO-GEF Coordination Unit	Annually	
Co-financing Reports	RCU with input from co-financiers	Annually	-
Technical reports	RPC, FAO (LTO)	As needed	-
Terminal Report	RPC; FAO	Within two months of project closure	-
Final evaluation	External consultant, FAO Independent Evaluation Office	After 12 months of the project's execution	35,964
Total			46,928

SECTION 3 - SUSTAINABILITY

224. The Project has been designed on two main pillars. The first one is to establish a mechanism for cooperation, partnership and financing supporting implementation of SAP. Once established and working, this mechanism will have the tools not only to be able to give continuity to the activities undertaken by the project but to assure full SAP implementation in the future. The other pillar, intrinsically linked to the prior one, is to strengthen national and regional knowledge and capacities to support effective management of transboundary fisheries resources and associated ecosystems amongst local, national and regional stakeholders, particularly through improving knowledge and understanding of the state of CCLME to support RFBs, countries and fishing communities to sustainably manage their transboundary pelagic and coastal fisheries and vulnerable species and habitats. By strengthening institutional channels and arrangements for regional knowledge-sharing, the project will ensure that the CCLME partners remain engaged throughout the life of the project and well beyond.

225. Features that facilitate sustainability in capacity-building, economic, environmental and social dimensions are described below.

3.1 CAPACITY DEVELOPMENT

226. FAO's guidelines for formulating GEF projects emphasize the need for effective, robust and system-wide capacity development approaches in order to enhance the impact, sustainability, and scale of GEF project results through deepening countries ownership, commitment, and leadership of the developmental process. Capacity-development is one of the primary means by which this project will lay the foundations to achieve its aim of contributing to a sustainable use of fisheries resources and associated ecosystems.

227. To do so, this project addresses all three dimensions of capacity building noted in FAO's Capacity Development Strategy: enabling environment (e.g. institutional linkages and enhanced political commitment and will), institutional capacities (e.g. performance of organizations, cross-sectoral, multi-stakeholder coordination and collaboration mechanisms) as well individual capacities (e.g. knowledge, skills and competencies).

228. The project is undertaking capacity building at regional and national levels and will design capacity development training material for fishing communities. Examples of all three dimensions of capacity building include the following:

- *Enabling environment:* primarily via activities under Component 1—by (i) strengthening stakeholder coordination through the establishment of a consortium to support SAP implementation, (ii) establishing a financing mechanism to support SAP full implementation and (iii) supporting the development of the operational plan that clarifies stakeholders' responsibilities and their ways of intervention for SAP implementation.
- *Institutional capacities*— primarily via activities under Component 2—by (i) guiding countries to initiate the development of sound fishery resources management frameworks, (ii) strengthening stakeholders' abilities to retain and access relevant knowledge (i.e. state of CCLME fish stocks, ecosystem functioning or climate change impacts) and (iii) improving institutional performances by ensuring resources/ knowledge sharing.
- *Individual capacities:* Involvement of national policy makers in regional dialogues are expected to build their awareness and capacities to engage effectively in multi-stakeholder negotiations and on priority issues related to fisheries management and associated ecosystems. It is also expected that scientist and technical staff participating in the project activities (*Output 2.1.1*) will have greater capacity to analyse survey data. Furthermore, the project budget supports development training material on EAF, co-management and MPA monitoring for local fishing communities that will be ready to use during SAP full implementation.

229. Through awareness-raising activities and the partnerships established under the CCLME project with existing local, national and regional organizations, government agencies, NGOs and other organizations, project results will be disseminated and utilized broadly. These results dissemination will be reinforced with the use of established channels of information exchange, including project own website and websites of executing partners.

3.2 FINANCIAL AND ECONOMIC SUSTAINABILITY

230. As mentioned, the project will establish a financing strategy for SAP implementation precisely to ensure long-term financing for the sustainable management of the CCLME. On the other hand, the activities promoted by the project will contribute to fisheries resources sustainable management in the region, providing a great potential to increase financial and economic sustainability for state incomes coming from the fishery sector and contributing to fisherfolk income and better livelihoods.

3.3 ENVIRONMENTAL SUSTAINABILITY

231. The CCLME project aims to set up the mechanism that will guarantee full SAP implementation, hence setting the base to achieve SAP's goal: a healthy CCLME ecosystem, sustainably managed, providing services and equitable benefits for human well-being in 2030. At the same time, this MSP project will support the implementation of needed actions to contribute to the restoration, maintenance and improvement of the transboundary pelagic and coastal fisheries resources and their associated ecosystems situation, providing options for the development of regional management frameworks based on EAF. Furthermore, the CCLME emphasis on an effective ecosystem-based management approach will contribute to stronger resilience of coastal fishery resources to climate change impacts, especially related to fisheries such as changes to species distributions, abundance and species compositions.

232. Component 1 will establish mechanisms for future SAP implementation, guarantying its financing, cooperation and partnership needs. SAP implementation will be the basis to improve living marine resources, habitats and water quality in CCLME region, contributing to achieve and maintain environmental sustainability at regional level.

233. Component 2 pays special attention to fill knowledge gaps on the CCLME ecosystem characterization and on climate change impacts on the fishery resources. It also supports to start the development of the aforementioned regional management frameworks. The project's capacity development at regional (RFBs) and national (state-related agencies) levels will lay the grounds for a smooth implementation of these plans, providing greater possibilities for their success, contributing to the environmental sustainability of the CCLME region.

234. The project is compliant with FAO Environmental and Social Standards (ESS) and is classified as low risk.

3.4 INNOVATION AND SCALE UP

235. The main innovativeness of the project resides in the establishment of a consortium and financing mechanism to support SAP implementation and ultimately improve the management of the CCLME.

236. With GEF financing, the project will greatly strengthen the momentum towards sustainable transboundary fisheries and associated ecosystems management, environment and water quality in the CCLME region, by establishing, for the first time in Western Africa, a consortium of national and regional institutions, with its own financing mechanism, that will support SAP implementation through an agreed operational plan. All institutions active in the fields of fisheries, environment and water quality in the CCLME region would participate in the consortium, including national government institutions, relevant regional organizations, UN agencies, other technical and financial partners, civil society, professional organizations and academic bodies.

237. Experiences and lessons learned will be documented and systematically shared with stakeholders through the project website and IW Learn to allow for scale up beyond the region (see outcome 3.1). Within the region the seven project countries will communicate and raise awareness about the project positive impacts with other countries through the existing institutional structures. The existence of several closely linked GEF-funded projects also provides an excellent opportunity for networking and linkages.

3.5 DECENT RURAL EMPLOYMENT

238. This project is not expected to affect people's employment status and livelihoods directly. Indirectly, the project is expected to contribute overall socio-economic benefits by supporting the effective and efficient management of fishery resources, contributing to its future sustainable use. Given that national and local coastal areas economies rely to a great extent on fisheries resources, this project's efforts to develop and implement better fishery resources management systems and marine environment improvement will greatly benefit all citizens, especially local fishing communities in the seven participating countries.

3.6 GENDER EQUALITY

239. Women play a key role in coastal community fisheries of many of the CCLME countries especially in postharvest activities and functioning of the small business sector with up to 90% of participation. One of the fundamental principles already adopted in the CCLME TDA and SAP development process is the integration of gender equality into planned actions at all levels. In line with this principle, in the implementation of training and capacity development activities, gender representation will form an integral part of the considerations and decision-making process.

240. The CCLME Project will prepare the tools to promote gender equity at two different levels, institutional and communities' level. To promote gender equity at institutional level, the project will develop a gender strategy that will be part of future SAP implementation. This strategy will look at gender roles, proposing actions to be incorporated into the SAP for gender equality and women empowerment, adopting a more balanced gender representation in fisheries institutional and organisational structures at national and regional level. On the other hand, the project will pay particular attention to promote gender equity through the capacity development training material designed for fishing communities on EAF, co-management and MPA monitoring.

241. All capacity development activities of the project will integrate gender issues, as relevant. Knowledge on gender equality will systematically be documented and shared. Finally, tracking the success of progress towards reaching gender equality policy objectives based on specific measures will be included in the monitoring and evaluation system to be developed under component 3.

3.7 INDIGENOUS PEOPLE

242. The project area does not hold any population of indigenous people as these are commonly defined. However, the project's activities will have direct effects on the management of fisheries resources, which are closely associated with the traditional lifestyles of local fishing communities in the seven African countries of the CCLME region. The project will guide RFBs and national fisheries state related agencies to initiate the process to develop regional management plans, it is expected that and the future implementation of these plans for transboundary pelagic and coastal fisheries, will contribute to the CCLME fishery stocks sustainable exploitation, supporting these coastal communities' traditional lifestyles.

Appendix I. Logical Framework Matrix

Results Chain	Indicators	Baseline	Mid-term milestone	Target	Means of Verification	Assumptions
Project Objective: To create enabling conditions for effective implementation of the Canary Current Large Marine Ecosystem Strategic Action Programme (SAP)						
Component 1: Strengthening partnerships and fostering investment for CCLME SAP implementation						
Outcome 1.1 Management of the CCLME strengthened with the development of mechanisms for cooperation, partnerships and financing of the SAP	1.1: Recommendations on consortium and partnership mechanism for SAP implementation agreed	Initial consultations undertaken during the earlier CCLME foundation project on potential governance mechanisms for SAP implementation	Conclusions of second consultative meeting of multi-sectoral consortium and partnership agreement.	Recommendations about mechanism for partnership, collaboration for SAP implementation agreed	Meetings and workshops' reports Agreed recommendations document Consultants reports	Countries still have the political will to agree on the mechanisms for full SAP implementation. Stakeholders are adequately represented. Donors willing to fund SAP priorities in line with their guiding priorities.
	1.2: An agreement on SAP financing strategy.	No agreed financing strategy for SAP implementation.	Draft proposal presented to countries, partners and donors at a roundtable meeting.	An agreed SAP financing strategy.	SAP financing strategy document. Roundtable report(s)	
<u>Output 1.1.1</u> Recommendations on consortium and partnership agreement to support SAP implementation, clarifying responsibilities of partners and agreements on related terms of references agreed.						
<u>Output 1.1.2</u> A multi-sectoral financing strategy involving national public and private agencies, bilateral and multilateral donors pledging financial support for full implementation of SAP is established.						
<u>Output 1.1.3</u> An agreed operational plan to implement the CCLME SAP and to strengthen the capacities and investments by the countries to address priorities linked to development of National Action Plans (NAPs).						

