



GLOBAL ENVIRONMENT FACILITY  
INVESTING IN OUR PLANET

Naoko Ishii  
CEO and Chairperson

October 17, 2016

Dear Council Member,

The UNDP as the Implementing Agency for the project entitled: ***Regional (Angola, Namibia, South Africa): Realizing the Inclusive and Sustainable Development in the BCLME Region through the Improved Ocean Governance and the Integrated Management of Ocean use and Marine Resources*** Short Title "***Improving Ocean Governance and Integrated Management in the BCLME***", has submitted the attached proposed project document for CEO endorsement prior to final Agency approval of the project document in accordance with the UNDP procedures.

The Secretariat has reviewed the project document. It is consistent with the project concept approved by the Council in May 2014 and the proposed project remains consistent with the Instrument and GEF policies and procedures. The attached explanation prepared by the UNDP satisfactorily details how Council's comments and those of the STAP have been addressed.

We have today posted the proposed project document on the GEF website at [www.TheGEF.org](http://www.TheGEF.org) for your information. We would welcome any comments you may wish to provide by November 14, 2016 before I endorse the project. You may send your comments to [gcoordination@TheGEF.org](mailto:gcoordination@TheGEF.org).

If you do not have access to the Web, you may request the local field office of UNDP or the World Bank to download the document for you. Alternatively, you may request a copy of the document from the Secretariat. If you make such a request, please confirm for us your current mailing address.

Sincerely,

Naoko Ishii  
Chief Executive Officer and Chairperson

Attachment: GEFSEC Project Review Document  
Copy to: Country Operational Focal Point, GEF Agencies, STAP, Trustee



# REQUEST FOR CEO ENDORSEMENT

PROJECT TYPE: FULL-SIZED PROJECT

TYPE OF TRUST FUND: GEF TRUST FUND

For more information about GEF, visit [TheGEF.org](http://TheGEF.org)

## PART I: PROJECT INFORMATION

“Realizing the inclusive and sustainable development in the BCLME region through the improved ocean governance and the integrated management of ocean use and marine resources” Short Title – Improving Ocean Governance and Integrated Management in the BCLME			
Country(ies):	Angola, Namibia, South Africa	GEF Project ID: <sup>1</sup>	5753
GEF Agency(ies):	UNDP	GEF Agency Project ID:	PIMS 5313 (UNDP)
Other Executing Partner(s):	Benguela Current Commission	Resubmission Date:	24 May 2016
GEF Focal Area (s):	International Waters	Project Duration(Months)	63
Name of Parent Program (if applicable):	N/A	Project Agency Fee (\$):	\$981,000
➤ For SFM/REDD+ <input type="checkbox"/> ➤ For SGP <input type="checkbox"/> ➤ For PPP <input type="checkbox"/>			

## A. FOCAL AREA STRATEGY FRAMEWORK<sup>2</sup>

Focal Area Objectives	Expected FA Outcomes	Expected FA Outputs	Trust Fund	Grant Amount (\$)	Cofinancing (\$)
IW-2	Outcome 2.1: Implementation of agreed Strategic Action Programmes (SAPs) incorporates ecosystem-based approaches to management of LMEs, ICM principles, and policy/legal/ institutional reforms into national/local plans	Policy/legal/institutional reforms adopted Agreed commitments to sustainable ICM and LME cooperation frameworks Types of technologies and measures implemented in local demonstrations and investments Enhanced capacity for issues of climatic variability and change	GEFTF	9,700,000	147,511,000
IW-3	Innovative solutions implemented for reduced pollution, improved water use efficiency, sustainable fisheries with rights-based management	Types of technologies and measures implemented in local demonstrations and investments	GEFTF	1,200,00	16,404,000
<b>Total project costs</b>				10,900,000	\$163,915,000

## B. PROJECT FRAMEWORK

**Project Objective:** To realize a coordinated regional approach to the long-term conservation, protection, rehabilitation, enhancement and sustainable use of the Benguela Current Large Marine Ecosystem in order to provide economic, environmental and social benefits and wellbeing to the region through the implementation of the Benguela Current Convention and accompanying Strategic Action Programme

Project Component	Grant Type	Expected Outcomes	Expected Outputs	Trust Fund	Grant Amount (\$)	Confirmed Cofinancing (\$)
Component 1: Improved Ocean and Coastal Governance through SAP Implementation and	TA	1.1 Regional Level Ocean and Coastal Governance operating effectively by building on existing	A detailed and expanded Full Governance Assessment undertaken (building on the preliminary Governance	GEFTF	\$4,857,882	\$86,210,000

<sup>1</sup> Project ID number will be assigned by GEFSEC.

<sup>2</sup> Refer to the [Focal Area Results Framework and LDCF/SCCF Framework](#) when completing Table A.

Delivery at Regional, National and Local levels		<p>institutional governance structures and through cooperative commitments from the participating countries toward an ecosystem-based management approach within the defined priorities of the BCC Implementation Plan and the requirements of the Convention.</p>	<p>Baseline Review undertaken during project preparation).</p> <p>Regional level sectoral correlation of policy and legal frameworks (e.g. between all 3 national fisheries sectors, national mining sectors, etc.) and Development, Adoption and Implementation of Regional Codes of Conduct that include monitoring and compliance mechanisms</p> <p>Regional consistency and compatibility of ecosystem monitoring programmes, to include appropriate indicators of stress reduction, environmental improvement and human welfare (food security, poverty, livelihoods, etc.) to enhance the LME-wide monitoring programme.</p> <p>Regionally compatible Water Quality Standards and Monitoring Guidelines for pollution and biosafety developed, adopted and implemented</p> <p>Regional State of the Ecosystem Information System (SEIS) operational for State of Ecosystem reporting and providing input to adaptive management guidelines and early warning of large-scale variability</p> <p>Regional Coastal Sensitivity Atlas developed for BCC to guide coastal activities based on science and associated knowledge</p> <p>Science-to-Governance process</p>			
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			strengthened/adopted for the sustainable future of the BCLME through the BCC architecture.			
		1.2: National Level Ocean and Coastal Governance strengthened and supported by BCC through inter-sectoral national institutional strengthening and consequent implementation at the national level of the regional codes of conduct, monitoring programmes water quality standards and other supportive adopted stress reduction policies and legislation arising from Outcome 1.1. this provides support to the individual efforts within the countries that are promoting management and policy changes and improvements in line with the creation of an enabling environment for multi-sectoral ocean governance.	<p>The effectiveness and delivery of the National Intersectoral Committees (NICs) supported and strengthened as required by each country</p> <p>National Strategies for SAP implementation developed and adopted by each country (including adoption and implementation at the national level of the regional codes of conduct, monitoring programmes water quality standards and other adopted stress reduction policies and legislation</p> <p>The National Science-to-Governance process strengthened and given support for implementation using the NICs and other appropriate and nationally-agreed institutional interactions</p> <p>Adoption and Implementation (including associated strengthening and realignment of legislation and administrative support) at the national level of regionally-developed sectoral approaches and reforms along with consistent codes of conduct as well as data and information processes (e.g. national ecosystem monitoring programmes and water quality standards)</p> <p>National Policy-Level Briefing Documents on Blue/Ocean Economy developed and/or</p>			

			<p>available, based on Results and Conclusions from Regional Economic Valuation and Cost-Benefit Analysis</p> <p>Sustainable fisheries promoted through eco-labelling and by-catch reduction at the national level, and to identify best practices and ‘pilot’ partnerships/ demonstrations that can be replicated as appropriate</p> <p>Women’s empowerment in the ocean and coastal governance field promoted through the support to the implementation of the gender mainstream strategies in respective countries in the maritime/fisheries sectors</p>			
		<p>1.3: Evidence-based development and implementation of national-level integrated governance and management mechanisms (in line with the Ecosystem-Based Management approach and in support of SAP Implementation) utilizing a ‘bottom-up’ piloted demonstration-and-replication strategy for each country</p>	<p>National Governance Pilots as progenitors for adoption and implementation of countrywide integrated coastal and marine spatial planning and management mechanisms in line with LME regional SAP implementation and domestic application of the BC Convention</p> <p><u>Angola Governance Pilot:</u> Improving management practices in Angola to reduce stress on fisheries while enhancing fisheries community welfare</p> <p><u>Namibia Governance Pilot:</u> Demonstrate and establish national sustainable strategies for the use of ocean and coastal resources through the development and</p>			

			<p>implementation of integrated and holistic coastal and marine planning and management</p> <p><u>South Africa</u> <u>Governance Pilot:</u> Investigating the causes and impacts of impaired water quality on the living marine resources and associated dependent communities in order to develop/improve national standards and guidelines for water quality maintenance in line with SAP implementation and domestication of the BC Convention</p>			
Component 2: Stakeholder Engagement and Partnership Collaboration to realise sustainable SAP Implementation and Delivery	TA	2.1: Regional and National level stakeholder engagement activities and interactive cooperation for delivering SAP implementation and BCC Convention domestication	<p>Regional Stakeholder engagement forum established that promotes interaction and inclusive management discussions across all sectors</p> <p>National Stakeholder engagement fora established through the National Intersectoral Committees, or similar structures, that promote interactions and inclusive management discussions across all sectors</p> <p>Stakeholder Briefing documents prepared and circulated widely (through different distribution mechanisms) on the role of BCC and the issues and concerns surrounding the BCLME</p> <p>BCC lessons learned and best practices for the improved ocean governance and the sustainable LME management shared via various outreach mechanisms and platforms</p>	GEFTF	\$2,323,029	\$28,650,000

		<p>2.2: Community level engagement activities for delivering SAP implementation and BCC Convention domestication</p>	<p>Strengthening and support for further development and adoption of partnerships between communities and local government /municipalities</p> <p>Targets and actions agreed and adopted to reduce environmental and social impacts and stresses among pilot communities in line with SAP implementation</p> <p>Priority gender-related issues and concerns in the pilot communities identified and addressed and lessons and best practices captured for further transfer and replication</p> <p>Active participation of the youth supported through the annual BCC Youth Summit and other activities of the Benguela Youth Ocean Network (BYON) at national level and regional levels</p> <p>Awareness raised at community levels about the Convention, BCC and the SAP</p>			
		<p>2.3: Public and Private Sector Engagement strengthened through partnerships that are developed to support specific SAP and Convention implementation activities as identified under Component 1 and to support relevant priority national, bilateral and regional policy, institutional and management strengthening and improvement, along with sectoral reforms being adopted in line</p>	<p>BCC Business Leadership Forum established, in partnership with the regional and national private sectors</p> <p>Ecosystem monitoring and assessment capacity strengthened through regional industry partnerships in the monitoring and assessment process</p> <p>Public-Private Sector Partnership for Oil and Gas Exploration, Extraction and potential Spill Response developed and adopted</p>			

		with the SAP and its Implementation Plan	Adoption of effective national ballast water management practices along with the compliance of the private sector (in particular shipping and port industries) operating in the BCLME region.			
Component 3: Capacity Building and Training to support sustainable SAP Implementation and Convention Domestication	TA	3.1: Capacity Development and Strengthening of the BCC, its Secretariat and various associated Committees and Bodies. Areas of focus will include strengthening monitoring capabilities (at both the ecosystem level and the institutional level); strengthening capacity for management of donor funds and activities; delivery of an overall regional and national programme of training and capacity building both for individuals and for institutions	Improved coordination, communication, planning and operations within the BCC Secretariat and its bodies and structure  BCC's capacity to monitor and report the Convention and SAP implementation progress and its effectiveness strengthened, with the establishment and adoption of agreed indicators of delivery for each strategic solution (priority theme) in the SAP  Regional Capacity Development Programme adopted and implemented in line with agreed national and regional capacity needs for the BCC Convention and SAP implementation and as per the BCC Training and Capacity Building Policy	GEFTF	\$1,658,299	\$19,195,000
Component 4: Marketing and Resource Mobilisation and Fiscal Sustainability	TA	4.1: Sustainable long-term management structures and financing mechanisms adopted by the BCC and its various national and regional institutional bodies and with full political support underpinned by both public and private sector investments	Regional Economic Valuation Studies updated/completed, with a particular focus on biodiversity/living marine resources data  Regional Cost-Benefit Analysis updated/completed to promote and facilitate the implementation of selected proposed policies related to SAP implementation  Pre-feasibility studies conducted for investment	GEFTF	\$1,166,390	\$22,790,000



			in the sustainable blue/ocean economy strategies related to sustainability of ecosystem goods and services in the BCC region			
			Sustainable financing mechanisms for BCC identified and adopted at the national and regional level that can provide a reliable 'exit strategy' from donor funding			
Subtotal					\$10,005,600	\$156,845,000
Project Management Cost (PMC) <sup>3</sup>				GEF TF	\$894,400	\$7,070,000
<b>Total project costs</b>					\$10,900,000	\$163,915,000

#### C.SOURCES OF CONFIRMED CO-FINANCING FOR THE PROJECT BY SOURCE AND BY NAME (\$)

Please include letters confirming co-financing for the Project with this form

Sources of Co-financing	Name of Co-financier (source)	Type of Co-financing	Co-financing Amount (\$)
National Government	Angolan Government	Cash 85% <sup>a</sup>	45,000,000
National Government	Namibian Government		45,000,000
National Government	South African Government	In-Kind 15% <sup>a</sup>	45,000,000
GEF Agency	UNDP	Cash	300,000
Bilateral Agency	EAF Nansen Programme	Cash	5,000,000
Multilateral Agency	Benguela Current Commission	Cash	2,500,000
Multilateral Agency	GIZ	Cash	10,125,000
Multilateral Agency	SEAFO	In-Kind	500,000
Private Sector	SADSTIA	In-Kind	900,000
Academic Institutions	NMMU	In-kind	9,590,000
<b>Total Co-financing</b>			<b>163,915,000</b>

**CASH CO-FINANCING:** THIS IS CASH CO-FINANCING THAT WILL BE USED DIRECTLY TO SUPPORT PROJECT ACTIVITIES

**IN-KIND CO-FINANCING:** THIS WHERE THE CO-FINANCING IS REPRESENTED BY PERSONNEL TIME OR PARALLEL ACTIVITIES THAT CONTRIBUTE TO THE OVERALL SAP IMPLEMENTATION AND CONVENTION OBJECTIVES

<sup>a</sup> THESE FIGURES FOR CASH AND IN-KIND CO-FINANCING FOR COUNTRIES ARE A BEST ESTIMATE OF THE PERCENTAGE BREAKDOWN PRIOR TO ACTUAL PROJECT IMPLEMENTATION

#### D. TRUST FUND RESOURCES REQUESTED BY AGENCY, FOCAL AREA AND COUNTRY<sup>1</sup>

		Focal Area	Country Name/	(in \$)
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<sup>3</sup> PMC should be charged proportionately to focal areas based on focal area project grant amount in Table D below.

GEF Agency	Type of Trust Fund		Global	Grant Amount (a)	Agency Fee (b) <sup>2</sup>	Total c=a+b
UNDP	GEF TF	International Waters	Regional (Angola, Namibia, Comoros)	\$10,900,000	\$981,000	\$11,881,000
<b>Total Grant Resources</b>				\$10,900,000	\$981,000	\$11,881,000

<sup>1</sup> In case of a single focal area, single country, single GEF Agency project, and single trust fund project, no need to provide information for this table. PMC amount from Table B should be included proportionately to the focal area amount in this table.

<sup>2</sup> Indicate fees related to this project.

#### F. CONSULTANTS WORKING FOR TECHNICAL ASSISTANCE COMPONENTS:

Component	Grant Amount (\$)	Co-financing (\$)	Project Total (\$)
International Consultants	\$510,600	\$400,000	\$910,600
National/Local Consultants	\$1,028,100	\$280,000	\$1,308,100

#### G. DOES THE PROJECT INCLUDE A “NON-GRANT” INSTRUMENT? No

(If non-grant instruments are used, provide in Annex D an indicative calendar of expected reflows to your Agency and to the GEF/LDCF/SCCF/NPIF Trust Fund).

## PART II: PROJECT JUSTIFICATION

### A. DESCRIBE ANY CHANGES IN ALIGNMENT WITH THE PROJECT DESIGN OF THE ORIGINAL PIF<sup>4</sup>

A.1 National strategies and plans or reports and assessments under relevant conventions, if applicable, i.e. NAPAS, NBSAPs, national communications, TNAs, NCSA, NIPs, PRSPs, NPFE, Biennial Update Reports, etc.

**NOT APPLICABLE**

A.2. GEF focal area and/or fund(s) strategies, eligibility criteria and priorities.

**NOT APPLICABLE**

A.3 The GEF Agency's comparative advantage:

**NOT APPLICABLE**

A.4.

The baseline project and the problem that it seeks to address remain substantially the same as that presented in the approved PIF, although the structure presented in the Project Document has been slightly refined and streamlined from the original structure presented in the approved PIF. Actual sequencing of the Outcomes, Outputs and Deliverables under the Components have been adjusted to better reflect countries' needs and to strengthen the logic of the document. The logic of this sequence for each output has been included in the Main Objectives and Deliverables section for ease of understanding.

A new Component 4 addressing Marketing and Resource Mobilisation and Fiscal Sustainability has now been added in response to the STAP review recommendation that an 'exit strategy should take the multiple stages of GEF support to the littoral countries cooperative action into account and provide a scenario for the future'. This new Component will be aiming to ensure that sustainable long-term management structures and financing mechanisms are put in place by the BCC and its various national and regional institutional bodies and with full political support underpinned by both public and private sector investments. It will do this through a sequential process that expands and strengthens Regional Economic Valuation Studies. Updates and strengthens a Regional Cost-Benefit Analysis, conducts Pre-feasibility studies

<sup>4</sup> For questions A.1 –A.7 in Part II, if there are no changes since PIF and if not specifically requested in the review sheet at PIF stage, then no need to respond, please enter “NA” after the respective question.

for investment in the sustainable blue/ocean economy strategies related to sustainability of ecosystem goods and services in the BCC region and identifies, Sustainable financing mechanisms for BCC at the national and regional level which can provide a reliable 'exit strategy' from donor funding.

Furthermore, where the PIF refers to MPAs and EBSAs as well as Marine Spatial Planning, considerable discussion has taken place between UNDP, BCC, the countries and the GIZ MARISMA project to ensure a collaborative approach and avoid any duplication. The GIS MARISMA project is working closely with the same countries and alongside BCC to pilot effective MSP with an emphasis on EBSAs. In this context, the UNDP GEF project on 'Improving Ocean Governance and Integrated Management in the BCLME'. Will cooperate closely with GIZ MARISMA to expand their pilots, and to develop a harmonised and integrated approach through the LME that brings together MSP and ICM as a single ecosystem-based planning and management approach. This has been the subject of significant discussion and negotiation between the two projects and the participating countries to reach an amicable and cost-effective agreement that benefits all parties while making best use of available funding. This arrangement and agreement is captured in the Project Document in a number of relevant places and discussed in some detail under a specific section on Collaboration with the GIZ-supported MARISMA Project under section **2.7 - Partnerships with related Projects and Initiatives**.

A. 5. [Incremental /Additional cost reasoning](#): describe the incremental (GEF Trust Fund/NPIF) or additional (LDCF/SCCF) activities requested for GEF/LDCF/SCCF/NPIF financing and the associated [global environmental benefits](#) (GEF Trust Fund) or associated adaptation benefits (LDCF/SCCF) to be delivered by the project:

**NOT APPLICABLE**

A.6 Risks, including climate change, potential social and environmental risks that might prevent the project objectives from being achieved, and measures that address these risks:

**NOT APPLICABLE.** Mandatory UNDP Social and Environmental Screening Procedure (SESP) has been followed during the project preparatory phase and it is attached to the Project Document.

A.7. Coordination with other relevant initiatives

Coordination efforts have been ongoing and strengthened further during the project preparatory phase.