Results Chain	Indicators	Baseline	Mid-term milestone	Target	Means of Verification	Assumptions
Component 2: Strengthening knowledge, management and capacity of fisheries institutions and communities for the sustainable use of transboundary fisheries resources and associated ecosystems						
Outcome 2.1 Improved knowledge and understanding of the state of the CCLME including fish stocks, ecosystem functioning and of climate change impacts on the resources and fishing communities.	2.1.: New peer-reviewed information about CCLME fish stocks, vulnerable species and habitats, ecosystem characterization and climate change impacts, available at least through the project's website.	Limited information on transboundary fish stock assessment, vulnerable species, ecosystem characterization and functioning in the CCLME region. Poor understanding of impacts of climate change on marine living resources of CCLME and on fishing communities.	Conclusions of first regional ecosystem survey planning and analysis working group peer-reviewed by experts, disseminated.	Information peer-reviewed by experts available and disseminated at least through the project website.	Survey and assessment reports Scientific papers produced with information coming from project activities Workshops conclusion reports Website content Consultants reports	R/V Dr. Fridtjof Nansen is available to participate in the surveys Countries have the political will to strengthen fisheries institutional capacity at national and regional level Authorities have the flexibility, stability and staffing to attend regional workshops and take advantage of institutional interchanges if well planned and advised in advance.
<u>Output 2.1.1</u> Improved Information on transboundary fisheries resources, ecosystems and vulnerable species and habitats.						
<u>Output 2.1.2</u> Awareness-raised and information shared between the scientific community and stakeholders in the region through existing and new platforms.						

Results Chain	Indicators	Baseline	Mid-term milestone	Target	Means of Verification	Assumptions
Outcome 2.2 Strengthened capacities to enable implementation of an ecosystem approach to fisheries (EAF) in the context of broader multisectoral ecosystem management goals	2.2.a.: Options for the operationalization of the management frameworks.	Two regional management frameworks for transboundary pelagic and coastal fisheries initiated in project's phase 1	Current status and needs for operationalizing management frameworks presented to stakeholders.	Options on the operationalization of the management frameworks available	Regional management frameworks guidance document Workshops reports Consultants reports	Countries have the political will to further develop regional management frameworks for transboundary pelagic and coastal fisheries
	2.2.b.: Nº of training modules developed and tested at least in one of the CCLME countries	No specific training material on EAF, co-management and MPA monitoring adapted to fishing communities' priority needs	Draft of three training modules content with regards to EAF, co-management and MPA monitoring for CCLME fishery communities.	Three training modules content with regards to 1) EAF, 2) co-management and 3) MPA monitoring for CCLME fishery communities developed	Training modules contents Workshop reports	
Output 2.2.1. Support CCLME countries to enable the implementation of the ecosystem approach to fisheries in support of transboundary fisheries management.						
Output 2.2.2. Capacity development programme designed for fishing communities, with a particular focus on promoting gender equality.						

Results Chain	Indicators	Baseline	Mid-term milestone	Target	Means of Verification	Assumptions
Component 3: Communication, monitoring and evaluation						
Outcome 3.1. Effective and efficient results-based management and knowledge sharing	3.1.a: Number of knowledge products shared through IW:Learn, project website and other platforms.	0	0	At least one main knowledge project shared.	Website content Biannual progress reports	Communications team fully supported by all regional and national involved institutions
	3.2.b: Performance rating in PIRs and final evaluation report.	0	Satisfactory rating (at least)	Satisfactory (S) overall rating (at least)	PIR and evaluation reports.	
<u>Output 3.1.1</u> A communication strategy and tools for knowledge management updated and implemented						
<u>Output 3.1.2</u> A gender strategy developed for SAP implementation						
<u>Output 3.1.3</u> Project monitoring and evaluation system in operation and providing routine information on progress in meeting output and outcome targets						
<u>Output 3.1.4</u> Independent final evaluation conducted						

Appendix II. Workplan

Output	Activities	Responsible	Year 1				Year 2	
			Q1	Q2	Q3	Q4	Q1	Q2
Component 1. Strengthening partnerships and fostering investment for CCLME SAP implementation								
Output 1.1.1: Recommendations on consortium and partnership agreement to support SAP implementation, clarifying responsibilities of partners and agreements on related terms of references	1.1.1.1. First consultations about multi-sectoral consortium and partnership agreement	RCU, FAO, NCU, RFBs IC – legal expert						
	1.1.1.2. Consultation on roles to be performed by each stakeholder and on existing institutional gaps (at national and regional level) in the consortium	RCU, FAO, NCU, RFBs IC – legal expert						
	1.1.1.3. Develop recommendations on consortium and partnership agreement	RCU, FAO, NCU, RFBs IC – legal expert						
	1.1.1.4. Second consultative meeting of multi-sectoral consortium and partnership agreement	RCU, FAO, NCU, RFBs IC – legal expert						
	1.1.1.5. Third consultative meeting to present final recommendations on type of consortium and partnership agreement	RCU, FAO, NCU, RFBs IC – legal expert						
Output 1.1.2: A multi-sectoral financing strategy involving national, public and private partnerships, bilateral and multilateral donors pledging financial support for full SAP implementation established	1.1.2.1. Identify and report on existing funding initiatives and potential donors (national, regional, international)	RCU, FAO, NCU, and RFBs						
	1.1.2.2. Develop a SAP financing strategy for donors' engagement for future funding	RCU, FAO, NCU, and RFBs IC – financial & legal expert						
	1.1.2.3. Regional roundtable between countries, potential partners and donors to finalize SAP financing proposal	RCU, FAO, NCU, and RFBs IC – financial & legal expert						

Output	Activities	Responsible	Year 1				Year 2	
			Q1	Q2	Q3	Q4	Q1	Q2
	1.1.2.4. A pledging conference to present SAP financing strategy and raise financial support for SAP implementation	RCU, FAO, NCU, and RFBs IC – financial & legal expert						
Output 1.1.3: An agreed operational plan to implement the CCLME SAP and to strengthen the capacities and investments by the countries to address priorities linked to development of National Action Plans (NAPs)	1.1.3.1. Develop an operational plan to implement the CCLME SAP	RCU, FAO, NCU, SFRC, CECAF IC – fisheries programme design expert						
	1.1.3.2. Regional workshop to approve the operational plan to implement the CCLME SAP	RCU, FAO, NCU, SFRC, CECAF IC – fisheries programme design expert						
	1.1.3.3. Discussions at national level to finalize NAPs in each of the seven countries, based on priorities identified in the SAP	RCU, FAO, NCU, SFRC, CECAF IC – fisheries programme design expert						
	1.1.3.4. Conduct national workshops to strengthen capacities to develop investment strategies for NAP implementation	RCU, FAO, NCU, Consultant, SFRC, CECAF IC – fisheries programme design expert						
	1.1.3.5. Prepare programme/project concept notes to submit to potential donors	RCU, FAO, NCU, Consultant, SFRC, CECAF IC – fisheries programme design expert						
Component 2. Strengthening knowledge, management and capacity of fisheries institutions and communities for the sustainable use of transboundary fisheries resources and associated ecosystems								
Output 2.1.1 Improved information on transboundary fisheries resources, ecosystems and vulnerable species and habitats	2.1.1.1. Planning data analysis and prioritization of future scientific activities to address knowledge gaps	RCU, FAO, NCU, RFBs, EAF-Nansen programme						
	2.1.1.2. Capacity development of fisheries state-agencies staff	RCU, FAO, NCU, RFBs EAF-Nansen programme						
	2.1.1.3. Workshop to present and discuss survey findings and to review scientific activities	RCU, FAO, NCU, RFBs,						

Output	Activities	Responsible	Year 1				Year 2	
			Q1	Q2	Q3	Q4	Q1	Q2
		EAF-Nansen programme						
Output 2.1.2.: Awareness-raised and information shared between the scientific community and stakeholders in the region through existing and new platforms	2.1.2.1. Map and analyse existing science communication platforms and opportunities for communication at regional level	RCU, FAO						
	2.1.2.2. Make available and disseminate all scientific reports about project activities through CCLME website	RCU, FAO						
	2.1.2.3. Symposium to present and disseminate all scientific findings	RCU, FAO						
Output 2.2.1: Support CCLME countries to enable the implementation of the ecosystem approach to fisheries in support of transboundary fisheries management	2.2.1.1. Analysis of existing management plans for coherence with an EAF and sharing of best practices from national management plan implementation.	RCU, FAO, NCU, RFBs IC – Fisheries management expert						
	2.2.1.2. Roundtable discussions for two transboundary fisheries management frameworks with recommendations.	RCU, FAO, NCU, RFBs IC – Fisheries management expert						
Output 2.2.2: Capacity development programme designed for fishing communities with a particular focus in promoting gender equality	2.2.2.1. Develop training program content for fishing communities to apply EAF, co-management practices or MPA monitoring	RCU, FAO, NCU, FFO IC – Fisheries extension services expert						
	2.2.2.2. Test training program in at least one of the CCLME countries	RCU, FAO, NCU, FFO, IC – Fisheries extension services expert						
Component 3: Communication, monitoring and evaluation								
Output 3.1.1: A communication strategy and tools for knowledge	3.1.1.1 Update the communication strategy and tools for knowledge management	RCU, FAO						

Output	Activities	Responsible	Year 1				Year 2	
			Q1	Q2	Q3	Q4	Q1	Q2
management updated and implemented.	3.1.1.2 Implement communication strategy and knowledge management tools	RCU, FAO						
	3.1.1.3 Continuous dialogue on cross sectoral marine related issues with relevant regional partners.	RCU, FAO						
Output 3.1.2: A gender strategy developed for SAP implementation	3.1.2.1. Elaboration of a gender strategy for future SAP implementation	RCU, FAO, IC – gender expert						
Output 3.1.3 Project monitoring and evaluation system in operation and providing routine information on progress in meeting output and outcome targets established	3.1.3.1. Prepare biannual progress reports including meeting outputs and outcome targets	RCU, FAO						
Output 3.1.4 Independent final evaluation conducted	3.1.4.1. Conduct final evaluation	RCU, FAO Evaluation Office, Consultant IC -Evaluation consultant						

Appendix III. Regional and national institutional frameworks

Regional institutional framework

243. The **Sub-Regional Fisheries Commission (SRFC)** was established in 1993 to strengthen regional fisheries governance in member states which include six of the CCLME countries i.e. Cabo Verde, Gambia, Guinea, Guinea-Bissau, Mauritania and Senegal. The overall mandate of this Regional Fisheries Body (RFB) is to enforce the mechanisms of sustainable governance of fisheries resources and strengthen regional cooperation and coordinate policies in terms of conservation and exploitation of fisheries resources in the region. It also promotes the adoption of international best practices, including cooperation in Monitoring, Control and Surveillance (MCS) and the development of fisheries research and science capacities and the collaboration with fisheries research institutions and centres in the region. In its aims to harmonise fisheries policies and legislation, the SRFC seeks to develop and promote sustainable fisheries management including the implementation of the FAO Code of Conduct for Responsible Fisheries (CCRF), the use of shared tools, support to local, regional and international partners, awareness-raising in relation to laws and regulations as well as the dissemination of information and knowledge building for stakeholders.

244. The SRFC also operates a Monitoring, Control and Surveillance Development Centre (MCSD) which is responsible for organising and monitoring sub-regional fisheries surveillance operations and strengthening MCS capacities in member states including the registry of vessels. The SFRC has been responsible for developing a number of important legal instruments governing the condition of access and control of fisheries activities in the sub-region. These include the “Convention on the Determination of the Minimal Conditions for Access and Exploitation of Marine Resources with the Maritime Area under the Jurisdiction of the SRFCs Member States (2012)” which regulates the minimal access conditions for foreign vessels to the marine resources of member states This convention also takes into account the protection of artisanal fisheries, marine safety and the protection of the marine environment, the International Plan of Action of IUU (Illegal, Unreported and Unregulated) fishing (2001) and the PSMA (Port State Measure Agreement) (2009). The Nouakchott Declarations of 2001 and 2004 on IUU fishing have also show strong political commitments to the international community on efforts by member states to fight IUU fishing and to sustainably preserve fisheries resources in the sub-region. Another measure to enforce the application of MCS has been the convention on “Sub-regional Cooperation in the Exercise of Maritime Hot Pursuit and its Protocol regarding Practical Modalities for the Coordination of Surveillance Activities in the Member States of the SFRC, (1993)”.

245. The Commission is funded through national budgetary contributions of member states together with grants and technical assistance from international agencies and various partners which include the World Bank (WB), the Ministerial Conference on Fisheries Cooperation among African States bordering the Atlantic Ocean (ATLAFCO), the Food and Agriculture Organisation of the United Nations (FAO), National Oceanic and Atmospheric Administration (NOAA), Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Regional Partnership for the Conservation of the Coastal and Marine Zones of West Africa (PRCM), the MAVA Foundation and the European Union (EU).

246. The **Fishery Committee for the Eastern Central Atlantic (CECAF)** was established in 1962 and adopted by FAO under Article VI (2) of its constitution. Its aim is to promote sustainable utilisation of the living marine resources in the Eastern Central Atlantic by proper management and development of the fisheries and fishing operations. The priority objectives of the Committee are to: 1) review state of resources, promote, encourage and coordinate research on living marine resources; 2) collect and exchange data, disseminate knowledge and analysis of statistics on biological, environmental and socio-economic data; 3) establish a scientific basis for regulatory measures; 4) provide advice on monitoring, control and surveillance; 5) promote links with international and regional fisheries organisations and 6) encourage and recommend a coordinated training in priority areas.

247. Members include most countries whose territories border the Eastern Atlantic Ocean that extends from northern Morocco to the mouth of the Congo River. It includes all seven member states of the CCLME project. There are also a large number of associated members of the organisation including the EU who carry out research or have fisheries interests in the region. A Fisheries Scientific Sub-Committee provides advice on regional fishery management issues and measures.

248. CECAF is a consultative body that meets every two years and has no regulatory powers and recommendations are not binding on committee members. At a recent session of CECAF in 2016, proposals were made to transform the Committee into a Regional Fisheries Management Organisation. The Committee works closely with other Regional Fisheries Organisations (RFOs) in West Africa.

249. **Ministerial Conference on Fisheries Cooperation among African States bordering the Atlantic Ocean (ATLAFCO)** is an intergovernmental organisation of 22 countries stretching from Morocco in North West Africa to Namibia in South West Africa and includes all of the seven countries of the CCLME region, Cabo Verde, Guinea, Guinea-Bissau, Senegal, Morocco, Mauritania and The Gambia. The Regional Convention of ATLAFCO “Regional Convention on Fisheries Cooperation among African States bordering the Atlantic Ocean was adopted in Dakar in 1991 and the protocol relating to the institutional framework was agreed in Conakry, in 1999. The main objective of ATLAFCO is to provide effective and active cooperation between African States for conservation and sustainable development of fisheries in the region. The Conference encourages: 1) cooperation in the management and development of fisheries; 2) coordination and harmonisation of efforts and capacities to maintain, operate, develop and commercialise fisheries resources and 3) to strengthen technical and professional training in the maritime sector, develop fisheries research and marine science, promote trade and development of fishery products and implement laws regulating responsible fishing.

250. The organisation has a Bureau which is the coordinating and monitoring body and an Executive Secretary who carries out all administrative, organisational and coordinating tasks assigned by the Bureau and Conference of Ministers. ATLAFCO has a number of international and regional partners which include FAO, the Sub-Regional Fisheries Commission (SRFC), UNEP (United Nations Environment Programme), the EU and has a agreements with various other organisations e.g. The Joint Fisheries Committee of the West Central Gulf of Guinea (FCWC) and the Long Distance Regional Advisory Council for Fisheries (LDRAC) on combatting IUU fishing and with INFOPECHE on marketing information and cooperation on fishery products in Africa. The ATLAFCO Conference of Ministers meets every 2 years and its headquarters is based in Rabat, Morocco.

251. The **Management and Cooperation Agency between Senegal and Guinea-Bissau (AGC)** is a joint committee, created in 1993, that was set up by the Governments of Guinea-Bissau and Senegal to administer the maritime zone between the two countries. AGC mission is the management and exploitation of oil, mineral and fisheries resources, as well the development of private partnership with a view to revitalising the exploitation of resources of the common zone.

252. With regards to their fisheries resources, in 1996 and 1997, the governments of Senegal and Guinea Bissau formalized, respectively, the transfer of rights and obligations in the management and exploitation of fisheries resources in the Common Maritime Zone to the Agency. Access to fishery resources in the Common Maritime Zone is authorized for fishing vessels holding valid fishing licenses issued by either State Party. Fishing within the zone under the jurisdiction of the Agency is carried out in accordance with the laws and regulations in force in the Republic of Guinea Bissau.

253. AGC has a number of international, regional and national partners which include FAO, SRFC, Centre for Oceanographic Research Dakar-Thiaroye, Investigation and Application Centre Fisheries Guinea Bissau and different companies, most of them related with the oil sector.

254. **The Abidjan Convention for Cooperation in the Protection, Management and Development of the Marine and Coastal Environment of the Atlantic Coast of the West, Central and Southern Africa Region** covers a large marine area extending from Mauritania to South Africa which has a coastline of just over 14,000 km. Seventeen countries²⁷ are party to the Convention including six from the CCLME region i.e. Cabo Verde, Guinea, Guinea-Bissau, Mauritania, Senegal and The Gambia.

255. The Convention's mission is to "Protect, Conserve and Develop the Abidjan Convention Area and its Resources for the Benefit and Well-being of its People" and provides an overarching legal framework for marine-related programmes in West, Central and Southern Africa. Under its articles, the Convention lists the sources of pollution that require control as: ships, dumping, land-based activities, exploration and exploitation of the seabed, and atmospheric pollution. It also identifies environmental management issues from which cooperative efforts are meadows, wetlands, barriers and lagoons. These highly productive and diverse ecosystems support fisheries, coastal tourism, industries, minerals such as limestone and sand, busy ports and oil extraction. However, the region's rapid modernization has led to the unsustainable use of natural resources and to extensive pollution with result that critical habitats are disappearing.

256. Acknowledging the uniqueness of the coastal and marine environment of the region, as well as its economic and technical limitations, the participating countries recognized the need for a regional approach to meet transboundary marine environmental challenges. In 1976, the UNEP recommended the development of an Action Plan to link assessment of the quality of the marine environment and the causes of its deterioration with activities for the management and development of the marine and coastal environment of West, Central and, later, Southern Africa. The Plan was adopted by 11 countries at a conference in Abidjan, March 1981 and came into force on 5 August 1984. Adoption of the West and Central African regional legal agreements was facilitated by numerous technical surveys, studies and reviews prepared by UNEP with cooperation of the United Nations Organization; the United Nations Industrial Development Organization; the Food and Agriculture Organization of the United Nations; the United Nations Educational, Scientific and Cultural Organization; the Intergovernmental Oceanographic Commission; the World Health Organization; the Inter-Governmental Maritime Consultative Organization; and other organizations.

257. Although implementing the Abidjan Convention and getting countries to ratify the agreements was slow at the beginning, the Convention has recently been revitalized, gaining an increasing number of ratified countries, greater payments to its Trust Fund, holding regular meetings and implementing a number of planned activities. Revitalization has led to a number of recent developments including a) Adoption of a Regional Contingency Plans and other Means of Preventing and Combatting Pollution Incidents (2011); b) Additional Protocol to the Abidjan Convention Concerning Cooperation in the Protection and Development of Marine and Coastal Environment from Land-based Sources and Activities in the Western, Central and Southern African Region (the LSBA Protocol - 2012); c) The *Ad Hoc* Committee on Science and Technology (created 2014) and d) Regional Coordination Centre for Marine Pollution Emergency of the Abidjan Convention.

National institutional framework

258. At the national level, the institutional structures for fisheries management include fisheries and environmental ministerial functions and stakeholder associations. While they may vary from country to country, capacities may not always be adequate for addressing transboundary management issues and sustainable manage CCLME. Therefore, efforts are needed to improve these institutional structures.

259. In the seven CCLME countries, fishing and the environment are managed by different institutions, responsible to adopt national policies and strategies to promote the development and management of fisheries and ensure the conservation of the marine environment:

²⁷ https://abidjanconvention.org/index.php?option=com_content&view=article&id=101&Itemid=201&lang=en