The principle initiatives within the BCLME Region that are very closely related to the aims and objectives of the Convention, to SAP Implementation and to the overall aims and objectives of the current UNDP GEF BCLME project are:

**A. The GIZ-supported MARISMA Project.**

**B. The FAO/GEF Project' Enhancing Climate Change Resilience in the Benguela Current Fisheries System**

The text above has already explained the strong partnership with MARISMA. The FAO-GEF Climate Change Resilience project is a combined initiative between the Benguela Current Commission, the governments of Angola, Namibia and South Africa, FAO and the Global Environmental facility (GEF). The goal of the project is to build resilience and reduce the vulnerability to climate variability and change of the marine fisheries and mariculture sectors within the BCLME through strengthening adaptive capacity and implementing participatory and integrated strategies in order to ensure food and livelihood security. As both Projects are being executed by the BCC and its Secretariat, the Commission will ensure close coordination between them. Specific areas of collaboration would include:

- Joint evolution of multi-sectoral approaches to adaptation and increased resilience to climate impacts in each country with a strong emphasis on integrating these into marine spatial planning and into community level SAP implementation. The UNDP GEF Project places a strong focus on National Intersectoral Committees for LME SAP Implementation. These Committees can also provide a forum for ensuring that climate resilience is taken into account in any decisions that related to SAP implementation and overall management of resources and livelihoods within the LME.
- Collaboration in the assimilation and dissemination of available knowledge to increase understanding and awareness of the existing and the likely future impacts and implications of climate change and variability on fisheries, and mariculture, and on communities and other settlements dependent on them. The lessons and best practices (which

are important deliverables from many of the UNDP GEF outputs, particularly the governance pilots) will provide additional vehicles for the FAO GEF project to disseminate such knowledge.

- Shared piloting of best-practices to strengthen climate resilience in fisheries and aquaculture and thereby improve governance and the security and livelihoods of coastal dwellers. This provides an excellent opportunity for close collaboration within the governance pilots whereby the FAO project can test climate resilience activities and develop best practices alongside the UNDP GEF Community livelihoods and stress reduction support. These lessons and practices can then be captured at the national level as the governance pilots become scaled up.
- Collaborative development and demonstration of pilots for an ecosystem approach to fisheries. In this context, the UNDP GEF Project has recognised the need to collaborate closely with the FAO GEF project at the level of the governance pilots in each country as is captured in Annex 2 and in the discussions and activities of Component 1.3

In order to ensure closer and in-depth collaboration and complementarity between these two closely interwoven projects and their aims and objectives, it is proposed that the Project and the BCC will highlight the more obvious areas of interaction (and options for avoidance of any overlap) at the Inception stage and will further make this the subject of a specific meeting/workshop between the two project and the GIZ MARISMA project to ensure complementarity of efforts and true collaborative delivery in support of the BCC and its SAP Implementation Plan through an agreed work-plan and road-map . As the Management Board of the BCC will be providing the Steering Committee function for both projects it is expected that these two initiatives will be closely interactive and non-duplicative.

In Namibia, The Namibian Coast Conservation and Management Project has been tasked to pave the way for an Integrated Coastal Zone Management System in Namibia. This is a GEF-funded initiative which started in March 2006 under the auspices of the Ministry of Environment and Tourism. Clearly, NACOMA's work and legacy feeds directly into the aims of this demo project and close partnership will be encouraged via the Namibian demonstration under Component 1) on **integrated and harmonised coastal and marine planning and management for Namibia in line with BCLME SAP implementation.**

Between Namibia and South Africa (as well as other non-BCLME countries), the **Orange-Senqu River Commission (ORASECOM)** promotes the equitable and sustainable development of the resources of the Orange-Senqu River. ORASECOM provides a forum for consultation and coordination between the riparian states to promote integrated water resources management and development within the basin. UNDP GEF supported an initial Transboundary Diagnostic Analysis for the Basin leading to a Strategic Action Programme. They are now planning a second phase to implement this SAP and the Orange River Mouth will be an important area in that SAP Implementation. The Namibian Demo Project will interact closely with this UNDP GEF supported project for the Orange Senqu River SAP implementation process. This will include the direct involvement of ORASECOM and the Orange-Senqu River SAP Implementation initiative (UNDP GEF Project) in any planning and strategies developed for the Orange River Mouth. The two Commissions (BCC and ORSECOM) have already developed a close relationship through the two GEF projects and ORASECOM senior staff already sit as observers at meeting of the BCC Management Board. The BCLME Project will continue to work closely with its sister UNDP GEF Project for Orange-Senqu River SAP Implementation through these two commissions to encourage more 'institutionalised' interactive relationship with ORASECOM, with senior staff continuing to be invited as observers to the appropriate BCC Management and technical meetings in order to better progress the joint activities and joint interests highlighted in 'From Source to Sea'

**The EAF- Nansen Programme** 2016-2020 is currently being finalised. The new Programme has an expanded scope both as regards research and management activities as compared to the present phase and a new research vessel will be available from about January 2017. The three pillars of the new programme are science, fisheries management (EAF) and capacity development. A draft project document has been developed providing the overall framework and scope. Detailed planning is however still required as regards specific activities in respective regions and countries. For the Benguela Current Large Marine Ecosystem (BCLME) area, the Benguela Current Commission (BCC) has been the key partner for the first phase of the EAF-Nansen Project and this will be the same in the second phase as the converging objectives of the EAF-Nansen Programme and the BCLME SAP, make the BCC a natural partner for future collaboration with the EAF-Nansen Programme in South West Africa. A recent workshop for the BCLME region resulted in the identification of regional priorities that can be addressed in cooperation with the EAF Nansen Programme and can be used as basis for more detailed planning. In relation to science priorities, it was noted that the following criteria should apply:

- 1) Sustainable fisheries management is still at the heart of the Programme particularly as regards main transboundary resources. In particular, the elements of BCC's Implementation Plan that require action to be taken on MCS (and IUU) were highlighted as an equal priority for the EAF-Nansen Programme.
- 2) Research should primarily address regional issues (e.g. shared fishery resources/stocks), but could be "localized" in nature (e.g. study of recruitment processes for any important regional stock)
- 3) The EAF-Nansen Programme will operate primarily within countries EEZs but work in ABNJ can also be included in collaboration with RFMOs
- 4) To the extent possible, research activities should take cognizance of and coordinate with national, regional and international fisheries and marine research Programmes
- 5) Research should be linked to management needs, either tactical (short-term) (e.g. necessary for fisheries management, assessment or monitoring of oil and gas impacts, or for overall or environmental management), or strategic (long-term), contributing to "global public goods".

### **SEAFO – The South-East Atlantic Fisheries Organization/Convention**

The SEAFO Secretariat is located in Swakopmund, Namibia within the same office building as the Benguela Current Commission. This Convention was signed in April 2001 in Windhoek by Angola, the European Community, Iceland, Namibia, Norway, Republic of Korea, South Africa, United Kingdom (on behalf of St. Helena and its dependencies of Tristan da Cunha and Ascension Islands) and the United States of America. It entered into force on April 2003 after the deposit of instruments of ratification by Namibia and Norway and approval by the European Community as required under Article 27 of the Convention. The Convention is the first to create a regional management organisation after the adoption of the UNFSA (United Nations Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks). Although the UNFSA was not in force at the time of the signature of the SEAFO Convention and for that reason did not create any binding obligations for the participants in the SEAFO negotiations, it nonetheless formed an essential backdrop to those negotiations. The SEAFO Commission has adopted a **Conservation Measure 08/06** to ensure that IUU fishing in the whole of Atlantic Ocean is minimised. In so doing, the Commission has adopted a measure to list IUU vessels that are in the IUU lists of Northwest Atlantic Fisheries Organisation (NAFO), Northeast Atlantic Fisheries Commission (NEAFC) and the Commission for the Conservation of the Antarctic Living Marine Resources (CCAMLR). Furthermore, once the Commission adopts the IUU Vessel List, it has the responsibility and requirement to act on that list in the context of preventing and taking legal action against offending parties (see Project Document for more detail)

### **FAO Port State Measure Agreement to Prevent, Deter and Eliminate Illegal, Unreported and Unregulated Fishing (PSMA)**

This Agreement entered into force on 5<sup>th</sup> June 2016. Port State Measures (PSM) are requirements established or interventions undertaken by port states by which a foreign fishing vessel must comply with, or is subjected to as a condition for use of ports within the port state. National PSM will typically include requirements related to prior notification of port entry, use of designated ports, restrictions on port entry and landing/trans-shipment of fish, restrictions on supplies and services, documentation requirements and port inspections, as well as related measures, such as IUU vessel listing, trade-related measures and sanctions. The Agreement aims to prevent illegally caught fish from entering international markets through ports. Under the terms of the treaty, foreign vessels will provide advance

notice and request permission for port entry, countries will conduct regular inspections in accordance with universal minimum standards, offending vessels will be denied use of port or certain port services and information sharing networks will be created. Along with international and regional initiatives aiming at implementing and enforcing PSM, individual states are adopting such measures. Whether it is the implementation of PSM schemes adopted by Regional Fisheries Management Organizations (RFMOs) or nationally adopted PSM, national legal frameworks and their implementation are crucial in enabling port states to apply PSM to combat IUU fishing. National legal frameworks should empower national authorities to take adequate enforcement action against vessels involved in IUU fishing in their own ports, with a view to contributing to undermining fishing activities that are not carried out in accordance with conservation and management measures adopted by RFMOs, other states and the port state itself.

## **B. ADDITIONAL INFORMATION NOT ADDRESSED AT PIF STAGE:**

### **B.1 Describe how the stakeholders will be engaged in project implementation.**

The key stakeholders of the BCLME region are well known and the BCC is cognizant of new or emerging stakeholders due to changes in the use, governance or conservation of the ecosystem. The project will take advantage of the knowledge and awareness generated and, connections established through the BCLME SAP Implementation Project support and to build on these for meaningful participation. From the Components described, local communities, the youth, private sector, academia, local and regional/ provincial authorities and regional and international partners will all be meaningfully involved in specific SAP and Convention activities to enable effective a shift toward sustainable use of the LME through collective governance. The Inception meeting for this project will aim to ensure broad stakeholder participation to review the Project elements and activities to assure national ownership of the Project. One entire component (Component 2: Stakeholder Engagement and Partnership Collaboration to Realise Sustainable SAP Implementation and Delivery) of the project has therefore been allocated to ensure stakeholder engagement and partnership collaboration in SAP implementation and stress reduction within the LME. A regional Stakeholder Engagement Forum is one of the intended Outputs from the Component, along with national stakeholder engagement being captured through the National intersectoral Committees and/or similar national interactive bodies. Stakeholder Briefing documents will also be prepared and circulated under this Component. In promoting and demonstrating improved ballast water management, the project plans an initial stakeholder workshop to identify constraints and review priority requirements. Therefore, through this current project, both on-going partners and new partners will be engaged into the SAP Implementation process. Section 2.6 and 2.7 further describe this process

### **B.2. Describe the socioeconomic benefits to be delivered by the Project at the national and local levels, including consideration of gender dimensions, and how these will support the achievement of global environment benefits (GEF Trust Fund/NPIF) or adaptation benefits (LDCF/SCCF):**

The project aims to bring about tangible changes on the ground not only for environmental status of the BCLME but also to the socioeconomic and development status of those who live and utilize the resources of BCLME. The three national demonstrations **integrated management mechanisms and strategies at a pilot scales in each country for the sustainable use of ocean and coastal resources** under Component One will have strong gender and youth focus and an overall strong focus on socioeconomic improvement alongside ecosystem stress reduction within a sustainable development ethos. Socioeconomic benefits to women and youth through the implementation of these demonstration projects will be monitored through the collection of gender and age disaggregated data at the beginning, mid-term, and completion of the demonstration projects. The Ecosystem Valuation and Cost Benefit assessment aspects leading to the investment pre-feasibility studies planned under Component 4 will also drive a process that will be promoting a 'blue/ocean economy' approach with a specific focus on investments that can reduce any impacts on the ecosystem and the dependent socioeconomic environment. In particular, it will focus on reducing those impacts and threats to human well-being and socio-economic development and demonstrating how investments pay significant dividends and returns through the maintenance of ecosystem goods and services.

### **B.3. Explain how cost-effectiveness is reflected in the project design:**

The project aims to embrace a cost-effective approach through a number of active mechanisms as follows:

Partnerships and Collaboration: One priority focus of the BCLME III project will be on strong collaboration and cooperation between various national and regional initiatives that are addressing marine and maritime activities that relate directly to SAP implementation. The Project Document addresses this intention for close collaboration and cooperation between the various related funding initiatives in the region (see A.7. Coordination with other relevant initiatives – above). This collaboration with other projects has been stressed and actively developed during the Project preparation phase.

Active Stakeholder Engagement: Close cooperation with other major stakeholders and ‘players’ within the LME, especially the private sector. An entire Component has been elaborated to address Stakeholder Engagement and Partnership Collaboration for Sustainable SAP Implementation and Delivery (Component 2). One of the main focal areas in this Component will be on National and Regional Stakeholder Engagement, the latter through a regional forum and through Industry Stakeholder Days (as part of the Annual BCC Science Forum). As engagement with the Private Sector is considered to be vitally important for the BCLME region, various interactions are planned including a Business Leadership Forum.

Strengthening the Overall Coastal and Ocean Governance Process through a Harmonised Management Approach: Building and expanding the overall coastal and ocean management process alongside and in parallel with existing and planned government policies and activities such as Operation Phakisa in South Africa, existing plans and initiatives to develop more effective and integrated marine spatial planning and integrated coastal management in Namibia, And government policy in Angola to work more closely with community groups in a cooperative management environment (particularly including the ministries responsible for Fisheries and for Environment)

Sustainable Long-term Management Structures and Financing Mechanisms Implemented:

Since the original PIF was approved, a new Component has been added to address the concerns raised by GEF and particularly the STAP Review in relation to the need to develop longer term sustainability and to reduce dependence on donor funding. This new Component 4 on Marketing and Resource Mobilisation and Fiscal Sustainability has a sequential delivery that aims to make the overall BCC/Convention/LME management process more cost-effective and sustainable without having to continuously rely on donor support. This will be achieved through a progressive development from a regional Economic Evaluation, through a Cost-Benefit Analysis leading to Pre-feasibility studies for investments related to stress reduction and a ‘blue economy’ sustainable development approach, and finally to the identification and implementation of sustainable financing mechanisms alongside an appropriate long-term institutional structure/facility to support and drive such investments.

The Role of the Benguela Current Commission:

Using the Benguela Current Commission as the Executing Agency and incorporating BCC staff into the programme management process increases efficiency and cost-effectiveness. This is a prime example of how the structures and institutional arrangements created and developed through the evolution of an LME project can be harnessed and sustained for long-term management and administrative functions within an LME context

## **C. DESCRIBE THE BUDGETED M & E PLAN:**

The project’s Monitoring and Evaluation plan has been budgeted at \$165,000 (excluding the inputs from Project staff and countries and cost associated with M&E responsibilities carried out by UNDP as the GEF IA). This includes an Inception Workshop, Quarterly reporting to the Implementing Agency, Annual Project Review/Project Implementation Reports, standard Mid-Term and Terminal Evaluation and site visits.

In addition to the standard M&E plan associated with a GEF project of his nature, the BCLME III Project plans to develop and adopt a Monitoring and Evaluation programme to track progress ‘on-the-ground’ in capacity development and training

in the region related to SAP implementation. This will include a Capacity Tracer Study conducted twice during Project lifetime for targeted key institutions in the region and to track placement of trained individuals.

These three components will be supported by a cross-cutting monitoring and evaluation and adaptation learning component (Component 4). The component will ensure a systematic monitoring and evaluation of progress towards the achievement of the objectives. It also serves to promote the wider dissemination of results for replication in other large marine ecosystems

Furthermore, the Benguela Current Commission itself will be monitoring the overall SAP implementation process and the GEF Project and the BCC will be jointly supporting a Monitoring and Compliance post that will focus more specifically on ensuring that the aims and objectives of both SAP implementation and the BC Convention are being complied with and delivered. On a larger global scale of M&E, results from the project will be disseminated within and beyond the project intervention zone through existing information sharing networks and forums.

The project will identify and participate in as relevant and appropriate, scientific, policy-based and/or any other networks, which may be of benefit to project implementation though lessons learned. The project will identify, analyse, and share lessons learned that might be beneficial in the design and implementation of similar future projects. There will be a two-way flow of information between this project and other projects of a similar focus. In particular, the Project will participate within the GEF IW:LEARN and LME:LEARN networks, (contributing a minimum of 1% of project budget to IW portfolio learning), the African LME Caucus and other appropriate regional and global initiatives in an effort to network between International Waters projects both regionally and globally, sharing lessons learned, and developing and deploying innovative ocean governance tools and methods. Other relevant networks will be harnessed where appropriate.




**PART III: APPROVAL/ENDORSEMENT BY GEF OPERATIONAL FOCAL POINT(S) AND GEF AGENCY(IES)**

- A. RECORD OF ENDORSEMENT OF GEF OPERATIONAL FOCAL POINT(S) ON BEHALF OF THE GOVERNMENT(S):**  
(Please attach the [Operational Focal Point endorsement letter\(s\)](#) with this form. For SGP, use this [OFP endorsement letter](#)).

NAME	POSITION	MINISTRY	DATE (MM/DD/YYYY)
MR. CARLOS CADETE	NATIONAL DIRECTOR OF STATISTICS, PLANNING AND STUDIES OFFICE	MIN. OF ENVT, ANGOLA	MARCH 7, 2014
TEOFILUS NGHITILA	ENVIRONMENTAL COMMISSIONER	MIN. OF ENVT & TOURISM, NAMIBIA	MARCH 5, 2014
ZAHEER FAKIR	CHIEF POLICY ADVISOR, INTERNATIONAL RELATIONS	DEPT OF ENVT AFFAIRS & WATER, SOUTH AFRICA	MARCH 18, 2014

**B. GEF AGENCY(IES) CERTIFICATION**

This request has been prepared in accordance with GEF/LDCF/SCCF/NPIF policies and procedures and meets the GEF/LDCF/SCCF/NPIF criteria for CEO endorsement/approval of project.

Agency Coordinator, Agency Name	Signature	Date (Month, day, year)	Project Contact Person	Telephone	Email Address
Adriana Dinu, UNDP-GEF Executive Coordinator		24 May 2016	Akiko Yamamoto	+251 91 250 3316	akiko.yamamoto@undp.org

**ANNEX A: PROJECT RESULTS FRAMEWORK** (either copy and paste here the framework from the Agency document, or provide reference to the page in the project document where the framework could be found).