- in **Cabo Verde**, the mandated authorities include: the Ministry of Maritime Economy, through its State Secretariat of Marine Resources (*Ministério da Economia Marítima, através da Direção Geral dos Recursos Marinho*) and the Ministry of Agriculture and Environment, through its Environment General Direction (*Ministério da Agricultura e Ambiente, através da Direcção Geral do Ambiente*). The sectoral fisheries policy is based on the Strategy for Growth and Poverty Reduction (2006–2011), but there is also a management plan for fisheries resources from 2003. Regarding the preservation and conservation of biodiversity and habitats, Cabo Verde adopted the National Policy Document for the Environment in 1993 which was implemented in 1997 by legislative decree. The country has also had a legislative decree on protected areas since 2003;
- In **Guinea**, the main institutions are the Ministry of Fisheries, Aquaculture and Maritime Economy (*Ministère des Pêches, de l’Aquaculture et de l’Économie Maritime*) and the Ministry of the Environment, Waters and Forest (*Ministère de l’Environnement, des Eaux et Forêts*). The country’s policy for fisheries and aquaculture development from 2009 stipulates that the fishery is governed by an annual management plan. In Guinea, environmental issues are regulated by the 1987 Environmental Code, currently under revision;
- In **Guinea-Bissau**, the main institutions are the Ministry of Fisheries (*Ministério das Pescas*) and the Ministry of Natural Resources (*Ministério dos Recursos Naturais*). The country has a strategic plan for the sustainable development of artisanal fisheries from 2008 and a Fisheries Management Plan (2017). Furthermore, Guinea-Bissau adopted a National Environmental Management Plan in 2004 and a Basic Law on the Environment in 2011;
- In **Morocco**, the main institutions are the Ministry of Agriculture and Maritime Fisheries, Rural Development Waters and Forests (*ministère de l’Agriculture et de la Pêche Maritime, du Développement Rural et des Eaux et Forêts*) and the Ministry of Energy, Mines and Sustainable Development (*Ministère de l’Énergie, des Mines, de l’Eau et de l’Environnement*). Morocco has put in place a fisheries policy for the period 2010-2020, with fisheries management plans for small pelagic, hake, shrimp, large crustaceans, swordfish, octopus, shark, bluefin tuna as well as management plans for coastal species such as red coral, algae and others, as part of the strategy to develop and improve the competitiveness of the fisheries sector, called “*Plan Stratégique Halieutis*”. Different laws regulate the fisheries sector, such as 1973 law for fisheries regulation or 15/12 law to prevent and combat IUU fishing. In Morocco, the main legislation regarding preservation and conservation of biodiversity and habitats is the 2003 Law on the Protection and Enhancement of the Environment, but other laws are also important, such as 2014 Law n° 99-12 of the National Charter for Environment and Sustainable Development, 2003 Law n° 12-03 on Environmental Impact Assessments and 2006 Law n° 28-00 on Waste Management and Disposal as well as the law n° 22-07 on protected areas
- In **Mauritania**, the main institutions are the Ministry of Fisheries and Maritime Economy (*Ministère des Pêches et de l’Économie Maritime*) and Ministry of the Environment and Sustainable Development (*Ministère de l’Environnement et du Développement Durable*). In 2015, Mauritania adopted a national strategy for responsible management for the sustainable development of its fishing sector and the maritime economy (2015 to 2019). This strategy introduced a new management paradigm based on the quota system. To operationalize this strategy, the Ministry of Fisheries has made a new Fishing Code and issued a decree for its application. Mauritania manages its fishery resources with management plans for fishery. In this context, several plans or draft plans have been developed for different fisheries, i.e. octopus (officially adopted in 2018), small pelagic, mullet or the 2012 Artisanal and Coastal Fisheries management plan. At the normative level, the main legislation includes the Framework Law on the Environment from 2000, complemented by the 2007 Ordinance on the Coast, and the Law regarding the Banc d’Arguin National Park, adopted in 2000;

- In **Senegal**, the main institutions are the Ministry of Fisheries and Maritime Affairs (*Ministère de la Pêche et de l'Économie Maritime*) and the Ministry of Environment and Sustainable Development (*Ministère de l'Environnement et du Développement Durable*). In Senegal, the Strategy for the Sustainable Development of Fisheries and Aquaculture was adopted in 2006 and the sectoral policy for fisheries and aquaculture development in 2016. The country has adopted management plans for different fisheries, among them: shrimps' deep fishery, octopus, sardinella or ethmalosa and others are under elaboration. In Senegal, environmental issues are regulated by the Environmental Code from 2001;
- In **The Gambia**, the main institutions are the Ministry of Fisheries and Water Resources and the National Environment Agency. The country has had a fisheries policy since 2007 that has been updated and adopted in January 2018. Regarding preservation and conservation of biodiversity and habitats, Gambia has a National Water Policy of 2006 and an Environmental Action Plan for the periods 1999 to 2001 and 2009 to 2018. At the normative level, environmental issues are governed by the National Management Act of 1994 and by the Law on Wild Fauna and Flora and Biodiversity from 2003;

The participation of stakeholders in fisheries management is achieved through a number of advisory bodies in each country: the Fishery Advisory Committees in the Gambia, the Joint Committee for the Promotion of Sustainable Fishing in Guinea, the Chambers of Marine Fisheries and their federation in Morocco, the Advisory Board of Fisheries in Mauritania and the National Advisory Council of Marine Fisheries in Senegal. However, despite the growing institutionalization of participatory processes in the last decade there is a certain lack of maturity of participatory advisory bodies.

All countries have a national plan of adaptation to climate change, which stipulates the need to take climate change into consideration in the management of fisheries resources. Before implementing any project affecting natural resources, the laws of all countries concerned require that environmental impact assessments are conducted.

Appendix IV. Regional and national initiatives implemented in the CCLME countries, nature and expected involvement in CCLME project components.

Regional initiatives

Initiative	Nature	Expected involvement in project component(s)
EAF-Nansen Programme	The long-term objective of the EAF Nansen Programme is to strengthen regional and country efforts to reduce poverty and to create conditions to assist in achievement of food security through the development of sustainable fisheries management regimes and especially through the application of an ecosystem approach to Fisheries (EAF) in a number of developing countries mainly in Sub-Saharan Africa. The project is funded by NORAD and implemented by FAO with various partners including government institutions, the GEF and the African LME projects. The R.V. Dr Fridtjof Nansen is operated by IMR-Norway who also provide scientific and technical inputs into the project	The EAF-Nansen Programme will assist the project to meet its objectives especially in developing knowledge and institutional capacity in the implementation of the ecosystem approach to fisheries management in the CCLME regions. The EAF-Nansen Programme will be a major partner in the project providing technical and scientific advice as well as undertaking assessments and monitoring of transboundary fish stocks, developing a methodology for ecosystem characterization, developing institutional capacity in EAF and strengthening sustainable fisheries management in the region. It will play an important role in many aspects of the project especially Component 2.
World Bank- West African Regional Fisheries Programme (WARFP) and related projects	The World Bank actively supported sustainable fisheries management in the CCLME region through the West African Regional Fisheries Programme (WARFP) and continues to do it through related projects in Mauritania and Guinea while going through the approval process for a WARF second phase in Cabo Verde, The Gambia, Guinea Bissau and Senegal. Former WARFP worked closely with SRFC and some of the CCLME countries i.e. Cabo Verde, Senegal, Guinea and Mauritania. WARFP focused on rebuilding a robust and sustainable fisheries management system in the region especially on strengthening good governance. The new phase of the programme currently being developed will address policy and regulatory reform, combatting IUU fishing and empowering community-led fisheries management regimes.	WARFP will be linked to the project mainly through its close involvement with the SFRC who play a major role in the implementation of the programme. It also shares in the objectives of RFBs in strengthening sustainable fisheries governance and regional cooperation between countries of the West African region. Cooperation on sustainable fisheries management and cross-sectoral dialogue between WARFP and this project will be enhanced through activities and outputs linked to Components 1 and 2
World Bank WACA Programme	The West African Coastal Area Management Programme (WACA) addresses the challenges of coastal zone management expressed by West African governments and provides technical assistance and financial support to existing management initiatives in the region. WACA helps countries integrate infrastructure and natural resource management in order to enhance resilience in the face of climate change and coastal flooding in particular. It	WACA will work closely with relevant CCLME countries in identifying multi-sectoral solutions involving coastal management, marine spatial planning, natural habitat and pollution management. The programme will also collaborate with the CCLME project and SAP implementation in priority areas where integrated action is required for coastal erosion and flooding. The WACA

Initiative	Nature	Expected involvement in project component(s)
	covers science and modelling, economic and risk analysis, stakeholder consultation and communication, preparation of multi-sectoral investment plans and ecosystem services evaluations. Participants include Mauritania and Senegal from the CCLME countries. WACA cooperated with a wide range of other regional organisations and projects including the Abidjan Convention, ECOWAS, IUCN, the GEF, and the SRFC.	programme can also be an important collaborator and source of co-finance investment for SAP implementation and is especially relevant in the context of Component 1 and Component 2 which address outcomes and outputs relating to critical habitats, monitoring and assessment of ecosystems and vulnerable species as well as climate change impacts and mitigation.
Regional Partnership for the Conservation of Coastal and Marine Zones of West Africa (PRCM)	PRCM supports common actions by its members to have a coordinated approach to conservation of the marine and coastal environment and sustainable management of its resources. It includes six of the CCLME countries in its membership. The conservation aims of PRCM focus on effective, sustainable and equitable management of all critical habitats and endangered species and to put in place and operationalize MPA networks. Considerable resources are invested in addressing knowledge gaps, developing institutional capacity and implementing pilot projects.	PRCM can assist the project through strengthening partnerships between institutions and harmonizing marine conservation policies. It can also mobilise resources and capitalize on research outcomes, as well as share experiences in establishing and operating networks of MPAs that can be used to protect endangered species and enhance sustainable fisheries management. PRCM partnership could link to a number of outputs particularly those under Components 1 and 2.
Delivering Sustainable Environmental, Social and Economic Benefits in West Africa through Good Governance, Correct Incentives and Innovation - Coastal Fisheries Initiative (CFI) global program child project	This CFI child project implemented by FAO and UNEP was set out to address unsustainability in the coastal fisheries in Cote d'Ivoire, Cabo Verde and Senegal, the two last ones CCLME countries, as the contribution of coastal fisheries to environmental, economic and social sustainability in the project countries is threatened by high fishing pressure, unsustainable practices and wastage in the postharvest sector leading to sub-optimal benefits, degradation of coastal habitats as well as poor working conditions and insecure livelihoods. The project aims to strengthen fisheries governance and management through the implementation of an ecosystem approach to fisheries, of relevant international instruments and of innovative governance partnerships in these three Western Africa countries.	This CFI child project and the CCLME can complement each other in their efforts to promote a more integrated and holistic processes leading to sustainable use and management of coastal fisheries in fisheries carried out within the EEZs of coastal states. Hence, synergies with this project can contribute to outputs under Component 2.
Improved Regional Fisheries Governance in Western Africa (PESCAO)	The PESCAO Programme, funded by the European Union and implemented by a consortium of which FAO is part, aims at improving regional fisheries governance in Western Africa through better coordination of national fisheries policies. The programme consists of three components. First, it will support the Economic Community of West African States (ECOWAS) in developing a	This project will work closely with the CCLME project to enhance current national and regional management processes for marine resources under CECAF. Hence, it is expected this project will play an important role in Component 2, especially in those outputs dealing with knowledge gaps and fisheries management.

Initiative	Nature	Expected involvement in project component(s)
	<p>framework for regional fisheries priorities and facilitating cooperation with sub-regional organizations and development partners (Component 1). Second, it will build on the capacities of competent national and regional monitoring, control and surveillance authorities to deter IUU fishing (Component 2). This will be done by setting up a partnership with the Sub-Regional Fisheries Commission (SRFC), the Fisheries Committee for the West Central Gulf of Guinea (FCWC) and the European Fisheries Control Agency (EFCA). Third, it will support the coordinated approaches for shared fisheries management (Component 3). All the CCLME project countries will benefit from this project</p>	
<p>Spanish Institute of Oceanography Ecoafrik project</p>	<p>This project launched in 2009 by the Spanish Institute of Oceanography in collaboration with the Faculty of Marine Sciences of the University of Vigo (Spain) aimed to fill the gap in the knowledge of biodiversity and benthic ecosystems, particularly in Northwest Africa, through the study of the material and data collected during eight Spanish surveys conducted in this area between 2004 and 2010. The collaboration with the EAF-Nansen and CCLME projects provided an opportunity for a holistic analysis of the various collections at the regional level. The resulting taxonomic studies of the invertebrate collections and the analysis of quantitative (abundance, biomass) and environmental data led to an improved knowledge of the benthic fauna and established the distribution patterns of biodiversity at the macro level along the CCLME region</p>	<p>It is expected the EcoAfrik project will continue to contribute to fill the gap in the knowledge of biodiversity and benthic ecosystems, carrying out and financing post-survey studies and contributing to the training of researchers from CCLME countries, as it has done in the previous project phase. These activities will contribute to the achievement of some of the outputs under component 2.</p>

National to local governmental baseline initiatives in the seven participating countries

Country	Project, initiative, agreement	Main organization
Cabo Verde	Review of management plans for fisheries resources 2016-2020	Government
	Review of fisheries legislation and development of co-management fisheries plans –Isle de Sal and Malo	
	Second National Action Plan for the Environment II (PANA II). Fisheries Management Plans (2004-2014)	
	Review of the General Regime for Management and Ordination of fisheries under revision	
	Revision and update of legislation on conservation and marine protected areas	

Country	Project, initiative, agreement	Main organization
	Development and approval of conservation plans for marine turtles, whales and corals	
	Establishment of a Tuna Information Centre to support tuna management and migration	
	Fisheries regular work programme to raise awareness of the proper use of marine resources, with a view to promote the development of the blue economy.	
	Development of fisheries co-management structures including participatory monitoring and surveillance	Government and WARFP
	Development of National Plan and Strategy for marine protected areas and conservation of biodiversity	Government, GEF and UNDP
	Mainstreaming biodiversity conservation into the tourism sector in synergy with a further strengthened protected areas system in Cabo Verde (2015-2020)	Government, UNDP and GEF
	Sustainable Fisheries Partnership Agreement (SFPA) – tunas (2019-2023)	Government and EU
	Evidence based approach for sustainable management of tuna resources in the Atlantic - Atlantic Ocean Tuna Tagging Programme (AOTTP) (2015-2020)	Government and EU
The Gambia	Review of Fisheries Act and Regulations to improve management measures	Government
	Update of Strategic Action Plan for fisheries 2016-2020	
	Review of national strategy on biodiversity including an assessment of legal instruments	
	Review of the national framework for integrated coastal and marine management	
	Updating of Environmental Action Plan to support the sustainable management of the environment and update legislation in relation to pollution, pesticides, environmental impact and litter (to be reviewed in 2019)	
	State of Environment Report, process review ongoing (2019)	
	Building income generation and security in fisheries and aquaculture	Government, GEF and ADB
	Integrated Coastal Zone Management and Climate Change	Government and EU
	Management of protected areas and delivery of social vulnerability assessment report incorporating transboundary management and climate change	Government, IUCN, GEF, UNEP, WCMC
	Development of the artisanal fisheries in the Gambia (2015-2017)	Government and FAO
	Enhancing Resilience of Vulnerable Coastal Areas and Communities to Climate Change (2013-2017)	Government, GEF and UNDP
Global Climate Change Alliance (GCCA) support project to The Gambia for integrated coastal zone management and the mainstreaming of climate change (2013-2018)	Government and EU	
Guinea	Cross sectoral coordination in political decision making and communication on the environment with the media	Government
	Environmental Code, under revision (2018)	
	Development of national contingency plan to combat marine pollution especially hydrocarbons and to build capacity, in ratification process during (2018)	Government with IMO and IPECA
	National Strategic Plan for implementation of Convention on Biological Diversity and meeting objectives of d'Aichi (2013-2017)	Government, GEF and UNDP
	Development of inland fisheries and fish farming in river basins and improve the sustainable development of marine fisheries	Government with bilateral partners

Country	Project, initiative, agreement	Main organization
Guinea -Bissau	Fisheries legislation, research and surveillance project	Government and WB
	Conservation of the biodiversity including mangrove ecosystem restoration in the National Park – River Cacheu	Government, Wetlands International, NGOs and communities
	Creation of capacity to collect and process fisheries data and statistics linked to a regional data base	Government and FAO
	Sustainable Fisheries Partnership Agreement (SFPA) – multi-species (expired Nov. 2017)	Government and EU
	Coastal Communities Resilience To Climate Change (2016-2018)	Government and UNDP
	Guinea-Bissau Biodiversity Conservation Project (2011-2016)	Government and WB
	Strengthening the financial and operational framework of the National Protected Area System in Guinea-Bissau	Government, GEF and UNDP
	Managing mangroves and production landscapes for climate change mitigation	Government, IUCN and GEF
Mauritania	Participatory /co-management of fisheries at local level- Rias do Sul Phase1-2 (completed in 2016)	Government, IUCN and UEMOA
	Comprehensive national strategy for the responsible management and sustainable development of fisheries and the maritime economy	Government
	National strategy for the management of Marine Protected Areas (MPAs) and areas of biological interest	
	Development of management plans for the artisanal fisheries including octopus, shrimp and small pelagic	
	Development of databases for management of fisheries, vessels and licensing	
	Establishment of coastal observatory for collection of socio-economic statistics and strengthen the management of the artisanal fisheries sector as a whole	
	Elaboration of a fisheries investment framework	
	Adaptation to Climate Change in Coastal Areas in West Africa	Government, GEF and UNDP
	Sustainable Fisheries Partnership Agreement (SFPA) – multi-species (until Nov. 2019)	Government and EU
	Evidence based approach for sustainable management of tuna resources in the Atlantic - Atlantic Ocean Tuna Tagging Programme (AOTTP) (2015-2020)	Government and EU
Nouadhibou Eco-Seafood Cluster Project (2016 – 2020)	Government and WB	
Morocco	Development of the national fisheries strategy focused on sustainability, performance and quality control and competitiveness 2009 -2020	Government
	Development of fisheries management plans for small pelagic fish, hake, octopus, shrimp, large crustaceans, bluefin tuna and Sharks, as well as coastal Resource Management Plans such as red coral, algae, some species of mollusks bivalves and echinoderms.	
	Development of a policy that takes into account the scientific knowledge needed for the sustainable management of the fisheries sector	
	Development and implementation of new management plans for aquaculture	
	National Strategy for Sustainable Development	
	Marine Protected Area Development Strategy	
	Master Plan of Protected Areas	
	National Environment and Sustainable Development Charter	

Country	Project, initiative, agreement	Main organization
	Development of a Protected Area Management Plan	
	Coastal Lagoon Development Programme	
	National Integrated Coastal Management Plan Project	
	Establishment of MPAs and artificial reefs	
	Blue belt initiative	Government and other partners (FAO and others)
	Development of a National Strategy for the Conservation and Sustainable Use of Biodiversity	Government, GEF and UNEP
	Legislative initiative that supports the comprehensive national fisheries strategy including territorial waters, IUU fishing, destructive fishing gear and regulation of fish trade	Government and EU
	National Monitoring, Control and Surveillance (MCS) and National Coastal Management Programme	Government and EU
	Sustainable Fisheries Partnership Agreement (SFPA) – multi-species (expired Jul. 2018)	Government and EU
	Senegal	Strategy and policy for development of fisheries and aquaculture
Development of new fishing code compatible with CCLME project since 2015		
Drafting of Coastal Act and review of a Code of the Environment		
Development of new fisheries management plans in relation to small pelagics, sardinellas, shrimps, octopus, mullet and croaker		
Developing and drafting effective guidelines for management of MPAs		
National Adaptation Plan for Fisheries and Aquaculture facing climate change (2016)		
Integrated Marine and Coastal Resource Management Project (closed in 20129)		
COMFISH + Project (Co-management of fisheries) (ended 2018)		Government and USAid
Study of the promotion of co-management of fisheries by the development of the value chain		Government and JICA
Mangrove Restoration Programme (2010-2020)		Government, Livelihoods, EU and Oceanium
Strengthening Land and Ecosystem Management under conditions of Climate Change in the Niayes and Casamance regions in the Republic of Senegal (2015-2020)		Government, GEF and UNDP
Development of plan to address and combat IUU fishing		Government and EU
Development of plan to address and combat IUU fishing		Government and JICA
Evidence based approach for sustainable management of tuna resources in the Atlantic - Atlantic Ocean Tuna Tagging Programme (AOTTP) (2015-2020)		Government and EU
Sustainable Fisheries Partnership Agreement (SFPA) – tuna + demersal (expires Nov. 2019)		Government and EU

Appendix V. Budget

Oracle code and description	Unit	No. of unit	Unit cost (USD)	Total GEF	Component 1				Component 2					Component 3					PMC
					1.1.1	1.1.2	1.1.3	Total	2.1.1	2.1.2	2.2.1	2.2.2	Total	3.1.1	3.1.2	3.1.3	3.1.4	Total	
5300 Salaries Professionals																			
CCLME Project Coordinator	month	18	21.300	383.400	86.265	81.473	82.095	249.832	22.972	9.585	19.170	10.783	62.511	3.594	3.594	3.594	3.594	14.378	56.680
Budget and Operations Officer	month	3	15.000	45.000															45.000
5300 Sub-total salaries professionals				428.400	86.265	81.473	82.095	249.832	22.972	9.585	19.170	10.783	62.511	3.594	3.594	3.594	3.594	14.378	101.680
5500 Salaries General Service																			
Administrative Assistant	month	18	2.917	52.506	3.938	3.938	3.938	11.814	3.282	3.282	3.282	3.282	13.127	328	328	328	328	1.313	26.253
Sub-total salaries general service				52.506	3.938	3.938	3.938	11.814	3.282	3.282	3.282	3.282	13.127	328	328	328	328	1.313	26.253
5570 Consultants																			
National Consultants																			
Expert in programme design - NAP elaboration	month	4	17.500	70.000			70.000	70.000											
Sub-total national Consultants				70.000			70.000	70.000	0		0		0		0			0	0
International Consultants																			
Technical officer	month	18	9.780	176.040	17.604	17.604	17.604	52.812	26.406	26.406	26.406	26.406	105.624	4.401	4.401	4.401	4.401	17.604	
Communicaton officer	month	12	8.800	105.600	21.120	21.120	15.840	58.080	10.560	5.280	5.280	5.280	26.400	10.560	5.280	2.640	2.640	21.120	
Legal expert in partnerships and agreements	week	19,5	2.000	39.000	39.000			39.000					0					0	
Financial & legal exper for SAP financing strategy	week	19	2.000	38.000		38.000		38.000					0					0	
Fisheries programme design expert - operational plan and NAP	week	19	2.000	38.000			38.000	38.000					0					0	
Fisheries management expert	week	20	2.000	40.000				0			40.000		40.000					0	
Fisheries extension services / training expert	week	12	2.000	24.000				0				24.000	24.000					0	
EAF specialist	week	3	2.000	6.000				0				6.000	6.000					0	
Co-management specialist	week	3	2.000	6.000				0				6.000	6.000					0	
MPA monitoring specialist	week	2,5	2.000	5.000				0				5.000	5.000					0	
Webpage design expert	week	4	2.000	8.000				0					0	8.000				8.000	
Gender expert	week	10	2.000	20.000				0					0		20.000			20.000	
Evaluation expert	week	5	3.000	15.000				0					0				15.000	15.000	
Sub-total international Consultants				520.640	77.724	76.724	71.444	225.892	36.966	31.686	71.686	72.686	213.024	22.961	29.681	7.041	22.041	81.724	0
5650 Contracts																			