<b>This project will contribute to achieving the following Country Programme Outcome as defined in CPAP or CPD:</b>						
<b>Country Programme Outcome Indicators: Not Applicable</b>						
<b>Primary applicable Key Environment and Sustainable Development Key Result Area (same as that on the cover page, circle one):</b> <b>2.5. Legal and regulatory frameworks, policies and institutions enabled to ensure the conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems, in line with international conventions and national legislation</b> <b>1.3. Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste</b>						
<b>Applicable GEF Strategic Objective and Program:</b> <b>IW Objective 2: Catalyse multistate cooperation to rebuild marine fisheries and reduce pollution of coasts and Large Marine Ecosystems (LMEs) while considering climatic variability and change</b>						
<b>Applicable GEF Expected Outcomes:</b> <b>Outcome 2.1. Implementation of agreed Strategic Action Programmes (SAPs) incorporates ecosystem-based approaches to management of LMEs, ICM principles and policy/legal/ institutional reforms into national/local plans</b> <b>Outcome 2.2. Institutions for joint ecosystem-based and adaptive management for LMEs and local ICM frameworks demonstrate sustainability</b>						
<b>Applicable GEF Outcome Indicators:</b> <b>Indicator 2.1: Implementation of national/local reforms; functioning of national inter-ministry committees.</b> <b>Indicator 2.2: Cooperation frameworks adopted &amp; include sustainable financing</b>						

<b>Project Strategy</b>				<b>Verifiable Indicators</b>	<b>Means of Verification</b>	<b>Risks and Assumptions</b>
<b>Project Delivery</b>		<b>Baseline</b>	<b>Overall Output</b>			
<b>Project Objective:</b> To realize a coordinated regional approach to the long-term conservation, protection, rehabilitation, enhancement and sustainable use of the Benguela Current Large Marine Ecosystem in order to provide economic, environmental		A Benguela Current Commission has been formally adopted as has a Benguela Current Convention. BCC needs to be more appropriately structured and supported and needs stronger institutional and intersectoral representation at the national level. Both the BCC Implementation Plan and the Convention expectations need	BCC fully supported in terms of staffing  SAP Implementation priorities synchronised with Convention requirement  On-the ground demonstrations of more effective and interactive stakeholder engagement and strengthening of the necessary partnerships for sustainability  Development of stronger capacity within the region for ecosystem-based management, including appropriate training strategies  Marketing and resource mobilisation with a strong focus on fiscal sustainability within the BCC and BCLME. This will include leveraging and promoting financial flow/investments that support and pilot real on-the-ground stress reduction processes	BCC has full staff complement  Single work-plan & road-map  Successful pilot project completed with communities and private sector  Capacity Development Trackers  Clear records of successful investments and returns from stress reduction activities by various stakeholders  Approximately 5,000 linear km of Coastline in the LME under ICM and MSP and contributing to preventing further loss and	BCC MB Minutes and BCC website as well as documents  Final evaluation reports on pilots  Capacity Development Tracker shows effective delivery of Regional Capacity Development Programme and measurable increase in capacity for SAP implementation  Stress reduction in LME measurable as a result of investment activities and reported through BCC to	Continuing support from countries for BCC and BCLME SAP Implementation process. Recent signature of the new Benguela Current Convention supports this

Project Strategy				Verifiable Indicators	Means of Verification	Risks and Assumptions
Project Delivery		Baseline	Overall Output			
and social benefits and wellbeing to the region through the implementation of the Benguela Current Convention and accompanying Strategic Action Programme		to be harmonised under one set of priorities and these need to drive and delivery actual stress reduction activities. Stronger stakeholder engagement in this process is essential for long term management of LME resources as is a long-term investment plan to support stress reduction improvements		degradation in most significant marine protected areas  Approximately 1,000 sq. km identified and/or designated as EBSAs and/or MPAs with formal management processes and mechanisms in place  BCC provides improved management to 100% of the coastline through SAP implementation and BC Convention	BCC MB and to UN and GEF  ICM and MSP interactive and enshrined in national legislations (documentation available from BCC)  MPAs and EBSAs formally documented and available from BCC	
<b>Component 1:</b> Improved Ocean and Coastal Governance through SAP Implementation and Delivery at Regional, National and Local levels	<b>Outcome 1.1</b> Regional Level Ocean and Coastal Governance operating effectively through cooperative commitments from the participating countries toward an ecosystem-based management approach within the defined priorities of the BCC implementation plan and the requirements of the Convention.	Countries have made commitments to BCC and to the Convention through an ecosystem-based management approach. Countries have also started to transform legal, institutional and policy approaches and practices in line with these commitments. Countries now need to follow a clear road-map at regional and particularly national level to ensure that A. instruments and institutions are fully functional and interactive, B. That this clearly focuses on stress reduction to the LME and its resources and C. that this is sustainable in the long-term	1.1.1. A detailed and expanded Full Governance Assessment undertaken (building on the preliminary Governance Baseline Assessment delivered during project preparation) to identify: A. More effective use of existing institutional, legal and policy instruments in support of SAP implementation and ecosystem-based management, B. Strategies for delivering these improvements; and C. Identifying and adopting options for long-term sustainability (including funding) of BCC and supportive national institutions.	Actions within the BCC Implementation Plan and for domestication of the Convention are aligned and prioritised by BCC within one road-map/document with a clear monitoring structure and timed delivery, and adopted by the Commission through its Management Board  Prioritised governance improvements and associated road-map for delivery and monitoring adopted by each country based on a review of the preliminary GBA as well as the above aligned single document (to include sustainability strategies and long-term fiscal arrangements)  Clear evidence presented back to BCC of improved institutional arrangements, legal and policy realignments within each country through annual monitoring and reporting to Management Board and Ministerial Council	New, single document (road-map) adopted by Management Board and in daily use by BCC to deliver and to monitor institutional improvements and policy / legal realignments to ensure stress reduction in the LME  Country level Implementation Plans adopted, monitored and delivery reported to Management Board on a regular basis. National Status-of-Implementation reports to contain details of improvements and relate to actual stress reduction. Management Board to provide reactions and forward to Ministerial Conference,  Biennial State of the LME report produced by BCC and reviewed by Management Board prior to presentation to the Ministerial Conference.	That the countries are ready and willing to make the necessary changes at the institutional and policy levels and support these financially. Commitment to the SAP and the Convention would support that they are ready and willing while further agreement to a new road-map for delivery will provide necessary confirmation.  That countries have the fiscal support from their cabinets and treasury to make this happen and sustainable. It is expected that the Ministerial Conference can provide the platform to ensure this.

Project Strategy				Verifiable Indicators	Means of Verification	Risks and Assumptions
Project Delivery		Baseline	Overall Output			
				Measurable stress reduction within the LME through confirmation of appropriate indicators adopted as part of the aforementioned road-map. These indicators to be directly linked to ecosystem-based management and governance reforms and improvements and to include clear examples of reduced coastal pollution and other stress reductions throughout the LME		
			1.1.2. Regional level sectoral correlation of policy and legal frameworks and Development, Adoption and Implementation of Regional and National level Codes of Conduct that include monitoring and compliance mechanisms..	<p>Regional 'Standard' Codes of Practices and/or Convention protocols adopted by the BCC through its Management Board for:</p> <ul style="list-style-type: none"> <li>• Environmental Impact Assessment</li> <li>• Ecosystem Approach to Fisheries</li> <li>• Transboundary fish stock management</li> <li>• Hazardous spill response</li> </ul> <p>Joint monitoring and compliance processes adopted by BCC and its Management Board (and implemented through Cooperative Agreements) for:</p> <ul style="list-style-type: none"> <li>• Transboundary fish stock assessment;</li> <li>• Oil, gas and mining sector activities</li> <li>• Coastal development activities</li> </ul> <p>Full ratification/ accession by all BCC countries to the FAO Port State Measures Agreement</p>	<p>Codes of Practice adopted formally by Commission and Countries</p> <p>Protocols enacted into the Convention</p> <p>Trans-national agreements on monitoring and compliance in place and countries collaborating as appropriate to the subject matter</p> <p>FAO PSMA acceded to by all three countries</p> <p>Appropriate national legislation adopted and/or confirmed in order to implement PSMA</p> <p>Formal agreements with SEAFO and FAO signed and under implementation</p> <p>Feasibility and Business Plan available, reviewed by BCC MC and MB and decision minuted</p>	<p>These represent major formal policy and legal commitments by countries and they would need to be willing to drive these through their national legislation.</p> <p>However, many of these commitments are already enshrined in the SAP and the Convention and merely need legal substance.</p> <p>All three countries need to have the capacity to implement these and to monitor compliance. This may require additional training and skill-sets to be developed through a CB&amp;T programme</p>

Project Strategy				Verifiable Indicators	Means of Verification	Risks and Assumptions
Project Delivery		Baseline	Overall Output			
				<p>Adoption of appropriate legislative instruments and administrative requirements necessary for effective implementation of Port State Measures</p> <p>Formal Agreements negotiated, signed and implemented with SEAFO and FAO for combatting IUU within the region both at sea and through port state management measures</p> <p>Full feasibility study report and Business Plan for a regional MCS Centre for consideration and possible adoption by BCC Ministerial Conference and Management Board</p>		
			<p>1.1.3: Regional consistency and compatibility of ecosystem monitoring programmes, to include appropriate indicators of stress reduction, environmental improvement and human welfare (food security, poverty, livelihoods, etc.) to enhance the LME-wide monitoring programme.</p>	<p>BCC Management Board adopts a Regional Ecosystem Monitoring Programme (REMP) with very specific Stress Reduction and Environmental/Socioeconomic indicators and deadlines</p> <p>Distributed to National Focal Institutions for adopt and implementation by member countries at the national level (see Outcome 1.2 below)</p> <p>Feedback to appropriate BCC bodies (Management board, etc) on measurable improvements in the overall welfare of the LME and dependent communities</p> <p>Annual reports circulated in public domain (as part of the existing Data Management Policy and Protocol) highlighting measurable improvement as well as areas of urgent/priority action</p>	<p>Formal minutes of Management Board</p> <p>REMP lodged at the BCC for open access</p> <p>Formal letters of Distribution</p>	<p>That ecosystem monitoring needs are same for each country. This will be addressed during development but, at LME level, should be same.</p> <p>National level governments reticent to adopt due to capacity and financial commitments. See Component 4 for mechanisms to address this including partnerships beyond government.</p>
			1.1.4: Regionally compatible Water Quality Standards and Monitoring Guidelines for	Adoption of regional WQS by BCC Management Board	BCC Management Board minutes	That countries are willing to adopt a

Project Strategy				Verifiable Indicators	Means of Verification	Risks and Assumptions
Project Delivery		Baseline	Overall Output			
			<p>pollution and biosafety developed and adopted through the Ecosystem Advisory Committee (in potential collaboration with appropriate global bodies such as IMO, WHO, etc.).</p>	<p>Regional WQS formally adopted at national levels for implementation by appropriate national government institutions and/or mandated bodies</p> <p>National level feedback to BCC for monitoring purposes and for regular reporting</p> <p>Annual reports circulated in public domain (as part of the existing Data Management Policy and Protocol) highlighting measurable improvement as well as areas of urgent/priority action</p>	<p>Reports from National Focal Institutes to BCC confirming adoption</p> <p>Regular reporting from NFIs to BCC through Management Board and other appropriate BCC bodies on monitoring of WQ</p>	<p>'single' standard. This is already within the spirit of the SAP and the Convention.</p> <p>Lack of in-country capacity to undertake WQ monitoring. See Component 4 for mechanisms to address this including partnerships beyond government.</p>
			<p>1.1.5: Regional State of the Ecosystem Information System (SEIS) operational for State of Ecosystem reporting and providing input to adaptive management guidelines and early warning of large-scale variability (such as coastal erosion, harmful algal blooms, etc.).</p>	<p>Regional SEIS functioning within BCC or similar appropriate national/regional body as selected by countries</p> <p>Regular and comprehensive reporting from countries through NFIs to SEIS</p> <p>Regular reporting from the SEIS to the BCC MB and back to the countries to provide input to national adaptive management processes (see below)</p>	<p>Physical presence of SEIS and associated staff, hardware, software verifiable</p> <p>Country report available within SEIS and proven to be comprehensive and usable</p> <p>SESI reports to countries and MB available and providing pragmatic advice on adaptive management measures and options</p>	<p>Countries may be cautious about sharing national State of the Ecosystem information at a regional level.</p> <p>Data sharing agreements need to be confirmed</p> <p>Countries need to have an effective intersectoral review process that can ensure adaptive management recommendations can be acted upon (See references to NICS below)</p>
			<p>1.1.6: Regional Coastal Sensitivity Atlas developed for BCC to guide coastal activities based on science and associated knowledge.</p>	<p>CSA reviewed and approved by appropriate BCC bodies including formal acceptance by Management Board</p> <p>CSA used by BCC and partners to support the overall regional transboundary marine spatial planning process</p> <p>CSA formal distributed to countries via NFIs</p>	<p>Minutes of various BCC bodies and specifically the Management Board</p> <p>Formal MSP process adopts and uses CSA as shown through reporting and monitoring of GIZ project</p> <p>Evidence of use of CSA in national MSP processes</p>	<p>Countries consider the CSA to be accurate and are not deterred by any sensitivities in using it for MSP</p> <p>CSA will need to have broad stakeholder input including from industry</p>

Project Strategy				Verifiable Indicators	Means of Verification	Risks and Assumptions
Project Delivery		Baseline	Overall Output			
				CSA used at national level by each country to support overall national spatial planning within the LME (i.e. basin and coast to edge of EEZ)		
			1.1.7: Science-to-Governance process strengthened/adopted for the sustainable future of the BCLME through the BCC architecture.	<p>Formal Science / Knowledge to Governance strategy and institutional arrangements adopted and under implementation by BCC MB</p> <p>Advisory Reports to BCC MB on main conclusions and options for action arising from the Annual Science Forum</p> <p>BCC MBG actively involved in setting agenda and discussion topics for Annual Science Forum</p> <p>An Active BCC Peer Review Roster that can review and confirm trends and changes and link them to possible management options</p> <p>Results from the Economic Evaluations and Cost Benefits Analyses used as part of the development management options and decision-making</p> <p>Management Board advises the Ministerial Conference on Adaptive Management progress</p> <p>Formal recommendations to BCC on further research and studies as feedback from MB and from Ministerial Conference</p> <p>Best Lessons and Practices captured and shared with the regional and global LME and IW community</p>	<p>Formal strategy lodged with BCC and regularly monitored by EAC (with reports to MB) to track progress and actions taken</p> <p>Minutes of Management Board and EAC</p> <p>Formal Advisory Reports from ASF to BCC MB (as a required process and output)</p> <p>Minutes of BCC MB define priority studies as well as agendas for ASF</p> <p>Peer Review Roster lodged with BCC and regularly updated</p> <p>Formal reports submitted by BCC MB to Ministerial Conference to include advise on proposed adaptive management options and scenarios</p> <p>Formal distribution by BCC of Adaptive Management guidelines to NFIs</p> <p>Feedback Reports from Adaptive Management actions taken through NFIs to BCC and thus to MB</p>	
	<b>Outcome 1.2</b>	Absence of effective ecosystem-focused	1.2.1: The effectiveness and delivery of the National Intersectoral Committees (NICs) strengthened within each country.	A single, harmonised generic Terms of Reference adopted by BCC and its Management	Existence of ToR and adoption in minutes of Management Board	Some countries already have related committees for



Project Strategy				Verifiable Indicators	Means of Verification	Risks and Assumptions
Project Delivery		Baseline	Overall Output			
	National Level Ocean and Coastal Governance strengthened and supported by BCC through inter-sectoral national institutional strengthening and consequent implementation of at the national level of the regional codes of conduct, monitoring programmes water quality standards and other adopted stress reduction policies and legislation arising from Outcome 1.1.	national level intersectoral management structures in the countries. Need to develop a firm basis and institutional structure for multi-sectoral ocean governance in order to effectively deliver SAP implementation and domesticate enactment of the Convention at the national level		<p>Board to guide the establishment and activities of the National Intersectoral Committees in each country</p> <p>Each country formally adopts a National Intersectoral Committee with responsibility for taking action on SAP and Convention implementation at the national level</p> <p>Annual Briefing Reports provided by countries via the Management Board on the role and activities of the NICs</p>	Minutes of each national NICs available in each country to show actions taken	<p>Coastal Management or similar thematic areas</p> <p>These may be used to form the basis of the NICs for SAP implementation</p>
			Output 1.2.2: National Strategies for SAP implementation developed and adopted by each country (including adoption and implementation at the national level of the regional codes of conduct, monitoring programmes water quality standards and other adopted stress reduction policies and legislation arising from Outcome 1.1 and captured nationally by Output 1.2.4 below)	<p>Each NIC is implementing an adopted road-map with appropriate indicators (including verifiable indicators of stress reduction and environmental/ socioeconomic improvement) and associated, agreed budget and monitoring strategy</p> <p>Annual Monitoring of implementation and delivery (using adopted indicators) is reported formal through NICs and BCC MB</p>	<p>Minutes of NIC meetings</p> <p>Presence of road-map etc.</p> <p>Formal reports from NICs to BCC MB</p>	Requires national agreement to report on the results and finding of NICs to regional BCC MB
			1.2.3: A National Science-to-Governance process strengthened and implemented using the NICs and other appropriate and nationally-agreed institutional interactions in support of the effective implementation at the national level of the Adaptive Management and Policy Decisions agreed at the BCC and/or national level.	<p>Formal procedures adopted and implemented by NICs (from a standard format ToR approved by BCC MB) for translating technical and scientific data into adaptive management guidance. This to include a Scientific Review Panel or similar structure.</p> <p>Formal deliver of management options/scenarios and potential policy options from NICs to appropriate government departments</p> <p>Review of national-level SAP Implementation and domestication of Convention undertaken by each NIC every</p>	<p>Minutes of NICs and reports back to BCC MB</p> <p>Adaptive Management guidelines and recommendations formally delivered to national ministries (recorded in NICs Minutes.</p> <p>Formal Reports from NICs to BCC MB every 24 months</p>	<p>Ministries will act on the adaptive management guidelines and recommendations (Actions will be captured in 24-monthly reports)</p> <p>NICs and countries willing to share information on progress in SAP Implementation and domestication of the Convention</p>



Project Strategy				Verifiable Indicators	Means of Verification	Risks and Assumptions
Project Delivery		Baseline	Overall Output			
				24 months and reported back to BCC MB		
			1.2.4: Adoption and Implementation (including associated strengthening and realignment of legislation and administrative support) at the national level of regionally-developed sectoral approaches and reforms along with consistent codes of conduct as well as data and information processes (e.g. national ecosystem monitoring programmes and water quality standards)	<p>National level adoption and implementation of the regionally-correlated Codes of Conduct along with any requisite legislative and administrative improvements and strengthening</p> <p>Adoption and implementation by countries of national ecosystem monitoring programmes (including water quality standards for monitoring) in line with regional agreements for ecosystem monitoring</p> <p>National ecosystem monitoring programmes implemented and functional and include measurable &amp; verifiable indicators of stress reduction and environmental &amp; socioeconomic indicators of sustainable development)</p> <p>Monitoring and compliance programme for same in place along with long-term budgeting</p> <p>NICs reporting back to BCC MB on status of all of above with BCC providing feedback and advise on delivery and any adaptive processes required</p>	<p>Codes of Conduct enacted in national legislation</p> <p>National Ecosystem Monitoring Programmes underway using regional standards and similar methods and indicators and confirmed through NICs reports to BCC MB</p> <p>Overall monitoring and compliance programmes for codes of conduct captured in reports from NICs to BCC MB</p>	<p>Countries will share their information and status updates at regional BCC level</p> <p>Data sharing agreements are an imperative</p>
			1.2.5: National Policy-Level Briefing Documents on Blue/Ocean Economy developed, based on Results and Conclusions from Regional Economic Valuation and Cost-Benefit Analysis and distributed through NICs	<p>NICs adopt Briefing Documents on National Blue/Ocean Economy Status and road-map</p> <p>Briefing Documents used in national marine spatial planning process by appropriate government bodies with feedback to BCC via Management Board</p>	<p>Briefing documents along with national road-maps for implementation made available to BCC bodies and to Management Board</p> <p>Reporting from NICs to BCC on MSP progress and how economic Valuation and Cost Benefit Analyses are being used.</p>	<p>Ministries need to be prepared to use the Briefing Documents and to pursue the road-map to deliver effective MSP</p>
			1.2.6: Sustainable fisheries promoted through eco-labelling and by-catch reduction at the national level, and to identify best practices and 'pilot'	Partnership agreements adopted and signed for sustainable fisheries in the BCLME and lodged with BCC	Partnership agreements lodged with BCC or appropriate	Fishing industry needs to be on-board as a partner as do all Fisheries Ministries

Project Strategy				Verifiable Indicators	Means of Verification	Risks and Assumptions
Project Delivery		Baseline	Overall Output			
			partnerships/demonstrations that can be replicated as appropriate	<p>Sustainable fisheries pilot programme running successfully under partner management and including regional eco-labelling and bycatch reduction activities</p> <p>Formal reporting back to BCC (including Science Forum) on success and challenges of the 'sustainable fisheries through ecosystem labelling' programme</p>	<p>national/regional institutions</p> <p>Pilot programme reporting to BCC and its Management Board and publishing/reporting its activities</p>	
			1.2.7: Women' empowerment in the ocean and coastal governance field promoted through the support to the implementation of the gender mainstream strategies in respective countries in the maritime/fisheries sectors.	<p>Comprehensive gender analysis completed for the BCLME region and its institutions and governance mechanisms</p> <p>National gender mainstreaming strategies approved and distributed by NICs (with appropriate indicators as noted in main ProDoc text)</p> <p>Formal support from BCC Management Board for national recommendations on gender mainstreaming strategies (including training programmes and website facilities)</p> <p>Provide support to an 'umbrella' organisation or gender NGO that can promote gender mainstreaming issues and practices</p>	<p>Formal reporting from NICs</p> <p>National Gender Mainstreaming strategies discussed and supported by BCC MB</p>	Needs commitment at national level to strengthen gender mainstreaming