Training material for fishing communities	lumps	1	19.558	19.558								19.558	19.558						0	
Communication material targeting civil society and NGOs	lumps	1	16.791	16.791				0					0	16.791					16.791	
Interpretation	day	26	1.200	31.200	7.800	7.800	9.750	25.350	1.950	1.950	1.950	0	5.850						0	
5650 Sub-total Contracts				67.549	7.800	7.800	9.750	25.350	1.950	1.950	1.950	19.558	25.408	16.791	0	0	0	0	16.791	0
5900 Travel																				
PCU travel funds to visit countries	lumps			18.067																18.067
Legal expert in partnerships and agreements	lumps			27.112	27.112			27.112					0							0
Financial & legal expert for SAP financing mechanism	lumps			27.112		27.112		27.112					0							0
Fisheries programme design expert - operational plan and NAP	lumps			14.408			14.408	14.408					0							0
Expert in programme design - NAP elaboration	lumps			9.185			9.185	9.185												
Fisheries management expert	lumps			20.760				0			20.760		20.760							0
Fisheries extension services / training expert	lumps			15.260				0				15.260	15.260							0
Gender expert	lumps			13.408				0					0		13.408					13.408
Evaluation expert	lumps			10.000				0					0					10.000		10.000
DSA for participants PSC	day	100	213	21.300	4.260	4.260	4.260	12.780	2.130	2.130	2.130	2.130	8.520	0	0	0	0	0	0	0
DSA for participants - 1st consultative meeting consortium + 1st ecosystem WG	day	120	213	25.560	15.336			15.336	10.224				10.224							0
Participants - 1st consultative meeting consortium + 1st ecosystem WG	ticket	20	1000	20.000				0	20.000				20.000							0
DSA for participants - 2nd consultative meeting consortium + SAP financing strategy regional roundtable + SAP operational plan	day	120	213	25.560	10.224	10.224	5.112	25.560					0							0
Participants - 2nd consultative meeting consortium + SAP financing strategy + SAP operational plan	ticket	20	1000	20.000	20.000			20.000					0							0
DSA for participants - final consultative meeting consortium + pledging conference	day	120	213	25.560	17.040		8.520	25.560					0							0
Participants - final consultative meeting consortium + pledging conference	ticket	20	1.000	20.000	20.000			20.000					0							0
DSA for participants from donor's organizations - pledging conference to raise financial support	day	12	213	2.556			2.556	2.556												
Participants from donor's organizations - pledging conference to raise financial support	ticket	6	1.000	6.000			6.000	6.000												

Transport support for discussions on NAPs and national workshops on investment strategies	day	420	20	8.400			8.400	8.400					0					0		
DSA for participants - Regional exchange training	day	80	213	17.040				0	17.040				17.040					0		
Participants - Regional exchange training	ticket	20	1.000	20.000				0	20.000				20.000					0		
DSA for participants - 2nd Ecosystem working group + symposium present findings	day	70	213	14.910				0	9.940	4.970			14.910					0		
Participants - 2nd Ecosystem working group + symposium present findings	ticket	30	1.000	30.000				0	30.000				30.000					0		
Transport support for national discussions on how to operationalize two management frameworks	day	252	20	5.040							5.040		5.040							
DSA for participants -Policy dialogue to present two regional management plans	day	40	213	8.520				0			8.520		8.520					0		
Participants - Policy dialogue to present two regional management plans	ticket	20	1.000	20.000				0			20.000		20.000					0		
DSA for participants -PRCM forum	day	24	183	4.387									4.387					4.387		
Participants - PRCM forum	ticket	8	1.000	8.000									8.000					8.000		
5900 Sub-total travel				458.145	113.972	41.596	58.441	214.009	109.334	7.100	56.450	17.390	190.274	12.387	13.408	0	10.000	35.795	18.067	
5023 Training																				
Regional workshop venues and facilities	session	26	500	13.000	3.250	3.250	4.063	10.563	813	813	813	0	2.438							
National Consultations venues and facilities	sessions	49	500	24.500			24.500	24.500												
Catering/documentation	day	75	600	45.000	11.250	11.250	14.063	36.563	2.813	2.813	2.813	0	8.438							
5023 Sub-total training				82.500	14.500	14.500	42.625	71.625	3.625	3.625	3.625	0	10.875	0		0		0	0	
6000 Expendable procurement																				
Publications	lumps			20.000				0		20.000			20.000							
6000 Sub-total expendable procurement				20.000		0		0	0	20.000			0	20.000					0	
6100 Non-expendable procurement																				
Computer equipment	lumps	4	2.000	8.000	4.000			4.000	4.000				4.000							
6100 Sub-total non-expendable procurement				8.000	4.000	0	0	4.000	4.000	0	0			4.000			0		0	0
6300 GOE budget																				
IW: Learn activities (1% of IW budget)	lumps			18.260	1.826	1.826	1.826	5.478	3.652	3.652	3.652	1.826	12.782							

Miscellaneous	lumps		100.000	4.000	4.000	4.000	12.000	20.000	16.000	16.000	16.000	68.000	0	0	0	0	20.000	
6300 Sub-total GOE budget			118.260	5.826	5.826	5.826	17.478	23.652	19.652	19.652	17.826	80.782	0	0	0	0	20.000	
TOTAL			1.826.000	314.025	231.856	344.118	890.000	205.781	96.880	175.815	141.525	620.000	56.062	47.012	10.964	35.964	150.000	166.000

SUBTOTAL Comp 1			890.000	48,7%
SUBTOTAL Comp 2			620.000	34,0%
SUBTOTAL Comp 3			150.000	8,2%
Project Management Cost (PMC)			166.000	9,1%
TOTAL GEF			1.826.000	100,0%

		%
Salaries professionals	428.400	23,5%
Salaries general service	52.506	2,9%
National Consultants	70.000	3,8%
International Consultants	520.640	28,5%
Contracts	67.549	3,7%
Travel	458.145	25,1%
Training	82.500	4,5%
Expendable procurement	20.000	1,1%
Non-expendable procurement	8.000	0,4%
GOE budget	118.260	6,5%
TOTAL	1.826.000	100,0%

Appendix VI. Risk Management

Risk management is a coordinated set of activities to direct and control an organization with regard to risks. It comprises a structured, methodical approach to identifying and managing risks for the achievement of objectives.

Risks to the project

Risk	Likelihood	Mitigation Action
Inadequate representation of stakeholders	Low	The project mitigates this risk through involvement and consultations with a broad range of stakeholders and particularly at country level through the National Inter-Ministerial Committees. At a regional level, stakeholder engagement is fostered by networking and collaborative activities through regular planning meetings between partners, sharing information and awareness-raising. Options are available for including new stakeholders in the CCLME process should a future need arises.
Countries priorities change associated with poverty or local conflict which lowers political will thereby diminishing effects of transboundary fisheries management based on EAF	Moderate	<p>The project will assist the participating countries to communicate at local and national level, the important role the CCLME and its goods and services play in poverty reduction and economic growth efforts. The positive contribution of the project, SAP implementation and national action plans (NAPs) towards the countries socio-economic development will also be highlighted. Potential costs and economic losses to the national economy caused by depleted transboundary stocks and degraded ecosystems will be clearly communicated to policy makers.</p> <p>The project will work closely with governments to foster buy-in and commitment from relevant institutions and through identifying national and local champions.</p>
Climate change induced extreme environmental variability, storms, coastal erosion and flooding become priority issues for governments and distract stakeholders from the project	Low	Variability in oceanographic conditions and fluctuations in upwelling intensity can impact the migration and spawning patterns of transboundary pelagic fish stocks. Climate change is unlikely to impact over the 18 month life cycle of this project but needs to be taken into account during the implementation of the SAP and over the longer term

Appendix VII. Draft Terms of Project Steering Committee, national interministerial committees and focal points

Terms of Reference – Project Steering Committee, National Inter-Ministerial Committees, National Project Focal Points and National Technical Coordinators

CCLME Steering Committee – Terms of Reference

The Project Steering Committee (PSC) will:

- Provide general oversight and overall guidance to the Regional Coordination Unit in the implementation of the project.
- Ensure that all project outputs are in accordance with the CCLME MSP document.
- Review project progress and provide recommendations on annual work plans.
- Facilitate the “mainstreaming” of relevant project findings and recommendations into national policy.

The PSC will be comprised of:

- One high-level national representative (NPFP) from each of the seven project countries: Morocco, Mauritania, Senegal, Cabo Verde, Gambia, Guinea Bissau and Guinea. Other members will be one representative each from FAO, UNEP, SRFC, CEEAC and the Abidjan Convention Secretariat. Countries NTCs will participate as resource persons. Ideally, NPFP and NTC will be representatives of the Ministry of Environment and from the Ministry of Fisheries of each country, to secure representations from these two Ministries.
- Other collaborating entities, including IEO, ATAFCO, IUCN, PRCM, and the World Bank as well as a representatives from regional project collaborative partners such as e.g. the EAF- Nansen Programme, CFI and the world bank supported PRAO project will be invited to participate as observers on a regular basis (but at their own expense). Other collaborating institutions and projects will be added as needs arise.

Rules of Procedure

- (i) The PSC will be chaired on a rotational basis by country representatives;
- (ii) Meetings of the PSC will rotate between the participating countries, taking into account logistical and financial resources considerations;
- (iii) The PSC will meet at least once annually and more frequently if considered necessary;
- (iv) The PSC will take decisions as far as possible through a consensus. Permanent members of the PSC will have voting rights, should voting be exercised;
- (v) The PSC will delegate representatives to sit on selection panels for consultants and service vendors, if so requested by FAO;
- (vi) The fixed minimum number of members necessary to make a quorum is 8;
- (vii) Permanent members of the PSC will appoint an alternate to attend PSC meetings, in the event that the designated representative is unable to attend;
- (viii) The Project Regional Coordinator will act as the Secretary of the PSC.

Specific functions of the Project Steering Committee will include:

- Provide overall strategic policy and management direction to the Project;
- Annual review of project activities to assess project development;

- Provision of guidance to the RCU in coordinating and implementing the Project and its activities;
- Responsibility for adjusting membership of the PSC as deemed necessary;
- Any other business brought before the PSC by one of its members;
- Assist in identifying and allocating project support for activities consistent with project objectives;
- Review and assess the progress of the project and its components;
- Review and approve the work plan and comment on the budgets of the project and its activities, and provide strategic direction on the work plan;
- Facilitate the setup of mechanisms for interaction with the private sector, NGOs and other project and programme stakeholders; and
- Assist in seeking additional funding to support the outputs and activities of the project and programme.