Project Strategy				Verifiable Indicators	Means of Verification	Risks and Assumptions
Project Delivery		Baseline	Overall Output			
	<b>Outcome 1.3</b> Evidence-based development and implementation of national-level Local level integrated governance and management mechanisms (in line with the Ecosystem-Based Management approach and in support of SAP Implementation) utilizing a 'bottom-up' piloted demonstration-and-replication strategy for each country	Limited involvement of communities in the governance structure from local up to national levels.	1.3.1: National Governance Pilots as progenitors for adoption and implementation of countrywide integrated coastal and marine spatial planning and management mechanisms in line with LME regional SAP implementation and domestic application of the BC Convention	<p><b><u>Angola Governance Pilots</u></b></p> Improving management practices in Angola to reduce stress on fisheries while enhancing fisheries community welfare	Formal Reports delivered to BCC by Lead National Agencies  Terminal Evaluation Report confirms	National Commitment to demonstrations (including co-financing) is forthcoming and national ownership includes all relevant stakeholders (especially at community level)
				<p><b><u>Pilot Area 1 Indicators</u></b></p> Community level management organisations established within 17 communities within the Luanda province  Spatial mapping and planning finalised and implemented  A Sustainable Economic Development Strategy adopted and implemented  Eco-friendly fishing practices including gear restrictions and exchanges implemented  (see Annex 2 – RF for further details)  <p><b><u>Pilot Area 2 Indicators</u></b></p> Community cooperatives for mariculture adopted and under implementation  Mariculture stations in place and functional throughout the North, Central and Southern coast of Benguela Province, which represents some 39,827 square kilometres.  <p><b><u>Pilot Area 3 Indicators</u></b></p> Spatial mapping and planning process completed across the 98 square kilometres of the target area  Intersectoral stakeholder Development Advisory Board		

Project Strategy				Verifiable Indicators	Means of Verification	Risks and Assumptions
Project Delivery		Baseline	Overall Output			
				<p>(DAB) formally adopted and functional</p> <p>Local Economic Development Plan formally agreed and under implementation by DAB and other appropriate government agencies along with Investment pre-investment feasibility studies</p> <p>Reduced fishing pressure = 10-20 tonnes/year in pilot area</p> <p>Improved use of fish gear/techniques = 50% of fleet in pilot area</p> <p>Alternative livelihoods introduced = 300-400 persons</p> <p>Integrated Coastal Management = 800-1200 ha in pilot area</p> <p><b><u>Namibia Governance Pilot</u></b></p> <p>Establish national sustainable strategies for the use of ocean and coastal resources through the development and implementation of integrated and holistic coastal and marine planning and management</p> <p><b><u>Pilot Level Indicators</u></b></p> <p>Ecosystem Valuation and Cost Benefit Evaluation Reports finalised</p> <p>Local Economic Development Plans and associated investment feasibility studies agreed and implemented at Pilot sites (with direct involvement and interaction between BCC and ORASECOM at Commission level and Technical level)</p> <p>Conserved/protected wetland, MPAs, and fish refugia habitat = Approx. 100-130 sq. km</p>		

Project Strategy				Verifiable Indicators	Means of Verification	Risks and Assumptions
Project Delivery		Baseline	Overall Output			
				<p>Demonstration of Restored Habitat mechanisms, including wetlands = Approx. 5-10 sq. km.</p> <p>Agriculture pollution reduction practices = 40% reduction from pilot inception baseline in pesticides and fertilizer levels at point-of-contact with coastal waters within Pilot lifetime.</p> <p>40% reduction from pilot inception baseline in heavy metals (as measured at final discharge) within Pilot lifetime.</p> <p>&lt; 10mg/l of BOD in all rivers and river mouths in the pilot area (where baseline is above this value at start of project)</p> <p>Municipal wastewater pollution reduction = Approx. 500 kg/yr. collectively across the pilot area and = or &lt; 20mg/l of BOD at all outfalls</p> <p>Integrated coastal management introduced = across entire coastline of 1,500 km</p> <p><b><u>South Africa Governance Pilot</u></b></p> <p>Investigating the causes and impacts of impaired water quality on the living marine resources and associated dependent communities in order to develop/improve national standards and guidelines for water quality maintenance in line with SAP implementation and domestication of the BC Convention</p>		

Project Strategy				Verifiable Indicators	Means of Verification	Risks and Assumptions
Project Delivery		Baseline	Overall Output			
				<p><b><u>Pilot Level Indicators</u></b></p> <p>Water quality standards and practices adopted at pilot sites following agreement on Diagnostic Analysis</p> <p>Communities and partners providing regular marine water quality monitoring reports and providing managers and decision-makers with adaptive management advice and options</p> <p>Reduction in levels of primary pollutants in Municipal wastewater (nutrients, BOD, COD, E.coli, oil, cleaning fluids, etc.) by 30% from Pilot inception baseline within lifetime of Pilot project</p> <p>Reduction in levels of primary pollutant in Industrial wastewater (BOD, COD, oil, surfactants, persistent organic pollutants, sediments, thermal pollution, etc.) by 30% from Pilot inception baseline within lifetime of Pilot project</p> <p>Agriculture pollution reduction practices = 40% reduction from pilot inception baseline in pesticides and fertilizer levels at point-of-contact with coastal waters, such as river mouths and environmental flow discharges, within Pilot lifetime.</p> <p>40% reduction from pilot inception baseline in heavy metals (as measured at final discharge) within Pilot lifetime.</p> <p>&lt; 10mg/l of BOD in all rivers and river mouths in the pilot area</p> <p>Alternative livelihoods introduced = Approx. 50-100 persons at pilot</p>		

Project Strategy				Verifiable Indicators	Means of Verification	Risks and Assumptions
Project Delivery		Baseline	Overall Output			
				Integrated Coastal Management adopted across entire pilot area – at least 1000 Ha		
<b>Component 2</b> Stakeholder Engagement and Partnership Collaboration to realise sustainable SAP Implementation and Delivery	<b>Outcome 2.1</b> Regional and National Level Stakeholder Engagement Activities for Delivering SAP Implementation and BCC Convention domestication	Current engagement with and involvement of all stakeholders (governmental and non-governmental) into the LME management and ocean governance process is very limited generally although it varies from one country to another. There is a need for stronger community involvement in the coastal and marine spatial planning and management process. There is also a need for stronger interaction between the public and private sector to encourage more industry involvement and interaction.	2.1.1: Regional Stakeholder engagement forum established that promotes interactions and inclusive management discussions among government, private sector, NGO, community-based organisation, academia and partners on policy and institutional strengthening and improvement.	<p>BCC identifies/hires a specific member of staff or a consultancy group/company to be responsible for developing and promoting stakeholder engagement</p> <p>A stakeholder engagement work-plan (and associated budget) agreed and adopted by BCC</p> <p>BCC Annual Science Forum has specific Industry Stakeholder days allocated and orchestrated by a Stakeholder Steering Group</p> <p>Industry Stakeholders will provide conclusions and proposed actions that should be taken by industry in partnership with government; identified support actions and funding</p>	<p>Post and/or ToR formally adopted and person in position</p> <p>Minutes of BCC MB and presence of work-plan lodged in BCC files/archives</p> <p>Formal reports and recommendations from the Industry Stakeholder days submitted to BCC MB</p> <p>Monitoring by BCC and MB of actions taken by Industry in partnership with government</p>	<p>Industry and government can work in harmony and agree on priorities</p> <p>Industry understands the value and is prepared to invest in the sustainability of the LME goods and services</p>
			2.1.2: National Stakeholder engagement fora established through the NIC that promote interactions and inclusive management discussions at country level among government, private sector, NGO, community-based organisation, academia and partners on policy and institutional strengthening and improvement.	<p>ToR adopted for a National Stakeholder Fora</p> <p>Regular national Stakeholder meetings that develop more interactive management approaches (particularly PPPs)</p> <p>Summary outcomes of the National Stakeholder Fora included in NICs reports to BCC Management board</p>	<p>ToRs formally approved by NICs and available through NFIs</p> <p>Formal reports from Stakeholder meetings showing effective interactions</p>	National Governments willing to engage with comprehensive stakeholder involvement
			2.1.3: Stakeholder Briefing documents prepared and circulated widely (through	Stakeholder Briefing documents developed and	Stakeholder awareness raised (as assessed by	All stakeholders are prepared to review

Project Strategy				Verifiable Indicators	Means of Verification	Risks and Assumptions
Project Delivery		Baseline	Overall Output			
			different distribution mechanisms) on the role of BCC and the issues and concerns surrounding the BCLME as well as the economic importance and long-term sustainability of its goods and services	distributed to national and regional stakeholders  Policy briefs developed, packaged and disseminated from BCC and through NICs  Briefing Documents, press releases and Media Information circulated by BCC and NICS	consultation with stakeholders)  Senior level Ministers, Company Directors, etc. aware of Policy Briefs and confirm actions being taken  High level of awareness at media level and physical presence of information in and on media platforms	the awareness information and are equally prepared to act on it as appropriate
			2.1.4: BCC lessons learned and best practices for the improved ocean governance and the sustainable LME management shared via various outreach mechanisms and platforms	BL & P and Experience notes prepared by BCC and circulated through IW:LEARN and LME:LEARN  Regional workshops and round-tables for LME management issues delivered by BCC in close collaboration with LME/IW:LEARN  Participation of BCC personnel in IWC  Twinning exercises identified and implemented with other African Caucus member LME communities	BL & P reports and Experience notes available to MTE and confirmed received by LME/IW:LEARN  Reports from Workshops and Round-tables and inclusion of activity details in IW:LEARN newsletters  Participants lists for IWC plus any presentations  Reports lodged in BCC on results of twinning exercises communicated to IW:LEARN	Sufficient funding for BCC personnel to attend IWC and undertaking twinning  Some funding included into the project to cover this
	<b>Outcome 2.2</b> Community Level Engagement Activities for Delivering SAP Implementation and BCC Convention domestication	Very limited interaction directly between communities and government, especially in relation to SAP implementation and management of resources within the LME. Community level impacts to the LME as well as stresses on the communities as a result of non-community involvement in management threaten to create widening rifts	2.2.1: Strengthening and support for further development and adoption of partnerships between communities and local government /municipalities to assist countries in their efforts to involve communities in all aspects of SAP implementation at the local level	Local Community Ecosystem Councils or similar established through intervention of NICs and through advisory ToRs from BCC  Strengthening of Distance Learning and Information Sharing Technology by BCC  Priorities for SAP Implementation activities identified and adopted by community groups, including long-term monitoring of stress reduction, environmental and socioeconomic indicators  Feedback from Community Councils/Groups to NICs on actions taken and successes	ToRs, membership and minutes from meetings  Work-plan for addressing priority issues  Reports on specific activities available from NICs  Replica activities recommended and carried out where feasible	Local municipalities are prepared to work with communities  Funding available to support activities (Some allocated via project)



Project Strategy				Verifiable Indicators	Means of Verification	Risks and Assumptions
Project Delivery		Baseline	Overall Output			
		between communities, local/municipal government and ultimately national government. This further threatens to overall management strategies for ocean and coastal resources and SAP implementation		<p>Best lessons captured from actual activities and reported to NICs</p> <p>NICs report to National Government and to BCC Management Board on activities, lessons, practices and status of indicators</p>		
			2.2.2: Targets and actions agreed and adopted to reduce environmental and social impacts and stresses among pilot communities in line with SAP Implementation	<p>Priority environmental and social impacts/concerns captured in a formal study/report as overseen by NICs and supported by BCC</p> <p>DLIST functional between BCC and Communities</p> <p>Community-level stress reduction pilot areas selected and stress reduction activities completed successfully with measurable and reported results</p> <p>Community-based ecosystem monitoring under implementation by the communities at same sites</p> <p>National strategy and work-plan for replication adopted, circulated and under implementation through the NFIs and other appropriate national agencies</p>	<p>Formal Report submitted to BCC identifying priorities</p> <p>Detailed terminal report on community activities delivered by NFIs to BCC</p> <p>Regular reporting from pilot communities to NFIs on monitoring results and subsequent feedback from NRIs to BCC</p> <p>Road-map for replication of lessons submitted by NFIs to BCC</p> <p>Reporting on progress for replication from NFIs to BCC</p>	<p>Government and communities agree to cooperate</p> <p>Communities accept value of undertaking ecosystem monitoring activities and see benefits from both pilot processes and monitoring</p>
			2.2.3: Priority gender-related issues and concerns in the pilot communities identified and addressed and lessons and best practices captured for further transfer and replication in other communities	<p>Priority gender issues identified through a detailed gender analysis within pilot communities as part of formal study/report under 2.2.2</p> <p>Single Action Plan and Road Map adopted by NICs and pilot communities incorporating results from Gender Mainstreaming review and identified pilot communities' priority issues.</p>	<p>Formal Report submitted by NFIs to BCC identifying priorities</p> <p>Detailed terminal report on community piloting of gender impact mitigation and associated community mainstreaming delivered by NFIs to BCC</p>	<p>Government and communities agree to cooperate on addressing gender related concerns within the communities</p> <p>Communities willing to alter and amend practices in order to embrace mitigation of</p>

Project Strategy				Verifiable Indicators	Means of Verification	Risks and Assumptions
Project Delivery		Baseline	Overall Output			
				<p>Pilot areas for demonstration of gender-related mitigation activities selected by communities and NICs and gender impact mitigation and mainstreaming demonstrated successfully and reported back through NICs to BCC</p> <p>National strategy and work-plan for replication adopted and implemented</p>	<p>Road-map for replication of lessons submitted by NFIs to BCC</p> <p>Reporting on progress for replication from NFIs to BCC</p>	gender-related impacts and threats
			<p>2.2.4: Active participation of the youth supported through the annual BCC Youth Summit and other activities of the Benguela Youth Ocean Network (BYON) at national level and regional levels</p>	<p>BYON and BCC Youth Summit identify priority activities and a road-map to address youth-related concerns as part of priority SAP Implementation</p> <p>NICs approve and adopt these priorities along with a road-map for delivery (identifying responsible parties) and a budget and monitoring strategy</p> <p>Youth engagement activities along with related environmental education and outreach delivered effectively by identified responsible parties</p> <p>Feedback from activities via NICs to BCC as best lessons and practices</p>	<p>Report from Network and Youth Summit meetings to BCC</p> <p>Actual youth engagement in SAP implementation and actions undertaken, effects measured and reported back to BCC</p> <p>BL&amp;P reports to BCC and further distributed to NFIs and to LME/IW:LEARN</p>	Community youth sees value and personal interest in such SAP implementation activities
			<p>2.2.5: Awareness raised at community levels about the Convention, BCC and the SAP and discussions stimulated on the Convention and SAP and their impacts on livelihood, food security, job creation and sustainable development of coastal communities; using appropriate platforms.</p>	<p>Active concrete evidence of information distribution at community level by BCC through NICs and Community Councils</p> <p>Discussion fora and platforms established by Community Councils and active, providing feedback to NICs</p> <p>DLIST running effectively as a technology out of BCC</p> <p>Measurable and widespread evidence of use of social media and other forms of IT being used by BCC, NFIs and</p>	<p>Direct feedback from pilot communities via reports from pilot projects and through formal project Evaluation process</p> <p>Results from discussions captured by community leaders and pilot project managers</p> <p>Physical presence of IT awareness raising processes and confirmation by communities of social media as a vehicles (Evaluation)</p>	Information on LME and SAP implementation is of interest at the community level and both excites and invites engagement

Project Strategy				Verifiable Indicators	Means of Verification	Risks and Assumptions
Project Delivery		Baseline	Overall Output			
				Communities themselves to raise awareness at community level		
	<b>Outcome 2.3:</b> Public and Private Sector Engagement strengthened through partnerships that are developed to support specific SAP and Convention implementation activities as identified under Component 1 and to support relevant priority national, bilateral and regional policy, institutional and management strengthening and improvement along with sectoral reforms being adopted in line with the SAP and its Implementation Plan.	Effective SAP implementation and resource management is threatened by the weak interactive engagement between the public and private sector. Successful management of LME resources and a sustainable ecosystem approach can only be realised through the active and supportive involvement of industry and commerce	2.3.1. BCC Business Leadership Forum established, in partnership with the regional and national private sectors, to promote private sector commitments to and the establishment and adoption of their stress reduction targets to the BCLME system.	Regional BCC Business Leadership Forum (BLF) established by BCC in collaboration with business leaders and with broad representation.  Voluntary Action Plan(s) agreed between BCC and BLF members to incorporate EBM into cooperate strategy  Realignment of corporate strategy and policy to support an EBM approach negotiated and adopted by the various key economic sectors	Formal BLF reports to BCC  VAP formally adopted as per BCC MB and BLF minutes	
			2.3.2: Ecosystem monitoring and assessment capacity strengthened through regional industry partnerships in the monitoring and assessment process Sensitisation of the value and benefits of maintaining ecosystem health to influence cooperate behaviour, operational practice and management	Partnerships established by BCC and BLF for ecosystem monitoring  Activities undertaken at industry level through BCC and BLF to raise awareness on cost-benefits of improvements in behavioural and operational practices  Documented changes within industry partners in such practices (to bring them in line with the EBM approach and SAP implementation) reported back to BLF and BCC	Partnership Agreements signed with BCC and at national levels with clearly defined aims and responsibilities  Changes in corporate practice and industrial/commercial activities to promote the EBM approach and better management and sustainability of LME resources (confirmed through company reports, BCC MB minutes and project evaluation)	Commitment from industry is genuine and Good relations can be developed and maintained at the public-private sector interface
			2.3.3: Public-Private Sector Partnership for Oil and Gas Exploration, Extraction and potential Spill Response developed and adopted.	BCC report on discussions and negotiation with industry to identify mutually agreed areas of SAP implementation improvement and coordination  5-year Plan of Action & Road-Map agreed between BCC and industry for improvements on corporate management practices (including exploration and extraction)	Formal BCC report available.  Plan of Action agreed and signed and deposited with BCC  Relative components of the PoA and associated actions completed as per a road-map based on date of signature (confirmed by BCC)	

Project Strategy				Verifiable Indicators	Means of Verification	Risks and Assumptions
Project Delivery		Baseline	Overall Output			
				<p>All National &amp; Regional Oil and Hazardous Spill Contingency Plans (OHSCP) reviewed and updated/completed and tested through the guidance and oversight of BCC and in collaboration with industry and appropriate regional and global response bodies and expert institutions (e.g. IMO, ITOPF, etc.)</p> <p>OHSCP and Response needs captured by BCC and its appropriate body within CB&amp;T activities (Component 3)</p>	<p>OHSCP available from BCC</p> <p>Reports from national and collaborative regional response exercises available from BCC</p> <p>Best lessons and practices assessments shared with IMO and relevant conventions (Abidjan/Nairobi)</p>	
			<p>2.3.4: Adoption of effective national ballast water management practices along with the compliance of the private sector (in particular shipping and port industries) operating in the BCLME region.</p>	<p>Stakeholder workshop organised and successfully completed by BCC to identify constraints to ratification and actions needed to be taken</p> <p>Engagement of BCC with industry for identification of priority national/regional requirements and associated actions necessary to improve ballast water management including road-map and budgeting as well as potential partners and responsibilities</p> <p>Pilot projects undertaken and completed to demonstrate effective compliance, monitoring and enforcement of Globallast Convention requirements at selected sites in each country</p> <p>Replication of best lessons and practices of effective compliance, monitoring and enforcement (as demonstrated at pilot sites) throughout all ports within the LME with an aim to reduce uncontrolled and non-compliant ballast water release to an agreed and realistic level (a target of 50% reduction) by the end of the project</p>	<p>Report from stakeholder workshop to BCC and IMO</p> <p>Priority national/regional requirements and associated actions included in this report</p> <p>Evaluation reports from pilot projects delivered to BCC showing successful achievement of objectives</p> <p>BL&amp;P and Experience Notes lodged with IMO and IW:LEARN</p> <p>Training components for Globallast included in Component 3's Regional Capacity Development Programme</p>	

Project Strategy				Verifiable Indicators	Means of Verification	Risks and Assumptions
Project Delivery		Baseline	Overall Output			
				<p>Best lessons and practices captured and distributed through IMO and LME/IW:LEARN</p> <p>CB&amp;T priorities related to Globallast implementation identified and included under Component 3</p>		
<b>Component 3</b> Capacity Building and Training to support sustainable SAP implementation and Convention domestication	<b>Outcome 3.1</b> Capacity Development and Strengthening of the BCC, its Secretariat and various associated Committees and Bodies.	Considerable requirement for further Capacity Development within the region to support effective SAP Implementation and Stress Reduction within the LME. Monitoring of the LME, its resources and the environmental quality objectives requires strengthening and a more comprehensive and feasible programme and platform for training is needed.	3.1.1: Improved coordination, communication, planning and operations within the BCC Secretariat and its bodies and structure as per recommendations from the capacity reviews conducted by UNDP in 2011 and more recently by the Commission itself	<p>BCC budget and work-plan finalised cooperatively between Project and the Commission and with funding and road-map for filling priority BCC positions (Aligned with and supported by other partner projects such as GIZ and FAO)</p> <p>Mechanism adopted (and responsibilities defined) by BCC and partners for monitoring output and outcome indicators as established in performance framework</p> <p>Formal mechanism operational for coordination and communication between BCC, MB and NICs</p>	<p>All agreed BCC administrative and technical positions filled through support from countries and various partner projects by end of UNDP GEF project</p> <p>M&amp;E Specialist responsible for monitoring of performance framework. Annual reports and end-of-project report lodged with BCC and reviewed by MB and Ministerial Conference as appropriate</p> <p>Management Board minutes show formal adoption of communication and coordination mechanism</p>	Suitable funding allocated by partner projects with a road-map agreed for long-term non-donor funding including country commitments.
			3.1.2: BCC's capacity to monitor and report the Convention and SAP implementation progress and its effectiveness strengthened, with the establishment and adoption of agreed indicators of delivery for each strategic solution (priority theme) in the SAP	<p>BCC Implementation Plan and Convention delivery requirements harmonised into one 5 –year work-plan by BCC and partners, with clear prioritisation of actions and associated measurable indicators of delivery</p> <p>Road-map for delivery of activities linked to specific partnership responsibilities and funding</p> <p>SAP Implementation Partnership/Alliance formed for completion of 5-year road-map</p>	<p>Revised single 5-year SAP/Convention implementation plan approved by MB (Minutes)</p> <p>Partnership Agreements signed and lodged with BCC</p> <p>Permanent BCC monitoring body set up under M&amp;E Specialist to monitor and report on activities of 5-year work-plan</p> <p>Annual reports on work-plan delivery from Monitoring &amp; Review</p>	

Project Strategy				Verifiable Indicators	Means of Verification	Risks and Assumptions
Project Delivery		Baseline	Overall Output			
				Results-Based Reporting Mechanism adopted by BCC with appropriate Monitoring and Review to allow for adaptive management focused on outcomes	Board circulated to appropriate BCC bodies and fora	
			3.1.3: Regional Capacity Development Programme adopted and implemented in line with agreed national and regional capacity needs for the BCC Convention and SAP implementation and as per the BCC Training and Capacity Building Policy	<p>Regional Capacity Development Programme (RCDP) for SAP Implementation agreed and adopted by BCC and partners/stakeholders,</p> <p>Regional partnerships agreed (through BCC negotiations and Management Board agreement) for more cost-effective sharing of resources and skills to deliver CB&amp;T</p> <p>Training workshops and mentoring programmes undertaken within region by these partnerships and overseen by BCC, and as part of African LME Caucus training programme</p> <p>National and regional level institutional capacities measurably strengthened (and confirmed by institutions) in priority areas related to SAP Implementation</p> <p>CB&amp;T Tracking Programme adopted by BCC and Regional Training Advisory Group, and Capacity Tracker Studies undertaken and providing annual feedback on improvements in capacity as well as gaps and future needs</p>	<p>RCDP approved in BCC MB minutes</p> <p>Regional partnership document signed to deliver RCDP</p> <p>Training workshops on SAP implementation priority issues delivered (as per work-plan) and reported back to BCC and MB other regional partners (African LME Caucus)</p> <p>Road-map for strengthening institutional capacities agreed and completed by end of project</p> <p>CB&amp;T and RCDP tracking process reported back to MB (minutes) and seen to be successful (at least 80% delivery in project lifetime)</p>	<p>Effective institutional agreements and partnerships within BCLME and African LME Caucus to deliver cost-effective regional level training</p> <p>Agreement on training priorities between countries</p>
<b>Component 4</b> Marketing and Resource Mobilisation and Fiscal Sustainability	<b>Outcome 4.1</b> Sustainable long-term management structures and financing mechanisms adopted by the BCC and its various national and regional institutional bodies and	No structured financing mechanisms or resource mobilisation presently in place to support SAP implementation and BCC structure.	4.1.1: Regional Economic Valuation Studies updated/completed with a particular focus on biodiversity/living marine resources data	<p>National Economic Valuation studies of ocean and coastal goods and services completed as overseen by BCC</p> <p>NEVs integrated into a single regional Economic Valuation of LME good and services through BCC and its bodies</p>	<p>NEVs from each country formal shared with BCC and findings reported to MB</p> <p>Integrated regional EV for BCLME presented to Annual Science Forum and other appropriate</p>	<p>Main risk is in ensuring that countries undertake and effective national EV and provide requisite information and documentation</p>

Project Strategy				Verifiable Indicators	Means of Verification	Risks and Assumptions
Project Delivery		Baseline	Overall Output			
	with full political support underpinned by both public and private sector investments.	Current dependence on donor funding and inter-related projects to deliver SAP implementation. Need for long-term investments that address stress reduction in BCLME. This will require investment pre-feasibility studies		EVs at national and regional levels agreed and published in literature as appropriate  Results of EVs fed into Output 1.1.7 to assist in the Science-to-Governance process being strengthened and to advise on management options	BCC fora and shared with Management Board for formal endorsement  BCLME EV publication available on BCC and IW:LEARN website	
			4.1.2: Regional Cost-Benefit Analysis updated/completed to promote and facilitate the implementation of selected proposed policies related to SAP implementation.	Comprehensive Cost Benefit Analysis completed by specialist team, approved by BCC, and reflecting both national and regional Cost Benefits of the EBM approach, SAP Implementation and conformity to the Convention.  Results of CBAs fed into Output 1.1.7 to assist in the Science-to-Governance process  CBA actively used in policy briefing document and adaptive management justifications (feedback to Outcome 1.2)	CBA formally adopted by countries (NICs Minutes) and BCC (MB Minutes) and available on BCC and IW:LEARN websites  Policy level briefings and adaptive management guidelines, as distributed through Components 1 and 2) show clear reference to CBA as support and justification for action	No real risks – some assumption that information will be available at national level. Will require proactive national technical team/specialists to complete this exercise successfully
			4.1.3: Pre-feasibility studies conducted for investment in the sustainable blue/ocean economy strategies related to sustainability of ecosystem goods and services in the BCC region.	Investment Pre-feasibility Study (IPS) completed under BCC supervision and making full use of EV and CBA processes and results above  Specific investment opportunities identified by appropriate BCC partners and bodies through pre-feasibility studies and through a national investment stakeholder meeting (linked to donor and business forums)  On-the-ground investment enterprises deliver real and measurable / verifiable stress reduction activities and developments in priority SAP implementation	IPS Study reviewed by appropriate BCC bodies and MB and endorsed (See minutes and website)  Individual pre-feasibility proposals available for review  Delivery Reports from Investment bodies are shared with BCC  Physical structures and changes in operations are evident to scientific and technical review teams that are clearly linked to stress reduction and can be verified by project Evaluators	Sufficient investment interest can be leveraged. This risk can be mitigated by the presence of an effective institutional body/facility providing technical and financial advice and guidance

Project Strategy				Verifiable Indicators	Means of Verification	Risks and Assumptions
Project Delivery		Baseline	Overall Output			
			<p>4.1.4: Sustainable financing mechanisms for BCC identified and adopted at the national and regional level that can provide long-term sustainable support to BCC and Countries for SAP and Convention Implementation while providing an 'exit strategy' from donor reliance end.</p>	<p>TAIF established within an existing or new regional body which is working closely with BCC</p> <p>Catalytic financial mechanism established by TAIF and tested within BCLME region to support sustainable investments related to stress reduction</p> <p>Percentage interest from investments feeding back into BCC as a financial contribution to support long-term functions of BCC</p> <p>Specific road map for long-term non-donor funding (including country commitments) adopted and implemented</p> <p>Dependence on direct funding from GEF to BCC and BCLME for core funding is phased out during the project lifetime and replaced by national contributions to support BCC's financial and administrative needs</p> <p>Dependence on funding from other donors and projects for core BCC activities is measurably reduced and gradually phased out and replaced by income from an 'accomplishment fee' from the investment process</p>	<p>TAIF formally established and running (physical presence)</p> <p>Actual investments documented and stress reduction activities showing measurable results</p> <p>BCC Annual Financial Statements show injections of funding from these investments on accomplishing their objectives</p> <p>Terminal Evaluation confirms the presence and implementation of a long-term non-donor funding (including country commitments)</p> <p>GEF funding to support core BCC activities is phased out during the project lifetime and fully replaced by national contributions and other partner co-funding</p>	



**ANNEX B: RESPONSES TO PROJECT REVIEWS** (from GEF Secretariat at further Request for CEO Endorsement) – Note: Text highlighted in Yellow identifies where changes or clarifications have been made in the Project Document and Results Framework. The areas of change referred to are also highlighted in Yellow within the ProDoc for easy access.

<b>RESPONSE TO GEF SECRETARIAT REVIEW OF JUNE 30 2016</b>		
<b>QUESTION NUMBER</b>	<b>SECRETARIAT COMMENTS AT SUBMISSION REQUIRING FURTHER ELABORATION</b>	<b>RESPONSE TO LATEST SECRETARIAT COMMENTS OF JUNE 30, 2016</b>
7: Are the components, outcomes and outputs in the <b>project framework</b> (Table B) clear, sound and appropriately detailed?	1. We expressed concern regarding the lack of stress reduction measures beyond regional adoption. In particular, the need to clearly state plans for implementation. In the response UNDP noted these are addressed in Output 1.1.2; however, while this output does note the development and adoption by BCC of regional, harmonized protocols and plans for assessment and monitoring, it does not state that these will actually be implemented, which requires national level commitments. Further, the noted Verifiable Indicators are at the regional level not national implementation. The UNDP response notes they will "'mirror' that implementation requirement at the national level", but we do not find this reflected in the text.	2. Addition text was added to the original project document at the last submission as <b>Output Logic Flow Charts</b> under <b>Main Objectives and Deliverables</b> (P. 28) and prior to the detailed description of various Outcomes, Outputs and Activities. The intention of this additional text was to clarify the various logical and sequential stages so as to address this earlier misconception. This simplifies any complexity in the detailed text and shows the logical flow from <b>Regional Level</b> harmonisation (Outcome 1.1) and adoption of codes of conduct, ecosystem monitoring programmes, water quality standards etc., into the <b>National Level</b> legislation and operational implementation (Outcome 1.2).  The important point to note is that Outcome 1.1 deals with the regional harmonisation process while Outcome 1.2 then translates this into implementation at the national level. This may have been lost in the understanding due to the

		<p>use of ‘delivery’ rather than ‘implementation’ in a number of places.</p> <p>The original Output 1.2.4 captures this clearly with its text ‘<b>Adoption and Implementation as appropriate at the national level of regionally-developed sectoral approaches and reforms along with consistent codes of conduct as well as data and information processes</b>’. To further clarify and simplify this intention, the wording under the Verifiable Indicators has been amended so instead of reading <b>National level adoption and use of the regionally-correlated Codes of Conduct</b>’ it now reads “<b>National level adoption and implementation of the regionally-correlated Codes of Conduct</b>’. Furthermore, the subsequent text of ‘<b>National ecosystem monitoring programmes functional..</b>’ has been amended to ‘<b>National ecosystem monitoring programmes implemented...</b>’..</p> <p>This national level implementation is clarified further with the addition of text under Outcome 1.2 as per ‘<b>strengthening and consequent implementation at the national level of the regional codes of conduct, monitoring programmes, water quality standards and</b></p>
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		<p><b>other supportive adopted stress reduction policies and legislation arising from Outcome 1.1. this provides....’</b></p> <p>Output 1.2.2 seems to cover this quite clearly with its reference to ‘<b>National Strategies for SAP implementation developed and adopted by each country</b> building on the Governance Assessment undertaken above, with a work plan, budget and M&amp;E framework with measurable indicators related to SAP Implementation’ and then with its activity of “NICS review, adopt and implement their own road-map along with indicators of delivery (including verifiable indicators of stress reduction and environmental/socioeconomic improvement and sustainability) and associated funding structure and monitoring requirements as appropriate (using guidance from the GBA under Output 1.1 above) into their national level ocean and coastal governance strengthening and support activities</p> <p>There was in fact a typo in the text for Output 1.1.2. It previously read ‘and Development and Adoption of Regional Codes of Conduct <u>and</u> national level that include monitoring and compliance mechanisms’. This has now been</p>
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		<p>rectified to remove the typo and also to strengthen the emphasis on implementation. It now reads ‘Development, Adoption and Implementation of Regional and National level Codes of Conduct that include monitoring and compliance mechanisms’. This text now also has an additional inclusion at the end stating that ‘The intention here will be to capture the regional harmonisation and adoption of these codes of conduct through national level implementation coordinated via the BCC. This will then capture these regionally-harmonised agreements within the national level policies and management strategies.</p> <p>In the context of joint assessment and monitoring, the current text (under proposed Activities for Output 1.1.2) clearly states “development and <b>Implementation</b> (through appropriate <b>BCC and national channels</b>) of joint assessment and monitoring Cooperative Agreements and associated processes/activities... including transboundary fish stock assessment and monitoring; oil, gas and mining sector monitoring and compliance; coastal development monitoring and compliance, and others as deemed necessary ‘. [See highlighted bullet under Output 11.2 – Proposed Activities]. The required ‘national level commitments’ referred to are part of the</p>
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		cooperative agreements for implementation. National level commitments are clearly important but this is a transboundary ecosystem approach and these commitments must be made within the context of (and supervised by) cooperative implementation under the BCC.
	<p>It would seem that Outcome 2 is actually more relevant as it focuses on national level activities. Here the statements are better, but still vague. Of the entire suite of outputs, Output 1.2.2 and 1.2.4 seem most relevant with the Indicators including "adopted road-map with appropriate indicators" and agreed budget and monitoring strategy" and "National level adoption and use of the regionally-correlated Codes of Conduct through sectoral reform processes." While "adoption" is a critical step, it is not the same as "implemented", which entails specific legislation, budget and enforcement measures. At this stage in the history of BCLME, there needs to be implementation of strategies. Please address this point.</p>	<p>1. (Continued) Indeed and that is the intention as was clarified in the <b>Output Logic Flow Charts</b> under <b>Main Objectives and Deliverables</b> which clearly show the sequence of Outcome 1.1 = Regional Level Harmonisation and Outcome 1.2 = National Level Implementation.</p> <p>Output 1.2.4 clearly states <b>Adoption and Implementation as appropriate at the national level of regionally-developed sectoral approaches and reforms along with consistent codes of conduct as well as data and information processes</b> (e.g. national ecosystem monitoring programmes and water quality standards). In order to strengthen this and clarify intent, the wording '<b>including associated strengthening and realignment of legislation and administrative support</b>' has now been added. The following Proposed Activity has also now been added 'Codes of conduct, monitoring programmes and other standards (as harmonised and agreed at the regional level) successfully implemented at the national level The Verifiable Indicators for this</p>

		<p>Output also state ‘National level adoption and implementation of the regionally-correlated Codes of Conduct’ along with any requisite legislative and administrative improvements and strengthening</p> <p>In order to further address this point the word ‘implementation’ has been added into the various parts of the text wherever feasible</p>
	<p>2. The revised Results Framework to tighten the indicators now has extensive text that is too much information for what you be a concise Results Framework focusing on succinct information. This is particularly evident in Outputs 1.2.1, 1.2.7 and all of Outcome 1.3 outputs. The details and explanations (i.e. the “story”) should remain in the text. Not only is a clear RF important now, but will be critical for initiation, at MidTerm and Terminal Evaluations to be able to determine change over time. The text for the pilots (1.3) is particularly long and does not fit into a clear logical structure for a transparent RF.</p>	<p>As requested, the Results Framework has now been amended, abbreviated and improved with a reduction in any unnecessary ‘story-telling’, much of which is already captured in the main text. Emphasis now is on clear and transparent indicators and their verification. Verifiable indicators have been copied across to the Main text under each Output to ensure that any changes in the RF are captured in the main text as well.</p> <p>In the case of the text for Pilots, this has been made more concise and to-the-point for the expected indicators. The more detailed descriptions of the Pilot Stress Reduction Objectives at the ‘site’ level and the National Indicators that can provide Best Lessons and Practices for National Adoption/Replication have now been added to the main text for each country/pilot under Annex 2 and just before the individual Results Frameworks for each country within that Annex (and highlighted)</p>