The PSC is not expected to deal with day-to-day management and administration of the project. This will be handled by the Regional Project Coordinator in coordination with FAO.

The PSC will be expected to meet formally at least once every 12 months. Formal meetings will be scheduled and arranged by the Regional Project Coordinator in consultation with, and at the request of PSC members (with tentative dates for the following meeting being agreed under Any Other Business). Extraordinary meetings of the PSC can be requested by any of its members.

NATIONAL INTER-MINISTERIAL COMMITTEES (NIC)

Status, composition and budget allocation for NICs

For the purposes of previous project phases, each participating country had established a National Inter-Ministerial Committee that will continue to be operative. NICs are officially constituted committees comprising functionaries of the key ministries concerned by the CCLME project, such as the departments responsible for fisheries, environment, research, petroleum exploitation, planning, finance, maritime transport etc. (to be judged country by country). The precise composition of the NICs will keep depending on the national context. The NICs will not integrate non-governmental stakeholders, whose interests will be represented in specific national stakeholders' discussions. However, non-governmental resource persons can be called upon to assist the NICs. The National Project Focal Points (NPFs) will act as secretary to the NICs, assisted by the National Technical Coordinators (NTCs).

General role of NICs

The general role of the NICs is to support the conduct of national project implementation activities and to promote and give validity to the cross-sector approach implied in the LME concept at the national level. The Committee must ensure that the NPFs and NTCs are sufficiently briefed and mandated to ensure the national interests at CCLME Steering Committees and other CCLME project meetings.

Specific roles of the NICs include:

- Support national participation in the project implementation process and ensure an integrated approach across sectors;
- Support and assist the NPFs and NTCs as necessary in carrying out their functions;

- Approve the annual national project work plan;
- Facilitate the provision of official data as required for project implementation;
- Facilitate official participation in national implementation;
- Ensure government feedback on project activities and outputs;
- Help development, approval and adopt National Action Plans under the SAP;
- Structure, functioning and meetings of NICs;
- Ensure adequate communication on national and regional activities to all stakeholders.

The precise structure and functioning of the NICs is a matter for official preference. However, it is strongly recommended that the NICs should be streamlined and limited to those key ministries directly concerned with the issues addressed by the project (e.g. fisheries, environment, research, energy and petroleum, water). Chairmanship could be permanently held by one member, rotated between ministries or chosen at the start of each meeting. The NPFs, assisted by the NTCs, will provide the secretariat. The NICs should meet approximately twice a year.

NATIONAL PROJECT FOCAL POINTS (NPFs)

Status of NPFs

NPFs must be officially re-confirmed, in case the previous project's phase NFPF will keep this position, or designated, technically qualified senior (policy-level) public functionaries within the national administration responsible for one or more of fisheries, environment or natural renewable resources. The function of NFPF is official and public.

General role of NPFs

The general role of NPFs is to represent their respective countries and take the primary responsibility in the project implementation activities (identification and monitoring of work of national consultants and studies; organization and conduct of national workshops; assistance and support to regional project staff and consultants) within their countries in accordance with the project work plan and project document in consultation with the Regional Project Coordinator. The NPFs will in particular guide and monitor activities by the National Technical Coordinators (NTCs) and will serve as Secretary to the National Inter-Ministerial Committees (NICs).

Participant countries will guarantee that NPFs have enough financial resources, in terms of project co-financing, to assure they can perform their role in an appropriate manner.

Specific roles of the NPFs include:

- Represent their country for the purposes of the CCLME project implementation;
- Represent their country in the Project Steering Committee (PSC);
- Chair the National Inter-Ministerial Committee (NIC) and call its meetings;
- Monitor and support the work of National Technical Coordinators (NTCs);
- Call national fora of stakeholders as required during project implementation;
- Approve and submit written national contributions to the project implementation;
- Obtain the NIC's approval and submit national feedback on regional reports and project national work plans;
- Ensure adequate communication on national and regional activities to all stakeholders;
- Ensure a fluid two-way exchange of information and knowledge between the national institutions involved and the project;

- Facilitate coordination and links between the project activities and the work plan of their national institutions;
- Facilitate the provision of co-financing to the project;
- Guiding the RPC on the government policies and priorities and;
- Be responsible for coordinating the activities with all the national bodies related to the different project components, as well as with the project partners.

NATIONAL TECHNICAL COORDINATORS (NTCs)

Status and availability of NTCs

NTC must be officially re-confirmed, in case the previous project's phase NPFP will keep this position, or designated by the Ministry concerned and his/her appointment confirmed by the National Inter-Ministerial Committee. The NTC can be any appropriately qualified and experienced person, preferably a senior technical expert in the field of fisheries and/or the marine environment and must have sufficient time availability for the work.

Participant countries will guarantee that NTCs have enough financial resources, in terms of project co-financing, to assure they can perform their role in an appropriate manner.

Role and responsibility of NTCs

The role of the NTCs is to coordinate national project implementation activities in their countries in close collaboration with the National Project Focal Point (NPFP) and, as appropriate and required, with the Regional Coordination Unit (RCU) in Dakar.

Specific duties of the NTCs include:

Coordinate the activities of national implementation including:

1. Organise national stakeholders' consultations, ensuring each stakeholders' group is represented;
2. Actively participate in the process to finalize SAP National Actions Plans and other products developed at national level;
3. Coordinate the collection of national feedback on project activities and outputs (national and regional reports, etc.).

Participation in project meetings

The NTC will participate at the following meetings:

- Regular planning meetings with the NPFP;
- National Inter-Ministerial Committee meetings;
- National Stakeholders' consultations;
- Project Steering Committee meetings

Appendix VIII. Draft Terms of Reference Project Staff

Terms of Reference (FAO International and National Personnel part of the Regional Coordination Unit)

Regional Project Coordinator (RPC)

Activities

Under the overall guidance of the Assistant Director-General, Fisheries and Aquaculture Department, the general supervision of the Director, Fisheries and Aquaculture Policy and Resources Division (FIA), the immediate supervision of the Head of the Marine and Inland Fisheries Branch (FIAM) who acts as the budget holder, and the technical guidance of the designated Lead Technical Officer (LTO), the Regional Project Coordinator will have management responsibilities and will provide overall supervision in the implementation of the CCLME project and will ensure coherence with regards to implementation of activities to meet the set objectives of the project. More particularly, and in close collaboration with the LTO, other Technical Officers in FAO Headquarters and FAO Regional and Sub-Regional Offices, the Regional Project Coordinator will be responsible to provide the necessary technical and administrative support as well as the necessary direction, coordination and technical advice for the implementation of the project activities. He/she will also liaise as required with National Project Focal Points and national technical coordinators in the participating countries.

Specifically, the Regional Project Coordinator will:

- coordinate the project's activities, its personnel and consultants as well as project facilities and assume the responsibility of the complete administration and implementation of the project activities;
- assume the supervision of the budget assigned to FAO ;
- assume the supervision of personnel and consultants, as well as project facilities;
- periodically prepare and update the project's work plan and prepare the Terms of Reference of personnel/consultants to be recruited;
- prepare the training activities (technical modules, consultants to be recruited, identify participants etc.);
- plan, organise the activities and eventually lead a series of meetings to establish (i) recommendations on consortium and partnership agreement to support SAP implementation, (ii) a multi-sectoral financing strategy for SAP implementation, (iii) an agreed operational plan to implement CCLME SAP (iv) knowledge and capacity for management for sustainable use of transboundary marine living resources in the region;
- provide technical and logistic assistance in the implementation of marine surveys, workshops, training activities and studies identified in the project work plan;
- develop and maintain appropriate liaison with the executing agencies of each participant country, key Inter-governmental bodies, co-financers and other regional programmes and projects;
- ensure close coordination with the FAO Representation in each participating country and with partner programmes in the overall delivery of co-financing commitments;
- organise and act as the Secretary of the Project Steering Committee meetings;
- prepare and submit to FAO the 6-monthly progress report of the project, supervise and edit the technical and consultants' reports, and prepare the draft terminal report of the project;
- provide inputs to allow reporting on/to co-financing donors as required;
- perform other related duties as required.

Qualifications

- Post graduate degree in the marine sciences, environmental management or a directly related field (e.g. coastal zone management, fisheries management, oceanography etc.).
- At least 10 years of experience in fields related to the assignment.
- Complementary technical qualifications and experience related to governance or economics favorably considered.
- Demonstrated diplomatic and negotiating skills.

- Familiarity with the goals and procedures of international organizations, in particular those of the GEF and its partners (FAO, UNEP, UNDP, World Bank etc.), and of regional organizations related to the project activities (e.g. CECAF, Abidjan Convention etc.).
- Knowledge of West African fisheries.
- Previous work experience in the region on similar issues favourably considered.
- Excellent speaking and writing skills in both English and French. Knowledge of Portuguese is an advantage.

Duration: 18 months

Location: Dakar, Senegal, with frequent travels in the Region and FAO Rome

Technical Officer (FAO consultant)

Activities

Under the general supervision of the Head, Marine and Inland Fisheries Branch (FIAB) acting as the Budget Holder and the direct supervision of the Regional Project Coordinator, in close collaboration with the other staff of the project, the designated Lead Technical Officer (LTO) and other FAO staff, and in consultation with the National Project Focal Points in each participating countries, the Technical Officer will provide the necessary technical expertise and support to the project planning, implementation, operations, performance monitoring, and capacity development mainly to project's activities under Component 2.

Specifically, the Technical Officer will:

- in close consultation with the Regional Project Coordinator, prepare annual work plans for the Component 2 of the CCLME project;
- ensure the consistency of activities within Component 2;
- coordinate the technical activities with the National Project Focal Points and other relevant stakeholders;
- prepare draft terms of reference for consultants assisting Component 2 for approval by the Regional Project Coordinator;
- contribute to the technical and scientific work, especially with consultants and national counterparts;
- oversee and technically support the implementation of Component 2 activities (ecosystem working group, capacity development of fisheries state-agencies staff, consolidation of regional management plans for transboundary pelagic and coastal fisheries, developing training material for fishing communities, etc.)
- promote participation of relevant stakeholders in meetings and workshops;
- ensure the coordination with the fisheries related surveys with the EAF–Nansen Project executed by FAO;
- be responsible for coordination of training activities related to Component 2, in close consultation with RPC.
- supervise and edit the technical and consultants' reports with regard to Component 2;
- contribute in the preparation of the 6-monthly progress reports, in close coordination with the RPC, and provide inputs in other project reports as required, as well as in the draft project terminal report;
- perform other related duties as required.

Qualifications

- Post graduate degree in marine sciences (fisheries management, oceanography etc.).
- At least 7 years of experience in fields related to the assignment.
- Demonstrated experience coordinating multi-country and multi-disciplinary teams.
- Experience of developing fisheries management plans, agreements and policies
- Experience or particular knowledge of marine fishery resources management, ecosystem functioning and characterization, marine protected areas, EAF and fisheries resources co-management highly desirable.
- Demonstrated experience of working with marine resources information systems.