	<p>4. Related to the request on pollution levels:</p> <p>a) For the Angola: Pilot Area 1 - please specify as an output how many community level organizations will be established; Pilot Area 2 - please specify as an output how many formal agreements will be signed for communication cooperatives for mariculture; Pilot Area 3 – please specify size of spatial planning area.</p> <p>b) For the Namibia pilot - please disaggregate agricultural pollution reduction targets. Specifically separate out load targets for fertilizers and BOD from heavy metals and from pesticides since permissible loads differ by order of magnitude for these categories.</p> <p>c) For the South Africa pilot - please also separate targets. In addition, the industries being addressed and key pollutants being targeted need to be noted.</p> <p>Also related to the RF indicators - in Component 3 the Assumption noted under Outcome 3.1 is, "road-map agreed for long-term non-donor funding including country</p>	<p>4.a.</p> <p>Angola Pilot 1: As articulated in the Pilot Description in Annex 2, 17 fishing communities in the Luanda province will be included within this process of community level organisation. This figure has been further specified/clarified now in the main text under both the list of Pilot One Deliverables and under the associated Verifiable Indicators.</p> <p>Angola Pilot 2: It is not possible pre-pilot implementation to estimate the number of signed formal agreements of communication cooperative for mariculture – any figure would clearly be only a guess at this stage. The purpose of the pilot is to undertake a case study on small-scale community mariculture and this needs first to identify appropriate species and techniques and then assess them for possible distribution and expansion depending on their requirements (both biochemical/physical as well as in the context of community support and financing). So, although the specific number of agreements cannot be realistically stated at this time, the actual number is not, in itself, important as it doesn't provide any sense of delivery as such. However, the geographical extent/ area of these initiatives gives a clearer idea of 'delivery' and has been clearly identified</p>
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	<p>commitments", which is more of an Output and would be useful to have in the Exit strategy output in 4.1.4.</p>	<p>in Annex 2 – Pilot Projects as North, Central and Southern coast of Benguela Province located south of Angola, with an area of some 39,827 km<sup>2</sup>. This explanation has also been added into the Pilot Two Deliverables text.</p> <p>Angola Pilot 3: As defined in Annex 2, the geographical extent of the spatial planning activity is an area of 98 square kms and this has now also been included in the list of Deliverables to simplify for the reader.</p> <p>4.b.</p> <p>This is a valid concern as the figures quoted are not appropriate. These have now been separated and stress reduction figures for pesticide and fertilizers, as well as heavy metals, are now quoted as a percentage reduction from the baseline as follows. (BOD levels are still valid).</p> <ul style="list-style-type: none"> <li>✓ Agriculture pollution reduction practices = 40% reduction from pilot inception baseline in pesticides and fertilizer levels at point-of-contact with coastal waters within Pilot lifetime.</li> <li>✓ 40% reduction from pilot inception baseline in heavy metals (as measured at final discharge) within Pilot lifetime.</li> </ul>
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		<p>✓ &lt; 10mg/l of BOD in all rivers and river mouths in the pilot area (where this is below the original baseline at start of project)</p> <p>4.c.</p> <p>Also a valid concern regarding disaggregation of levels and this has been addressed as above</p> <p>Stress Reduction Objectives now modified to read:</p> <p>✓ Reduction in levels of primary pollutants in Municipal wastewater (nutrients, BOD, COD, e.coli, oil, cleaning fluids, etc.) by 30% from Pilot inception baseline within lifetime of Pilot project</p> <p>✓ Reduction on levels of primary pollutant in Industrial wastewater (BOD, COD, oil, surfactants, persistent organic pollutants, sediments, thermal pollution, etc.) by 30% from Pilot inception baseline within lifetime of Pilot project</p> <p>✓ Agriculture pollution reduction practices = 40% reduction from pilot inception baseline in pesticides and fertilizer levels at point-of-contact with coastal waters, such as river mouths and environmental flow discharges, within Pilot lifetime.</p>
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		<p>✓ 40% reduction from pilot inception baseline in heavy metals (as measured at final discharge) within Pilot lifetime.</p> <p>✓ &lt; 10mg/l of BOD in all rivers and river mouths in the pilot area</p> <p>As explained in the text (Annex 2), the site(s) selected for investigation within this South African Pilot will be chosen on the basis of a number of criteria as agreed by the responsible agencies.</p> <p>This South African Pilot specifically includes the activities under the Output that will map the sources of pollution and categorize and identify them by sector, therefore these are not identified in the ProDoc yet.:</p> <p><b>Output 3:</b> Mapping of the existing sources of marine water quality pollution including categorizing the sources of pollution per sector. Determination of the aggregated impacts on water quality.</p> <p><b>Deliverable(s):</b> Diagnostic Analysis of Threats and Causes including A. Demo Site maps of point-sources and other impacts as well as their</p>
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		<p>‘origins’, and B. Quantitative report on the magnitude and extent of individual impacts.</p> <p>Therefore, this Output and these activities will provide the more specific information on key industries and targeted pollutants.</p> <p>The potential polluting sources and the intention to target these has now been captured more clearly in both the main Objectives section (P.55) of the ProDoc as well as in Annex 2 with the following text additions:</p> <p>A number of primary sources of pollutants are affecting the marine ecosystem around South Africa and also potentially impacting on the ‘users’ of the coastal and marine environment. Some of the main sources of pollution come from sewage and effluents from municipalities, other effluent and pollutant discharges from a number of different industries (e.g. fertilizer factories, pulp/paper mills, chemical and explosive factories, oil refineries, sugar mills, fish factories, textile factories, food canning, aluminium smelters, power stations, dredging and sand-mining). Types of discharges vary widely from surf zone and estuarine discharges</p>
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		<p>of municipal sewage or industrial wastewater to discharges through well designed offshore marine outfalls fitted with hydraulically efficient diffusers operating in water depths of more than 20 metre.</p> <p>The site(s) selected for investigation will be chosen on the basis of a number of criteria as agreed by the responsible agencies. In developing these criteria, the following concerns will be taken into consideration.</p> <p>Selection Criteria .... will include specific targeting of primary pollutant sources.</p> <p>Furthermore, the Deliverables for this Pilot in Annex 2 have now been expanded as follows</p> <p>Diagnostic Analysis of Threats and Causes of marine water quality pollution at selected areas. This will help to confirm the main activities causing pollution and identify the targets for stress reduction.</p> <p>Identify improvements to wastewater treatment and mitigation of point-source and chronic pollution that can be adopted to improve stress reduction. This deliverable will focus on the</p>
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		<p>main polluters as identified through the Diagnostic Analysis</p> <p>Where appropriate, figures and comments have been lifted now out of Annex 2 and placed into the main text in order to simplify and clarify the review process.</p> <p>Also, on the last point raised by the GEF Review, please note that the final Activity now identified under 4.1.4 is as follows:</p> <p>Specifically, develop and implement a road-map for long-term non-donor funding which includes country commitments</p> <p>The RF itself also contains this statement as a Verifiable Indicator with an associated Means of Verification identified as Terminal Evaluation confirms the presence and implementation of a long-term non-donor funding (including country commitments)</p>
	10. Regarding the request to address MCS and IUU - while clear in the description of the EAF	This is an important point. Although the participating countries have a good track-record

	<p>Nansen Programme, plans to address MCS and IUU are not noted in Output 1.1.2. To what extent fisheries projects address IUU is a question we often receive. It is, therefore, important that this is explicitly stated in the Project Strategy section. This request relates back to our concern that the Outputs are vague on substance of what pressures/sectors they will address and what measures they will actually undertake to reduce pressures. IUU and MCS are relatively basic expectations but because Output 1.1.2 and addressing so many sectors, these aspects were not noted.</p>	<p>of monitoring and surveillance against IUU (see P. 7), there is no doubt that IUU and MCS are important on-going issues for BCC and therefore for this project to consider and engage with. The new FAO Port State Measures Agreement will provide one partnership platform for the Project once all countries have ratified or acceded. As of now, only South Africa has fully acceded to the PSMA. Angola has signed but not yet ratified and Namibia has neither signed or acceded. The Verifiable Indicators now recognise this important requirement as ‘<b>Full ratification/ accession by all BCC countries to the FAO Port State Measures Agreement</b>’ and ‘<b>Adoption of appropriate legislative instruments and administrative requirements necessary for effective implementation of Port State Measures</b>’ (see P.40) BCC also works closely with SEAFO which maintains a list of IUU vessels under a special agreement by its members (Conservation Measure 08/06) and which has adopted a System of Observation Inspection, Compliance and Enforcement, which includes Control Measures; Monitoring of Fisheries; At-Sea Inspection, Observer Programmes; Port State Control; Measures to Promote Compliance; and Research. This information has now been captured under a new section on</p>
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		<p><b>‘Additional Existing Initiatives that Relate Directly to Objectives of the BCLME Project’ below under 2.7 Partnerships with related Projects and Initiatives (P.95)</b></p> <p>The Text for Output 1.1.2 has been expanded to specify IUU and MCS as specific areas where partnerships will evolve for stress reduction activities. This now reads as follows</p> <p>‘In support of the overall EAF strategy, collaborate closely with both SEAFO and FAO in achieving full ratification/accession to the Port State Measures Agreement (PSMA) and their implementation and overall Monitoring, Compliance and Surveillance within the LME in order to reduce and prevent illegal, unlicensed and unreported (IUU) fisheries activities. (see <b>‘Additional Existing Initiatives that Relate Directly to Objectives of the BCLME Project’ below under 2.7 Partnerships with related Projects and Initiatives</b>). As part of the development of harmonised regional Codes of Conduct and their adoption and implementation at the national level, BCC will work with the countries to ensure full ratification/accession to the PSMA. Furthermore, BCC and its member countries will actively seek to ensure that appropriate Port State Measures against IUU are</p>
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		<p>adopted into national legislation and implemented’ (See P. 39 and 40)</p> <p>Also note that the imminent BCC Ministerial Conference meeting has the following items on its Agenda:</p> <p>A. Illegal unreported and unregulated fishing (IUU) – Member States are collaborating at the regional level in combating IUU fishing include hot pursuit which is consistent with SADC protocol on fisheries.</p> <p><b>Action:</b> Ministers are invited to commit more resources to a coordinated approach to combatting IUU fishing in the region (hot pursuit).</p> <p>Ministers are further invited to strengthening collaboration at operational levels so that IUU fishing activities are jointly curbed.</p> <p>B. Joint monitoring, control and surveillance (MCS) – helps the Member States to stop</p>
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		<p>the plundering of their resources by illegal operators in their EEZs</p> <p><b>Action:</b> Ministers are invited to direct the Commission to investigate the establishment of the regional MCS centre and report the findings at the next MC meeting in 2018.</p> <p>The text on P. 7 has been expanded to capture this and the amended Proposed Activity under Output 1.1.2 (on P. 39 and as noted above) has been further expanded to read:</p> <p>This will include a feasibility study to be undertaken for the establishment of a regional MCS (Monitoring, Control and Surveillance Centre) including an initial Business Plan and Budget requirements (taking into account the need to establish a real-time VMS system, on-board observers, other monitoring and compliance tools as necessary) as well as identifying potential sources of sustainable financial support for such an enterprise and to encourage the commitment of further resources by each country to LME-wide IUU and MCS.</p>
	<p>13. Also related to this point, the outputs - and this is particularly important in Component 1 - do not consistently and clearly state what sectors will actually be addressed. For example,</p>	<p>The revised 2013 TDA for BCLME identifies the key economic sectors that need to be engaged and addressed (in the context of SAP Implementation and the Convention). As</p>

	<p>Output 1.1.2, which is intended to address all sectors does not indicate it will address coastal development in the first paragraph but then all sectors are noted in the first and fourth Proposed Activities. Clarifying which sectors will be addressed for the various outputs is very important at this planning stage. In reading through the Pro Doc and the SAP, the sectors of concern are oil and gas, offshore mining, fisheries and coastal development with occasional mention of shipping and agriculture. Please provide an overarching statement at the beginning of the Project Strategy noting all the sectors and then explaining to what extent they will be addressed by the Outputs. Please also ensure the outputs are clear as to which sectors will be addressed.</p>	<p>requested, an overarching and detailed statement has now been added to the early text of the project Strategy which identifies these Key Economic Sectors and their outstanding requirements in the context of the SAP and the Convention (see ‘Main Economic Sectors which need to be engaged into the Ecosystem-Based Ocean Governance and Integrated Management of Marine Resources’</p> <p>(P. 23)</p> <p>Output 1.1.2 now also includes reference to these same sectors and this additional section with the following addition:</p> <p>The Main Economic Sectors and their outstanding areas of impact that need to be addressed are captured above and include primarily Fisheries, Oil and Gas, Marine Transport, Tourism, Coastal and Marine Mining and other Coastal Development Activities. In order to ensure effective and equitable management and interaction with these sectors, the project aims to correlate and, wherever feasible, harmonise the management and regulatory requirement for these sectors/industries, e.g. to achieve (among other harmonised agreements, standards and Codes of</p>
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		Conduct). There are also further additions in 1.1.2 for better clarification
	Relatedly, Outputs 1.1.1, 1.1.2 1.2.2 and 1.2.4 all emphasize addressing the range of sectors. And then Output 1.1.4 is specific to water quality and 1.2.6 is specific to fisheries. It would seem that these water quality and fisheries outputs would be addressed already under the broader previous outputs. Please clarify	<p>Under Outcome 1.1 we see that, at the REGIONAL level, Harmonisation of Specific Codes of Conduct for the main economic sectors and associated industries (Output 1.1.2) require very different negotiation and stakeholder engagement to the development of regionally-consistent Ecosystem Monitoring Programmes (Output 1.1.3) that allow comparison of ecosystem changes throughout the LME; and to Regionally compatible Water Quality Standards and Monitoring Guidelines for pollution and biosafety (Output 1.1.4) which will be nationwide requirements for all activities.</p> <p>Under Outcome 1.2 we see that Output 1.2.2 is the actual ‘Governance’ strategy at the national level for SAP Implementation (which includes the various sectoral codes of conduct water quality standards etc.). Output 1.2.2 focuses on institutional ‘delivery’ of these products, putting the management structures in place for SAP Implementation at the National level. Output 1.2.4, on the other hand, is the actual physical legal and policy process of adopting and implementing these Codes and Standards (once 1.2.2 has created the necessary ‘National</p>

		<p>sectoral Committee’ institutional basis that can manage and oversee them)</p> <p>Output 1.2.6 is a separate activity. Although Codes of Conduct will hopefully have been developed, adopted and implemented within the fisheries industry at sea and at landing and processing, there is still a separate need to promote and support sustainable fisheries practices through eco-labelling which will help to ‘buy’ the long-term national support for the improved fishing practices and underpin the Codes of Conduct and their implementation/enforcement.</p> <p>Again, careful consideration of the <b>Output Logic Flow Chart</b> that was added after the last GEF Review (see P. 28) helps to understand and clarify this. This Flow Chart has now been expanded within the description of Component One to include the additional clarifying text as follows:</p> <p>It will do this through a sequential set of Outputs under Outcome 1.1.at the Regional level and then under Output 1.2 at the National Level. These outputs will a. develop and adopt</p>
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		<p>priority codes of conduct for all sectors as well as b. regional water quality standards and c. a regional ecosystem monitoring programme. These are each dealt with separately under different Outputs as they require different stakeholders, different types of negotiation and a different legislative and policy approach.</p> <p>And...</p> <p>Under the Outcome 1.2, National institutional arrangements (National Intersectoral Committees) to support BCC will be established (or reconfirmed as appropriate) first in order to provide the requisite institutional basis and mandate for national-level implementation, and these will oversee the national-level SAP implementation activities and adoption of codes of conduct and standards at the national level (Including eco-labelling of national fisheries and gender mainstreaming at the country level).</p>
	<p>19. Regarding the private sector partnerships, which are an important part of the project. Under output 2.3.3, the Verifiable Indicators section notes "all national and regional oil and hazardous spill contingency plans reviewed through the support and oversight of the BCC." Please delete "support" as the project is not</p>	<p>The word 'support' has been removed to avoid any financial connotations and has been replaced so the section now reads "<b>All National &amp; Regional Oil and Hazardous Spill Contingency Plans (OHSCP) reviewed and</b></p>

	providing financial support to the oil and gas operations or else clarify not financial support.	updated/completed and tested through the guidance and oversight of BCC'
	<p>20. Regarding the exit strategy plans (4.1.4), the financial sustainability needs clarification, particularly that the project core functions of the BCC, including the ED, technical and administrative/financial officers' salaries, office equipment and space, will be funded by country contributions and/or sustainable revenues to BCC and not dependent on donor/project support. While there may be future projects through the BCC, the core functions will be covered by non-project funds. Please edit the Overall Output, the Verifiable Indicators (e.g. delete "measurably reduced") and Means of Verification (e.g. replace "falls" and "increase" to terms such as "phase out").</p>	<p>Although this was the intent of Outcome 4, and Output 4.1.4, this has been further clarified as follows</p> <p>New text under Outcome 4.1 reads ‘The essence of this Outcome is to move the Commission, the SAP and Convention Implementation, and the overall management and administrative responsibility for the LME away from its dependence on donor funding and to embed it securely and sustainable under the financial and administrative responsibility of the countries. This will ensure that the core functions of the Commission and its counterpart national entities and representative institutions (e.g. technical and administrative staff positions, office equipment, accommodation costs including utilities, etc.) will no longer be funded through GEF or other projects but will be fully sustained from national funding allocations and other partner contributions’</p> <p>‘measurably reduced’ refers to the funding input from <b>ALL</b> donors, not just GEF so BCC would hope to continue to see some funding coming in from non-GEF donors to support specific and</p>

		<p>focused administrative matters that still need to be evolved effectively through professional support (e.g. Monitoring, Control and Surveillance). Also, the wording ‘as well as leveraging public sector revenue streams to support BCC and SAP Implementation’ has been added to the Proposed Activities on P.72. However, to qualify this process, wording under the Verifiable Indicators for Output 4.1.4 has been amended to read:</p> <ul style="list-style-type: none"> <li>✓ Dependence on direct funding from GEF to support BCC and BCLME for core funding is phased out during the project lifetime and replaced by national and other contributions to support BCC’s financial and administrative needs</li> <li>✓ Dependence on funding from other donors and projects for core BCC activities is measurably reduced and gradually phased out and replaced by income from an ‘accomplishment fee’ from the investment process</li> </ul> <p>Also the term ‘falls’ in the Means of Verification refers, once again, to <b>ALL</b> donor contributions. While this is an admirable target, actually ‘removing’ or ‘phasing out’ all non-GEF donor contributions is not only undesirable but is not a decision that this project can make on behalf of other partners. To avoid this confusion, the ambiguous Means of Verification</p>
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		<p>has been completely removed as it need not be the Result of a GEF project. It has, instead, been replaced with:</p> <p><u>Verifiable Indicator</u></p> <p>Dependence of BCC on ‘core’ funding from donors and projects is phased out and replaced by income from an ‘accomplishment fee’ from the investment process</p> <p><u>Means of Verification</u></p> <p>GEF funding to support core BCC activities is phased out during the project lifetime and fully replaced by national contributions and other partner co-funding</p>
	21. Side note: please edit Project Strategy section, Output 1.1.2 to be "Regional Codes of Conduct AT THE national level"	This text now amended
	22. NEW text/info from UNDP. The added logic framework is very useful for showing the connection of outputs within each outcome. However, it does not show how these outcomes are then related under their component. The text also does not make this connection. In particular it would seem that there is a strong link between Outcome 1.1 and Outcome 1.2.	New sections have now been added to each of the Logic descriptions for each Component as requested. These now show how the outcomes are sequentially and logically related (see p. 28 onwards)



	Outcome 1.1 is more regional with a focus on assessments, harmonization and adopting codes/standards and then Outcome 1.2 is more focused on national adoption and implementation of what was developed in Outcome 1.1. The only mention of this linkage is the last bullet in Output 1.1.1 Proposed Activities. Please clarify in logic flow and text how the outputs under each of these outcomes are tied together so reader can understand that the regional work will feed into the national level. This will help address the earlier comment #1 regarding the need for stress reduction measures.	
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#### Annex C: status of implementation of project preparation activities and the use of funds<sup>5</sup>

A. provide detailed funding amount of the PPG activities financing status in the table below:

PPG Grant Approved at PIF: <b>\$300,000</b>			
<i><b>Project Preparation Activities Implemented</b></i>	<i><b>GEF/LDCF/SCCF/NPIF Amount (\$)</b></i>		
	<i><b>Budgeted Amount</b></i>	<i><b>Amount Spent To date</b></i>	<i><b>Amount Committed</b></i>
Formulation of the Full-sized Project	300,000	248,000	52,000
<b>Total</b>	300,000	248,000	52,000

<sup>5</sup> If at CEO Endorsement, the PPG activities have not been completed and there is a balance of unspent fund, Agencies can continue undertake the activities up to one year of project start. No later than one year from start of project implementation, Agencies should report this table to the GEF Secretariat on the completion of PPG activities and the amount spent for the activities.

**Annex D: calendar of expected reflows** (if non-grant instrument is used)

Provide a calendar of expected reflows to the GEF/LDCF/SCCF/NPIF Trust Fund or to your Agency (and/or revolving fund that will be set up)

**NOT APPLICABLE**



Empowered lives.  
Resilient nations.



## PROJECT DOCUMENT

### United Nations Development Programme

Country: Regional - Governments of Angola, Namibia and South Africa

**Project Title:** “Realizing the inclusive and sustainable development in the BCLME region through the improved ocean governance and the integrated management of ocean use and marine resources” Short Title – Improving Ocean Governance and Integrated Management in the BCLME.

**UNDAF Outcome(s):** n/a

**UNDP Strategic Plan Environment and Sustainable Development Primary Outcome: 2.5. Legal and regulatory frameworks, policies and institutions enabled to ensure the conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems, in line with international conventions and national legislation**

**UNDP Strategic Plan Secondary Outcome: 1.3. Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste**

**Executing Agency/Implementing Partner: Benguela Current Commission**

#### Implementing Entity/Responsible Partners:

The overall project aim is to realize a coordinated regional approach to the long-term conservation, protection, rehabilitation, enhancement and sustainable use of the Benguela Current Large Marine Ecosystem in order to provide economic, environmental and social benefits and well-being to the region through the domestication and implementation of the Benguela Current Convention and accompanying Strategic Action Programme. The project puts strong emphasis on supporting the countries in strengthening and integrating policy, institutional, and management structures and protocols in order to realize transboundary benefits, to mainstream transboundary priorities into national policy framework, while linking them to national development plans and strategies, and to catalyse private sector finance into the BCC Convention implementation and stress reduction activities in the region. The Project will build on the earlier GEF support which assisted the countries in delivering a tripartite Commission for integrated ecosystem management, a regional LME Convention and a wealth of foundational science upon which to base long-term monitoring for change. The Project will consolidate this process to deliver real and sustainable stress reduction activities across all sectors and with a strong emphasis on intersectoral cooperation and partnerships.

Programme Period:	UNDP to provide
Atlas Award ID:	UNDP to provide
Project ID:	UNDP to provide
PIMS #	5313
Start date:	July 2016
End Date	Dec 2021
Management Arrangements	IGO Implementation
PAC Meeting Date	22 September 2015

Total resources required	–
Total allocated resources:	–
• Regular	
• Other:	
• GEF	USD 10,900,000
• Government	USD 135,000,000
• Other In-kind	USD 10,990,000
• Other Cash	USD 17,925,000
• TOTAL	USD 174,815,000

Agreed by (Government of Angola):

<i>Signature</i>	<i>Title</i>	<i>Date/Month/Year</i>
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Agreed by (Government of Namibia):

<i>Signature</i>	<i>Title</i>	<i>Date/Month/Year</i>
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Agreed by (Government of South Africa):

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Agreed by the Benguela Current Commission (Implementing Partner):

<i>Signature</i>	<i>Title</i>	<i>Date/Month/Year</i>
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Agreed by UNDP:

<i>Signature</i>	<i>Title</i>	<i>Date/Month/Year</i>
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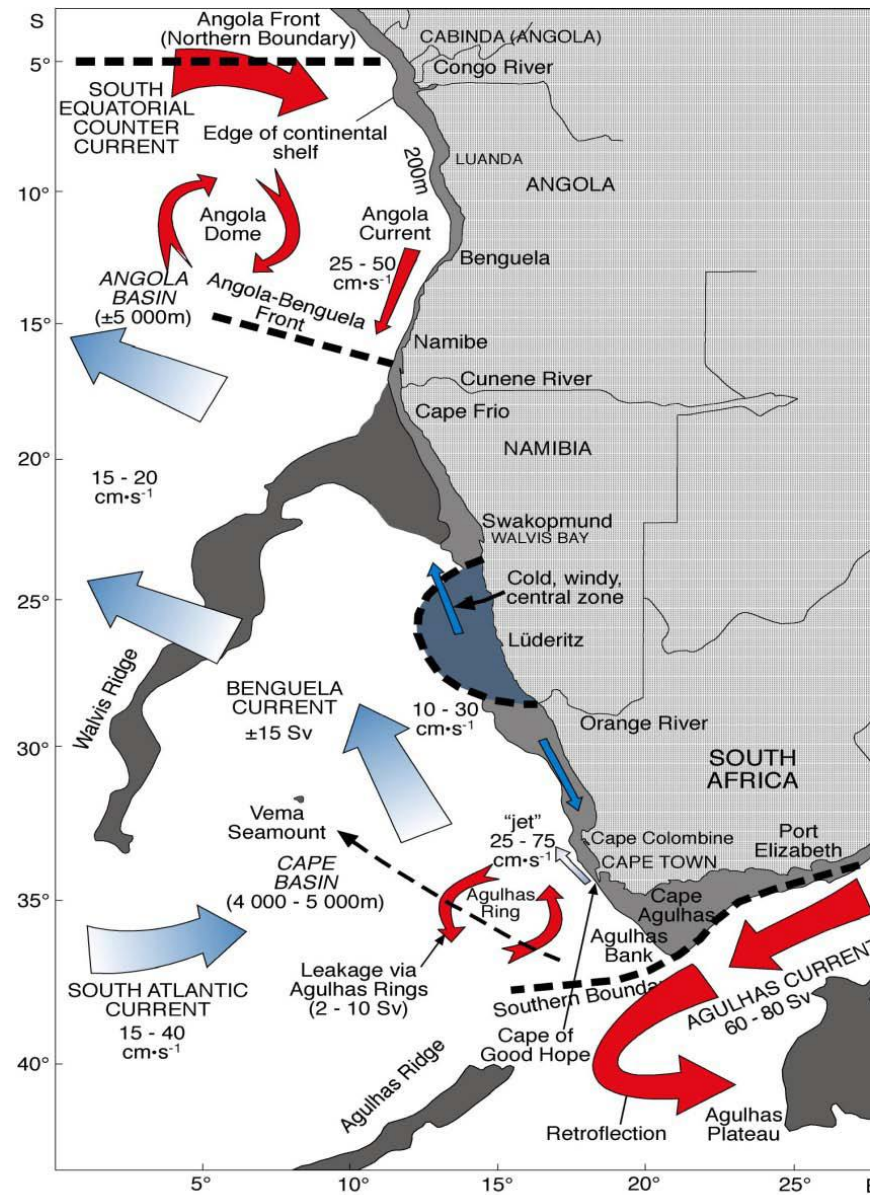
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## List of Acronyms and Abbreviations

BCC	Benguela Current Commission
BCLME	Benguela Current Large Marine Ecosystem
CDCF	Centre for Development Cooperation in Fisheries
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
EAf	Ecosystem Approach to fisheries
EEZ	Exclusive Economic Zone
EQO	Ecosystem Quality objective
FAO	Food and Agriculture Organization of the United Nations
GCLME	Guinea Current Large Marine Ecosystem
GEF	Global Environment Facility
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
HAB	Harmful Algal Bloom
ICCAT	International Convention on the Conservation of Atlantic Tunas
IMO	International Maritime Organization
IP	Implementation Plan
IUU	Illegal Unreported and Unregulated (fishing)
LME	Large Marine Ecosystem
MARPOL	International Convention for the Prevention of Pollution from Ships
MCS	Monitoring, control and surveillance
MPA	Marine Protected Area
NIC	National Intersectoral Committee
MSC	Marine Stewardship Council
NFI	National Focal Institution (for BCC and BCLME)
NOAA	National Oceanic and Atmospheric Administration (of the United States)
ODINAfrica	Ocean Data and Information Network for Africa
SADC	Southern African Development Community
SADCO	Southern African Data Centre for Oceanography
SAP	Strategic Action Programme
SEAFO	South East Atlantic Fisheries Organisation
SEIS	State of the Ecosystem Information System
TDA	Transboundary Diagnostic Analysis
UN	United Nations
UNCLOS	United Nations Convention on the Law of the Sea
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change
WOC	World Ocean Council
WWF	World Wide Fund for Nature

## 1. Situation Analysis

### 1.1. Description of BCLME



**Figure 1: The Benguela Current Large Marine Ecosystem (BCLME)**

The Benguela Current Large Marine Ecosystem (BCLME) spans some 30 degrees of latitude, extending from Angola's Cabinda Province in the north, to just east of Port Elizabeth in South Africa, and covers approximately 5,000 km of coastline. It is one of the world's richest marine ecosystems and supports an abundance of life, sustaining both artisanal and large-scale fishery activities which contribute to local food security and employment for hundreds of thousands of



people in areas of limited alternatives; these fisheries activities serve as important drivers of economic development. In addition to fisheries, non-living marine resources exploitation is socially and economically important with total marine goods extraction recently estimated to be worth some US\$269 billion per annum. Commercial fisheries and the extraction of non-living natural resources such as oil, gas, diamonds and other minerals, are the focus of industrial activities in the region

The Benguela LME is dominated by a coastal upwelling ecosystem, one of four globally that are found along the eastern boundaries of the major ocean basins. Eastern boundary currents like the Benguela are characterised by upwelling along the coast of cold nutrient-rich water, and are important centres of plankton production which support a global reservoir of biodiversity and biomass of fish such as sardine (pilchard), anchovy and horse-mackerel and also sea birds and marine mammals. While the area shares many of the generic characteristics of other eastern boundary currents, it is unique in that it is bordered at both northern and southern ends by warm water systems viz. the Angola Current and Agulhas Current respectively. These equatorward and poleward boundaries are not fixed in space and in time, but are highly dynamic, and their pulsing impacts on the ecosystem as a whole and on its harvested resources. With a western boundary approximating to the 0° meridian, the Benguela thus encompasses the coastal upwelling regime, the eastern part of the South Atlantic gyre and a complex system of fronts and transition zones.

The BCLME experiences high water column productivity occurs because surface waters are continually fertilised by the upwelling of nutrient-rich deep water. Upwelling occurs when equatorward and offshore-directed winds blow across the sea surface, causing surface waters to move away from the coast and to be replaced by cool, nutrient-rich water from below. The high productivity can be contrasted with the areas relatively low biodiversity in all the major marine habitats. This low biodiversity has been attributed to the extremely variable nature of the marine environment at a range of temporal and spatial scales, which favours generalists over specialists. At the northern and southern boundaries of the Benguela, where warm oceanic water from offshore, and warm coastal waters from the Angola and Agulhas Currents respectively mix with Benguela water, there can be localised peaks in biodiversity, but these are also usually associated with reduced productivity. At greater depths, somewhat less is known about the biota, although there are differences between areas, linked to the structure of the sea bottom and the physical and chemical nature of the environment.

It has been noted that this particular LME is one of the most highly productive ocean areas in the world. It is considered a Class I, highly productive (>300 g C/m<sup>2</sup>-yr), ecosystem based on SeaWiFS global primary productivity estimates. The BCLME is extremely rich in fishery resources, supporting a large biomass of fish, crustaceans, sea birds and marine mammals and presents favourable conditions for a rich production of small pelagics, herrings, sardines and anchovies. The confluence of warm and cooler waters provides a protective spawning area for the sardine and anchovy populations which form key links in the trophic system. Yet there are many factors affecting the productivity of commercially-exploited living marine species within an LME. Fishing pressure is an important factor but not necessarily the only influence. The countries of the Benguela Current Commission have a good track-record in controlling IUU

(Illegal, unlicensed and unreported) fishing within the LME and, as members of SEAFO, they have adopted strong agreements to deal with IUU. The forthcoming BCC Ministerial Meeting in the second half of 2016 aims to specifically address some of these issues. The Agenda for this meeting will invite discussions on each country committing more resources to a coordinated approach to combatting IUU fishing in the region (including hot pursuit), and to strengthen collaboration at operational levels so that any IUU fishing activities can be jointly curbed. The Ministers will further discuss the establishment of a regional MCS centre and will be invited to direct the Commission to investigate such a possible establishment activity and to report the findings at the next MC meeting in 2018.

However, Ecosystem-based management recognizes that certain non-fishery activities also have a significant impact on the marine ecosystem and therefore have important consequences for management. These include the negative effects of pollution (land-and marine based) on water quality as well as food quality and safety. This can have further knock-on effects on predator-prey interactions, as well as overall species and habitat diversity within the ecosystem.

The Benguela LME is one of the most strongly wind driven coastal upwelling systems known and is believed to play a significant role on global ocean and climate processes. It experiences considerable environmental variability which can have marked effects on abundance and availability of its living marine resources. Important and significant steps have been taken already to improve knowledge and scientific analysis of the LME, yet there is still a fairly limited understanding of this highly variable and complex system of physical, chemical and biological interactions and processes. There is now a very real concern that the anthropogenic factors contributing to the lack of sustainable fisheries could be exacerbated by the inherent natural ecosystem variability in concert with global climate change. This presents additional difficulties in terms of adopting sustainable management policies and mechanisms. The governments of the three participating BCLME Programme countries have agreed to cooperate in order to improve predictability, to harmonise the regional management of shared stocks, to assess non-exploited species and to develop a regional mariculture policy so as to reduce pressure on wild stocks.

The BCC Strategic Action Programme itself recognises that, in addition to living resources, the BCLME has rich deposits of precious minerals, particularly diamonds, oil and gas that form the basis of economically important extraction industries. The Benguela countries recognise that they need to promote exploration and drilling, and maximise benefits from these activities without compromising the integrity of the marine ecosystem. Other economic opportunities for the countries of the BCLME are linked to marine transport and manufacturing.

Human activity has, in some cases, had a significant impact on the BCLME; possibly the most drastic has been the decline in the abundance of many of the major living resources, primarily due to fishing pressure that increased dramatically after 1960. This trend has been particularly severe in the northern Benguela, where the small pelagic fish stocks have been virtually removed from the system, resulting in major and possibly irreversible changes in species composition and ecosystem functioning. Other human impacts include pollution from industries, poorly planned and managed coastal developments, coastal and deep-water mining activities

and marine transport, particularly of oil products. These impacts have resulted in, and continue to cause, rapid changes and in some cases degradation of some of the more threatened coastal habitats, fisheries and tourism.

Overall then, the BCLME, including the ocean, its seabed and the coastal interface, provides a wealth of goods and services that support economic, recreational, educational, aesthetic and spiritual activities for the people of the region and beyond. Many of these human activities and the natural resources and natural events that they depend on, or are shaped by, are transboundary in nature and require a coordinated, regional effort in order to manage their utilisation and deal with transboundary issues and challenges.

## **1.2 GEF Support and Country Commitment to date**

Planning discussions commenced in the mid-1990s for a GEF-funded BCLME programme, along with a number of other funding partners. The actual GEF funded and UNDP-Implemented programme effectively ran from 2002 to 2008 and promoted the integrated management and sustainable use of marine resources of the BCLME. This milestone LME programme delivered information and data about the key transboundary environmental problems, threats and root causes through a Transboundary Diagnostic Analysis, endorsed management and policy actions through a Strategic Action Programme, and negotiated an Interim Agreement for the establishment of an Interim Benguela Current Commission.

In August 2008 the Interim Benguela Current Commission (BCC) came into being in Windhoek, Namibia with the appointment of an Executive Secretary and with long-term financial commitment from the three governments for the operations of the Secretariat. Hence, through GEF's catalytic and strategic support, the three countries formalized almost two decades of collaboration, cooperation, trust and confidence building through the establishment of this Commission.

In June 2009, a further GEF co-funded BCLME Strategic Action Programme Implementation (SAP IMP) Project commenced for a four-year period. This project's main outcomes included: a) the development of text for, and signature of a legally binding Benguela Current Convention and the full institutionalization of a Commission, b) initiating policy, legal and institutional reforms and harmonization, c) supporting capacity development for the LME (5 module) management approach and, d) the up-scaling of existing and fostering new partnerships and networks for sustainable capacity development and LME management. A functioning BCC and signed Convention are the primary milestones of the BCLME SAP IMP Project. Further, the project supported the core institutional capacity of the Commission, namely, 1) financial and administrative policies and procedures established and operational, which allows BCC to start managing the country contributions directly; 2) established information and communication technology (ICTs), which allowed BCC to do the necessary outreach and information sharing through its website; and 3) the development of a Data and Information Policy and Protocol, which promote higher confidence in data and ease in sharing and comparing of data across the three countries, the necessary first step for the policy harmonization and joint management.

The UNDP GEF BCLME SAPIMP project also supported an economic valuation of LME goods and services and a scoping exercise for a Strategic Environmental Assessment (SEA) of the LME. The latter two outputs consolidated information and raised awareness about the relative economic importance of extractive marine sectors to the national and sub-regional economies and, the strategic and economic importance of the non-fisheries sectors as stakeholders of the BCLME. Key findings and policy messages have already been incorporated into the BCC's sustainable development agenda, through the revised SAP for 2014 to 2018, to more adequately reflect the non-fisheries sectors, recognizing their social and economic importance at national and regional levels and their efforts to conserve the environment, and to foster collaboration and partnerships for mutual benefit.

Limited yet strategically important advancements were made in regional policy and institutional strengthening in line with SAP objectives. With project support the following were achieved; Namibia developed a long-term strategy for fisheries development and commenced the revision of the Marine Resources Act as part of process toward an Ocean Policy; South Africa finalized a draft Ocean Policy for Cabinet approval which harmonizes sector policies and laws for coordinated and integrated management of ocean space; and in partnership with the EU-funded ACP Fish II Programme, Angola and Namibia produce a first draft joint management plan for horse mackerel, an important commercial and subsistence transboundary fish stock. In addition, the project in partnership with the Norway-FAO EAF Nansen Project, supported the implementation of the Ecosystem Approach to Fisheries (EAF) management through a) investigating the human dimension of EAF management, b) conducting baseline Ecological Risk Assessments (ERAs) for major commercial species to enable tracking EAF implementation and, c) to review the institutional arrangements in the countries' fisheries authorities to recommend improvements and harmonization to enable effective EAF implementation at national and regional levels. All three countries have updated coastal sensitivity maps with the project support. A partnership has been secured with the IMO's GI WACAF Project to develop regional coastal sensitivity atlas and a protocol for regional cooperation in the event of major oil spills. While limited in scope, these investments have served to sensitize, capacitate and empower stakeholders about the importance and need for policy and institutional harmonization to enable an integrated transboundary LME management approach and, the implementation of the SAP and Benguela Current Convention. The knowledge and information from the economic valuation and the SEA scoping study have empowered the BCC and the countries to actively integrate management of the minerals and extractive resources, energy, marine transport and environment sectors. These outputs demonstrate that coordinated and integrated management will prevent and reduce conflicts over resources and ocean space, enable the long-term sustainable optimization of resources through informed and integrated planning and, that trade-offs and alternative development scenarios based on social, environmental and economic outcomes have become important to consider.

The GEF co-funded SAP IMP Project has thus delivered a permanent functioning Commission with its signed legally binding Convention (the world's first for an LME), initiated strategically important policy, legal, institutional and management reform processes, supported more than forty strategic and long-term beneficial partnerships and networks and, enhanced the capacities

of stakeholders and LME practitioners in ocean governance and the need for sector, policy and management integration and harmonization. Furthermore, through project support the Commission has started engaging with the private sector and agreed with World Ocean Council (WOC) to stage a BCC Business Leadership Forum in 2014.

During the BCC's Annual Science Forum in September 2013, thirteen science projects and other partnership projects in the region presented cutting edge scientific and research results related to climate change, environmental baseline studies and monitoring results in the LME, transboundary management of important commercial fish species, plankton dynamics and their role in ecosystem functioning, harmful algal blooms, nutrient and CO<sub>2</sub> dynamics, analysis of atmosphere-ocean simulations related to the upwelling system, the impacts of hydrocarbon exploration on commercial fisheries, as well as innovative proposals for stronger collaboration with industry and on improving the ecosystem approach to fisheries. This information is vital to achieving sustainable development in the LME while improving the conservation of its goods and services (including its living marine resources) and thereby securing social and economic benefits.

Similarly, the 2014 Annual Science Forum presented new information related to ecosystem modelling and resources survey methods for fish stocks, ecological sustainable fisheries practices, spatial biodiversity assessment and management, marine oil spill surveillance, various aspects of biological, physical and chemical oceanographic status in the LME, surveys on the impacts from mining and associated monitoring, etc. While recognizing the need for ongoing research and monitoring, many of the results have been or are in the process of being peer-reviewed, validated, packaged and being made ready for use in preparing guidelines to improve management and policy making. The SAP has since been translated into a five-year business plan to ensure the practical operational plan of the SAP. The revised SAP and its associated BCC Implementation Plan are designed to enable the requisite mechanism(s) to deliver policy, institutional and management reforms necessary for sustainable development of the BCLME.

Much of the aforementioned development of the BCC and the associated necessary structures and mechanisms for the management of LME goods and services, as well as the critically important scientific studies and monitoring, has been achieved through evolving partnerships with the GEF-funded project.

Between 2009 and 2014 the Government of Norway supported the implementation of the Benguela Current Commission's Science Programme with a grant of USD9.3 million. The Science Programme is designed to ensure the ongoing accumulation of information and data for improved transboundary management of the BCLME.

The Icelandic International Development Agency (ICEIDA) supported the implementation of a Training and Capacity Building (T&CB) programme for the Benguela Current Commission. ICEIDA provided a grant of USD500 000 for the four-year programme (2009-2013). The BCC T&CB programme is focused on improving the skills and knowledge of managers, scientists and

technical staff from the national institutions in Angola, Namibia and South Africa, so as to enable the long-term conservation and sustainable utilisation of the BCLME.

The European Union has provided a grant of 1.5 million Euros to fund the ECOFISH project over four years (2011 to 2015). ECOFISH is a joint research project coordinated by the Benguela Current Commission. It is expected to modernise and improve the management of key marine fisheries in Angola, Namibia and South Africa.

### **1.3 Review of Current Baseline Analysis**

In 2013, the Benguela Current Commission undertook a review of the Transboundary Diagnostic Analysis with a view to using the outcome to update the Strategic Action Programme and move toward a more formal BCC SAP Implementation Plan and Road-Map.

Later in 2013, the governments of Angola, Namibia and South Africa signed the Benguela Current Convention, a ground-breaking environmental treaty that seeks to introduce an ecosystem approach to the management of the Benguela Current Large Marine Ecosystem (BCLME). The Convention is a formal treaty or agreement between the governments of Angola, Namibia and South Africa that sets out the countries' intention "to promote a coordinated regional approach to the long-term conservation, protection, rehabilitation, enhancement and sustainable use of the Benguela Current Large Marine Ecosystem, to provide economic, environmental and social benefits." The Convention also establishes the Benguela Current Commission (in existence since 2007) as a permanent intergovernmental organisation. By working through the Commission, the governments of the three countries will strive to ensure that industrial development progresses in an environmentally responsible manner and that they work together to minimise pollution, harmonise maritime policies, laws and regulations, and monitor and manage fisheries in a cooperative way.