- Knowledge of West African fisheries.
- Previous work experience in the region on similar issues favorably considered.
- Speaking and writing skills in both English and French required. Knowledge of Portuguese desirable.

Duration: 18 months

Location: Dakar, Senegal, with frequent travels in the Region.

Communication Officer (FAO consultant)

Activities

Under the general supervision of the Head, Marine and Inland Fisheries Branch (FIAF) acting as the budget holder and the direct supervision of the Regional Project Coordinator, in close collaboration with the other staff of the project, the LTO and other relevant FAO staff, and in consultation with the National Project Focal Points and partners, the consultant will organise and contribute to the preparation and disseminating of information relevant to the CCLME.

More specifically, the Communication Officer will:

- Update and implement the project's communication strategy and tools for knowledge management, with a special emphasis on intensifying internal communication, giving enough room for liaison work and regular contacts between the RCU, national structures and national decision-makers;
- Maintain the CCLME website consistent with IW-LEARN requirements, ensuring that information gathered and generated by the project is uploaded into website in a regular basis;
- Establish linkages between the CCLME website and with relevant partners and initiatives (e.g. UNEP, IOC-UNESCO, PRCM, WB projects, Abidjan convention, EAF-Nansen Programme, CECAF etc) as well as with regional economic groupings (ECOWAS and NEPAD) and other relevant information systems and databases;
- Produce electronic newsletters, upload downloadable documents and images, upload presentation of lessons learned, and include linkages to other useful sources in the project webpage;
- Map and analyse existing scientific communications platforms and opportunities for communication at regional level;
- Develop appropriate information supports to disseminate information in the region and beyond, including material targeting civil society and NGOs to raise awareness about CCLME region challenges such as declining marine living resources, habitat degradation and declining water quality;
- Prepare local and national media briefs on progress, outcomes. Lessons learned and experiences of the project for both newspapers and radio of CCLME countries;
- Disseminate information on progress, outcomes, lessons learned and experience from the project
- Contribute to the preparation of the communication aspects of the Symposium to present and disseminate all scientific findings;
- Contribute to the development of awareness raising publication for stakeholders;
- Generally, ensure the communication and visibility of the project.

Qualifications

- Bachelor's Degree in Journalism, Broadcast Communication, Visual Arts and Design, Development Communication, or related disciplines;
- At least 7 years of experience in fields related to the assignment;
- Relevant experience in public relations, communications, or advocacy;
- Experience with website design and maintenance;
- Experience coordinating multi-stakeholder events;
- Experience working with government, civil society, international organizations, and donors;

- Previous work experience in the region on similar issues favourably considered.
- Speaking and writing skills in both English and French required. Knowledge of Portuguese desirable.

Duty station Dakar-Senegal, with travels within the region.

Duration: 12 months in a period of 18 months

Administrative Assistant (FAO)

Activities

Under the direct supervision of the Regional Project Coordinator and in collaboration with the project staff , the Administrative Assistant will provide day-to-day clerical, secretarial and administrative services to the project team, requiring a high degree of initiative and independence, specifically to:

- set up and maintain office files of a technical and administrative nature (in hardcopy and electronic format), correspondence logs and registry;
- receive, screen and route reports, incoming mail and other materials to appropriate staff;
- type/edit correspondence, documents, reports, etc. using Word processing in English, and French;
- prepare draft routine replies and collaborate with the project staff in the finalisation of correspondence;
- receive phone calls and office visitors and respond to routine inquiries and provide available information;
- upon instruction, initiate financial/personnel/travel actions related to recruitments of consultants, Contractual Services Agreements, equipment purchases (PR and PO), Field Disbursement Requests, and Travel Authorizations for staff and non-staff travel and undertake the necessary follow-up;
- make the necessary arrangements for official travels of project staff and consultants within and outside the country of assignment and the follow-up of the Travel Expense Claims;
- assists in keeping records of purchases in all participating countries and maintain the project equipment inventory;
- assist in the preparation of meetings and workshops (invitations, arrangements for visas, request for security clearances, flight bookings, hotel reservations, booking of conference facilities, initiation of travel authorisations, etc.) and provide support to the participants at meetings;
- as instructed, liaise with the participating countries and make arrangements for the travels of non-staff project counterparts;
- assist in the monitoring and review of commitments/expenditures incurred and provide updates on outstanding budget balance by component;
- type, produce and distribute project's documentation and reports;
- perform any other related duties as required.

Qualifications

- Secondary school education.
- At least 5 years of experience.
- Familiarity with administrative and financial procedures, preferably of the UN or other international or intergovernmental organizations.
- Demonstrated ability in revising, formatting and finalizing of project publications, and ability to draft correspondence.
- Demonstrated ability to carry out tasks with minimum instructions; initiative; organizational sense and ability to meet deadlines; willingness to work under pressure in a team environment.
- Fluency in both spoken and written English and French essential. Knowledge of one or more regional language and some ability in spoken Portuguese desirable.
- Computer literacy and ability to use effectively word processing and office technology equipment.

- Courtesy, tact and ability to maintain effective working relationships with people of different national and cultural backgrounds.

Duration: 18 months

Location: Dakar, Senegal.

Appendix IX. FAO and Government Obligations

(a) This Annex sets out the conditions under which FAO will assist the Government in the implementation of the Project described in the attached Project Document.

(b) The achievement of the objectives set by the Project shall be the joint responsibility of the Government and FAO.

FAO OBLIGATIONS

1. FAO will be responsible for the provision, with due diligence and efficiency, of assistance as provided in the Project Document. FAO and the Government will consult closely with respect to all aspects of the Project.

2. Assistance under the Project will be made available to the Government, or to such entity as provided in the Project, and will be furnished and received (i) in accordance with relevant decisions of the Governing Bodies of FAO, and with its constitutional and budgetary provisions, and (ii) subject to the receipt by FAO of the necessary contribution from the Resource Partner. FAO will disburse the funds received from the Resource Partner in accordance with its regulations, rules and policies. All financial accounts and statements will be expressed in United States Dollars and will be subject exclusively to the internal and external auditing procedures laid down in the financial regulations, rules and directives of FAO.

3. FAO's responsibilities regarding financial management and execution of the Project will be as stipulated in the Project Document. FAO may, in consultation with the Government, implement Project components through partners identified in accordance with FAO procedures. Such partners will have primary responsibility for delivering specific project outputs and activities to the Project in accordance with the partner's rules and regulations, and subject to monitoring and oversight, including audit, by FAO.

4. Assistance under the Project provided directly by FAO, including technical assistance services and/or oversight and monitoring services, will be carried out in accordance with FAO regulations, rules and policies, including on recruitment, travel, salaries, and emoluments of national and international personnel recruited by FAO, procurement of services, supplies and equipment, and subcontracting. The candidacies of senior international technical staff for recruitment by FAO will be submitted to the Government for clearance following FAO procedures.

7. Equipment procured by FAO will remain the property of FAO for the duration of the Project. The Government will provide safe custody of such equipment, which is entrusted to it prior to the end of the Project. The ultimate destination of equipment procured under this Project will be decided by FAO in consultation with the Government and the Resource Partner.

GOVERNMENT OBLIGATIONS

8. With a view to the rapid and efficient execution of the Project, the Government shall grant to FAO, its staff, and all other persons performing services on behalf of FAO, the necessary facilities including:

- i) the prompt issuance, free of charge, of any visas or permits required;
- ii) any permits necessary for the importation and, where appropriate, the subsequent exportation, of equipment, materials and supplies required for use in connection with the Project and exemption from the payment of all customs duties or other levies or charges relating to such importation or exportation;
- iii) exemption from the payment of any sales or other tax on local purchases of equipment, materials and supplies for use in connection with the project;
- iv) any permits necessary for the importation of property belonging to and intended for the personal use of FAO staff or of other persons performing services on behalf of FAO, and for the subsequent exportation of such property;
- v) prompt customs clearance of the equipment, materials, supplies and property referred to in subparagraphs (ii) and (iv) above.

9. The Government will apply to FAO, its property, funds and assets, its officials and all the persons performing services on its behalf in connection with the Project: (i) the provisions of the Convention on Privileges and Immunities

of the Specialized Agencies; and (ii) the United Nations currency exchange rate. The persons performing services on behalf of FAO will include any organization, firm or other entity, which FAO may designate to take part in the execution of the Project.

10. The Government will be responsible for dealing with any claims which may be brought by third parties against FAO, its personnel or other persons performing services on its behalf, in connection with the Project, and will hold them harmless in respect to any claim or liability arising in connection with the Project, except when it is agreed by FAO and the Government that such claims arise from gross negligence or wilful misconduct of such persons.

11. The Government will be responsible for the recruitment, salaries, emoluments and social security measures of its own national staff assigned to the project. The Government will also provide, as and when required for the Project, the facilities and supplies indicated in the Project Document. The Government will grant FAO staff, the Resource Partner and persons acting on their behalf, access to the Project offices and sites and to any material or documentation relating to the Project, and will provide any relevant information to such staff or persons.

REPORTING AND EVALUATION

12. FAO will report to the Government (and to the Resource Partner) as scheduled in the Project Document.

13. The Government will agree to the dissemination by FAO of information such as Project descriptions and objectives and results, for the purpose of informing or educating the public. Patent rights, copyright, and any other intellectual property rights over any material or discoveries resulting from FAO assistance under this Project will belong to FAO. FAO hereby grants to the Government a non-exclusive royalty-free license to use, publish, translate and distribute, privately or publicly, any such material or discoveries within the country for non-commercial purposes. In accordance with requirements of some Resource Partners, FAO reserves the right to place information and reports in the public domain.

14. The Project will be subject to independent evaluation according to the arrangements agreed between the Government, the Resource Partner and FAO. The evaluation report will be publicly accessible, in accordance with the applicable policies, along with the Management Response. FAO is authorized to prepare a brief summary of the report for the purpose of broad dissemination of its main findings, issues, lessons and recommendations as well as to make judicious use of the report as an input to evaluation synthesis studies.

FINAL PROVISIONS

15. Any dispute or controversy arising out of or in connection with the Project or this Agreement will be amicably settled through consultations, or through such other means as agreed between the Government and FAO.

16. Nothing in or related to any provision in this Agreement or document or activity of the Project shall be deemed (i) a waiver of the privileges and immunities of FAO; (ii) the acceptance by FAO of the applicability of the laws of any country to FAO, and: (iii) the acceptance by FAO of the jurisdiction of the courts of any country over disputes arising from assistance activities under the Project.

17. This Agreement may be amended or terminated by mutual written consent. Termination will take effect sixty days after receipt by either party of written notice from the other party. In the event of termination, the obligations assumed by the parties under this Agreement will survive its termination to the extent necessary to permit the orderly conclusion of activities, and the withdrawal of personnel, funds and property of FAO.

18. This Agreement will enter into force upon signature by the duly authorized representatives of both parties.