In August 2014, Ministers and senior government officials representing the fisheries, environment, transport and mining sectors of Angola, Namibia and South Africa, attended the fourth Ministerial Conference of the Benguela Current Commission in Angola, where they approved and signed a new five-year Strategic Action Programme (SAP) for the BCLME. This updated SAP is a wide-ranging document that sets out the policy actions that are necessary for the three countries to derive optimal economic and social benefits from the resources of the BCLME, while mitigating the environmental problems and issues that threaten the health of the ecosystem. The SAP provides policy direction for the BCC for the period of 2015-2019.

In December 2014, a BCC Development Partners and Investment Conference was held in Pretoria, South Africa. At this conference, the governments of Angola, Namibia and South Africa and their partners and supporters emphasised that the Benguela Current Large Marine

Ecosystem should be promoted and protected as an asset so that the people of the region may derive optimal economic and social benefits its resources, while environmental threats to the health of the ecosystem should be mitigated. Partners to the BCLME that are supporting the Commission and countries included the governments of Germany and Norway; representatives of the United Nations Development Programme (UNDP, and the CEO of the Global Environment Facility (through a video address). The Government of Germany pledged 8.9 million Euros to support a five-year Marine Spatial Planning project, while the Global Environment Facility pledged USD 10.9 million to support the further development of the BCC as an institution. Both the UNDP and the Norwegian Government also reiterated their ongoing support to the BCC.

A detailed BCC Implementation Plan (BCC-IP) was adopted in 2015. The BCC-IP is a more comprehensive document than the previous Science Plan was as it provides one main planning and monitoring tool for the BCC to implement its work programme. The replacement of the Science Plan with an Implementation Plan also reflects the change in the nature and scope of the BCC's work: from science focused to management driven. The BCC-IP is structured around the seven themes identified in the Strategic Action Programme (SAP). For each theme, an ecosystem quality objective (EQO) is stated and the relevant policy actions and a set of activities are laid out. A priority for each activity has been given; priorities have been assessed according to their relevance to the mandate of the BCC.

Today, the Benguela Current Commission and its member countries of Angola, Namibia and South Africa have an updated and formally adopted Strategic Action Programme supported by a BCC Implementation Plan and a newly-signed Benguela Current Convention which provides the formal, tripartite legal basis for the institutional structures (rooted in the Commission) which can implement the SAP and manage the goods and services of the LME. The member countries have already embarked on some of the necessary institutional, policy, legal and management reforms that are required to implement the Benguela Current Convention and the BCLME SAP.

## **1.4 The Benguela Current Commission**

The Benguela Current Commission (BCC) is a regional intergovernmental partnership which started life under an Interim Agreement in 2007 and was formally established in March 2013 by the Republics of Angola, Namibia and South Africa to promote a coordinated approach to the long-term conservation, protection, rehabilitation, enhancement and sustainable use of the BCLME, in order to provide economic, environmental and social benefits. The Benguela Current Convention provides a legal framework for cross-border cooperation between the three countries of the BCLME.

The creation of the BCC followed two decades of research, institutional and human capacity strengthening and cooperation; the BCC is the first multi-lateral Commission in the world to be based on the Large Marine Ecosystem (LME) approach to ocean governance. The Commission is headed by a Ministerial Conference and supported by a Secretariat based in Swakopmund,

Namibia. The Secretariat works with regional and international partners to coordinate research and capacity building programmes and assist the committees that are responsible for providing scientific, management and financial advice to the Commission. The Commission uses this advice to make management decisions related to the transboundary resources and issues, with the goal of ensuring the long-term sustainability of the BCLME and a balance between social, economic and environmental benefits. The mandate of the Commission is set out in the Benguela Current Convention. Although this mandate spans a number of coordination and administrative functions, the core management function is to agree to specific measures to prevent, abate and minimise pollution; to agree to conservation and management measures concerning transboundary marine resources and the coastal environment; and to devise mechanisms that enhance sustainable utilisation of the marine resources.

### 1.5 The Convention and the Strategic Action Programme

The overall objective of the Benguela Current Convention is “to promote a coordinated regional approach to the long-term conservation, protection, rehabilitation, enhancement and sustainable use of the BCLME, to provide economic, environmental and social benefits”.

The Convention embraces the general principles of sustainable use and management of marine resources and protection of biodiversity in the marine environment along with conservation of the marine ecosystem. It identifies and formal adopts an organisational structure centred on the Commission and the Secretariat (see **Management Arrangements** below) and defines decision-making processes and obligations of the member parties/countries. The Convention aims to address the following primary LME management process and stress reduction needs and functions (go to <http://www.benguelacc.org/index.php/en/publications> for full text of the Convention):

- Coordinating the implementation and review of the Strategic Action Programme and recommend changes to the programme as well as possible action plans as may be necessary from time to time;
- Taking appropriate measure to prevent, abate and minimise pollution;
- Addressing conservation and management measures concerning transboundary marine resources and the environment;
- Dealing with participatory rights, such as harvest levels and sharing arrangements concerning transboundary fishery resources;
- Compatibility, implementation and enforcement of existing policies and laws pertaining to the conservation and management of transboundary marine resources and environment;
- Developing and adopting research programmes related to the transboundary marine resources and the environment;
- Collection, exchange, dissemination and analyses of relevant data and information;
- Promoting collaboration on monitoring, control and surveillance, including joint activities in the Southern African Development Community region.



The original Benguela Current Strategic Action Programme was first signed in 1999 and in 2013 a process was started to review and update this SAP and to produce a SAP Implementation Plan, an operational document that details the activities required to implement the various stress reduction, management and policy actions. This revised SAP now covers the period 2015 to 2019 and has been formulated to reflect the objectives, principles and functions set out for the BCC in the newly signed Benguela Current Convention, which is now the policy framework that guides the BCLME community. It addresses the challenges to the BCLME and outlines implementable policy actions that aim to resolve the transboundary environmental issues, which will address key threats and their root causes, and which will enhance sustainable development opportunities within the BCLME.

The original SAP supported a stronger focus on ecosystem-based approach to fisheries. The revision to the SAP in 2013 was undertaken to make it more in line with the BCC Convention and its objective so that the implementation of SAP will systematically and meaningfully contribute to the BCC Convention implementation.

In essence then, the relationship between the Convention and the SAP is as follows:

**The Convention** is a formal and legally-binding document by which the three countries agree to jointly manage the resources of the LME based on an ecosystem approach. It provides the legal and institutional basis and framework for such a joint management approach and recognises the SAP as the adopted document which identifies the challenges to the LME and outlines the policy and management actions necessary to address those challenges.

**The Strategic Action Programme** provides a summary of the necessary policy and management actions which need to be cooperatively taken by the countries. It confirms the thematic challenges and associated key problems which need to be addressed (go to <http://www.benguelacc.org/index.php/en/publications> for full text of the Strategic Action Programme) and identifies ecosystem quality objectives and the management and policy improvements and realignments that need to be taken in order to meet these objectives, with a view to mitigating and resolving, where possible the transboundary environmental issues and stresses that are threatening the long-term sustainability of the LME and its goods and services. It also provides budget projections for delivering those actions.

**The BCC (SAP) Implementation Plan** is, in effect, the agreed work-plan for the SAP with clearly identified priorities. It reviews the agreed management and policy improvements and realignments associated with each EQO as identified in the SAP and prioritises the necessary activities to deliver these. It provides a framework that will be used for developing further detailed plans and projects. These more detailed plans and projects that emanate from the priorities set out in this Implementation Plan will assist in ensuring that activities undertaken within the auspices of the BCC have a logical relationship to the SAP objectives to overcome the transboundary challenges. It also forms a solid basis for discussion with cooperating partners, regional integration bodies, and also initiatives and programmes on how the BCC can interface with wider regional or global programmes.

It should be noted that, due to the presence of A. the Convention document; B. the revised SAP itself; and B. the BCC Implementation Plan, there is an element of overlap and potential disorder relating to the intend priority actions for SAP implementation. This is not difficult to resolve, however, and an overall BCC work-plan and budget for priority action (agreed with the various partners and regional institutions) will allow for one single Plan of Action to be followed by all BCLME stakeholders and co-funders. This requirement has been captured in the Components and their Outputs and activities below.

## 1.6 Stress Reduction and Strategic Action Programme Priorities

The SAP (go to <http://www.benquelacc.org/index.php/en/publications> for full text) identifies a list of thematic areas where the main challenges lie for effective ecosystem-based management of the LME, and it lists the key problems that need to be addressed for each of these challenges along with a set of Ecosystem Quality Objectives (EQOs). The thematic areas that need to be addressed are:

1. living marine resources;
2. non-living marine resources;
3. productivity and environmental variability;
4. pollution;
5. biodiversity and ecosystem health;
6. human dimensions;
7. Enhance the economic development potential; and
8. Governance.

The BCC Implementation Plan lists these same thematic challenge areas and associated EQOs and highlights appropriate Policy Actions that need to be taken and what activities are required to deliver these policy actions. These activities have been prioritised by each of the countries as well as regionally for the BCC (see SAP document at <http://www.benquelacc.org/index.php/en/publications> ).

As noted above, the presence of three guidance documents (The Convention the SAP and the BCC Implementation Plan) can be a little confusing in the context of actual priorities and expectations and one valuable early contribution from the project will be to harmonise these into a single work-plan and road-map, effectively updating and expanding the Implementation Plan. This should include budgeting for activities as well as identifying partners (potential and actual) that can fund such activities. The current summary of the main areas that need to be addressed for improvement in the management processes and in delivering stress reduction are shown below in Table 1.

**TABLE 1:** List of Thematic Areas, EQOs and requisite management and stress reduction activities needed in order to deliver effective SAP implementation and management of LME Goods and Services (taken from the Convention, the SAP and the BCC Implementation Plan)

Thematic Area and EQO	Improved Management Processes and Stress Reduction Requirements in the LME
<b>1. Living Marine Resources</b> The impacts of harvesting transboundary living marine resources on the marine ecosystem are minimised and mitigation procedures implemented; harvesting is sustainable and depleted stocks are recovering.	<ul style="list-style-type: none"> <li>• Identification and joint management of shared stocks under a generic sharing protocol</li> <li>• Implement ecosystem-based fisheries management (including bycatch reduction and eco-labelling)</li> <li>• Ensure compliance with shared-stock management measures</li> <li>• Alternative sourcing through eco-friendly mariculture enterprises</li> <li>• Community level localises stock management measures and fish-farming practices</li> </ul>
<b>2. Non-living Marine Resources</b> The impacts of the exploration for and extraction of non-living marine resources on the marine ecosystem and other sectors are minimised and mitigation procedures implemented.	<ul style="list-style-type: none"> <li>• Harmonised regulations leading to a single code of conduct</li> <li>• Voluntary and/or enforced compliance with a code of conduct for responsible coastal and offshore mining</li> <li>• Compliance with formally adopted spatial planning requirements</li> <li>• Monitoring and assessment capacity strengthened</li> <li>• Proactive management as well as adaptive response to monitoring of coastal and offshore water quality</li> </ul>
<b>3. Productivity and Environmental Variability</b> A greater understanding of the variability and productivity of the ecosystem such that this knowledge can be incorporated into the decision-making process.	<ul style="list-style-type: none"> <li>• More data capture to advise on all aspects of large-scale variability</li> <li>• Analysis and assessment of predicted climate change impacts and variability</li> <li>• Adoption of adaptation plans and early warning systems</li> <li>• Regional database on HABs, hypoxia, etc. to support early warning system</li> </ul>
<b>4. Pollution</b> Coastal and marine pollution and water quality are controlled and managed to meet agreed standards for human and ecosystem health.	<ul style="list-style-type: none"> <li>• Harmonised WQ Standards and monitoring activities</li> <li>• Transboundary oil spill response plan/protocol and active training/practices</li> <li>• PPP Agreement for oil and hazardous spill response</li> <li>• Identification and mitigation of impacts from pollution hotspots (industry, agriculture)</li> <li>• Active estuary/river management (with community engagement)</li> <li>• Data capture and management plans for noise pollution</li> <li>• Activities to reduce GHG emissions</li> </ul>
<b>5. Ecosystem health and biodiversity</b> Degraded, threatened and critical marine habitats are restored, conserved and maintained; populations of threatened species are protected and recovering	<ul style="list-style-type: none"> <li>• Regional Coastal Sensitivity Atlas</li> <li>• Inclusion of key indicator species/habitats in monitoring activities</li> <li>• EBSAs identified and included in marine spatial planning process</li> <li>• MPAs identified and designated</li> <li>• Ballast water management processes and facilities in place</li> <li>• Habitat restoration activities undertaken</li> <li>• Active management of threatened species impacts (e.g. bycatch, coastal spatial planning, MPAs in place)</li> <li>• Control of invasive alien species from mariculture through improved planning and facilities</li> <li>• Blue biotechnology</li> </ul>
<b>6. Human dimensions</b> The understanding of social-ecological interdependencies is improved such that this knowledge can be integrated into the management process.	<ul style="list-style-type: none"> <li>• Improved and harmonised data capture for human dimension indicators related to management of LME goods and services</li> <li>• Socio-ecological working group established in BCC</li> <li>• Regional cooperation for SOLAS and rescue response</li> <li>• Conflict reduction through adopted marine spatial planning processes in each country which include community engagement</li> </ul>
<b>7. Enhance the economic development potential</b> The ecosystem that is providing goods and	<ul style="list-style-type: none"> <li>• Amalgamation of ICZM and MSP into single national approaches to coastal and ocean management/governance</li> <li>• ICZM Plans in pilot local coastal communities (LED), developed , adopted &amp;</li> </ul>

services through blue/ocean <sup>1</sup> economic initiatives for the sustainable livelihood of the people of the region.	<ul style="list-style-type: none"> <li>implemented – including community-based ecosystem monitoring</li> <li>• Direct involvement/engagement of appropriate stakeholders/sectors into MSP (e.g. marine transport, offshore oil and gas, mining, fisheries, etc.)</li> <li>• Adoption of sustainable finance mechanisms</li> <li>• On-the-ground pilots of investment in stress reduction and SAP implementation</li> <li>• BCC Business Leadership Forum – voluntary action plan</li> </ul>
<b>8. Governance</b> The political and legal frameworks and human, institutional and operational resources are in place and adequate mechanisms exist to implement the BCC SAP and achieve the BCC's objective.	<ul style="list-style-type: none"> <li>• National SAP Implementation capacity strengthened through adoption of National intersectoral Committees</li> <li>• Regional State of the Ecosystem Information System (SEIS) operational</li> <li>• Strengthen regional &amp; international co-operation (SADC, LME Caucus etc.)</li> <li>• Capacity development and training programmes in support of EBM, SAP implementation and domestication of the Convention</li> <li>• Regional alliance of training institutions (possible linked to an African LME Caucus training programme)</li> <li>• Capacity tracking demonstrates significant improvement</li> <li>• Recommendations from Annual Science Forum to policy makers</li> <li>• Overall Science-to-Governance structure in place and management/policy decisions being made based on advisory inputs and options</li> </ul>

## 1.7 Project Evaluations and the Preliminary Governance Baseline Analysis

The Evaluations of the first and second UNDP GEF Co-funded Projects have been reviewed through the preliminary Governance Baseline Analysis (GBA) which was recommended by the STAP review of the Project Identification Form. This GBA looked at each national situation as well as the broader regional context to arrive at conclusions and recommendations relevant to the current governance environment and what should be the objectives for the future within this proposed project lifecycle. The full GBA as well as the individual National Governance profiles can be accessed at <http://www.benguelacc.org/index.php/en/publications>. A summary report from this preliminary GBA is included as Annex 1 and discussed below in the context of the planned outputs and activities from the current project. The principle recommendations from the two evaluations as well as the recommendations from the preliminary GBA are captured below in Table 2.

**TABLE 2: Review of Recommendations and Actions Arising from the Evaluations of the previous two UNDP GEF BCLME Projects as well as the preliminary Governance Baseline Analysis**

<b>Recommendations from the first UNDP GEF Project 'Integrated Management of the Benguela Current Large Marine Ecosystem'.</b>	
<b>RECOMMENDATIONS</b>	<b>COMMENTS AND ACTION</b>
Development of BCC Ecosystem State indicators	Included now under a number of specific

<sup>1</sup> Some countries use the term 'blue economy' and others prefer the term 'ocean economy'. In order to accommodate both preferences, the term blue/ocean economy is used throughout this document.

	outputs and activities in current Project
Maintain working group on ecosystem monitoring and improve/perfect the monitoring systems	Currently under responsibility of Ecosystem Advisory Committee. Management Board recently approved a Monitoring and Evaluation management post which will be supported by activities under this current project
Synthesis of all BCLME sub-projects linking them to indicators	BCC Implementation Plan provides a synthesis
Update TDA and SAP and include a clear vision statement and EQOs as well as a financial assessment of needs and associated supportive mechanisms	TDA and SAP since updated with vision statements, EQOs and an assessment of financial requirements within the BCC-IP. Current project will assist with evolving financial mechanisms through Marketing and Resource Mobilisation activities
Perfect operational monitoring systems (e.g. for Harmful Algal Blooms, Low Oxygen Water, and BCLME El Niño events)	Data collection techniques evolved through BCLME SAP Imp project. Needs to be consolidated through current project under new M&E position
Applied use of knowledge in management approaches and mechanisms	An Output and series of activities under current project
More focused Capacity Building and Training, including development of individual and institutional CB&T targets	Recent adoption of a BCC Training and Capacity Development Work Plan and Budget (2015-2019) as well as establishment of the Regional Training and Capacity Development Advisory Group (RTAG)
More effective national and transboundary management of fish stocks	Depends on agreed identification of transboundary stocks. Identification and management agreements are a priority Output in the current Project proposal.

<b>Recommendations from the second UNDP GEF Project, 'Implementation of the Benguela Current LME Action Program for Restoring Depleted Fisheries and Reducing Coastal Resources Degradation (BCLME SAP-IMP)'.</b>	
RECOMMENDATIONS	COMMENTS AND ACTION
Any further support should prioritize operationalisation of SAP	Operationalisation of the SAP is a main priority of the current proposed Project along with pilots to demonstrate LME stress reduction
Active inclusion/involvement of other sectors and other institutions outside of government (e.g. community and private sector)	One of the Component of this current Project is addressing both community and private sector engagement directly
GEF limits on Project Management Costs are unreasonable and damaging to project delivery	Outside scope of current project. Responsibility of GEF Council
Need for Exit Strategy and an Exit Workshop before end of a GEF Project. At the Workshop, the project needs to outline the work	Important Output of this Project under Component 4 and linked into Resource Mobilisation and Marketing with plans to

accomplished and the outstanding work that still needs to be done and identify whether these can “live” on their own, or require a champion. Consensus then needs to be reached on who is taking over the responsibility both for unfinished work as well as for products and benefits that need to be “adopted” and sustained by someone else. It is most important that to the extent possible, a source of funding support is identified to ensure financial sustainability.	leverage investment for SAP implementation and LME stress reduction
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<b>Recommendations from the preliminary Governance Baseline Analysis undertaken during Project Development for the current Project Document.</b>	
Strengthen a decentralised, nested Governance System with formal BC representation in each country being responsible for national SAP implementation	Current Proposed Project covers this need as part of the national SAP implementation Outputs. National Intersectoral Committees will be established with responsibility for national level SAP implementation and domestication of the Convention
Development and Application of a Monitoring and Evaluation system/programme using generic indicators and focusing both on planning and assessment associated monitoring as well as monitoring SAP implementation and the success of courses of action	Indicators to be further developed under the new BCC M&E section and Manager and supported through the current proposed project
Strengthening Capacity for following the ecosystem approach and for overall governance of the Ecosystem at both national and regional levels	RTAG and BCC Training and Development Programme will be supported through the current Project
Strengthening the commitment and involvement to the SAP and LME management with government and other resource users (e.g. communities and industry) commitment through raised awareness and in these constituencies	Major component addressing stakeholder engagement and awareness in current project proposal
Strengthening collaboration with regional and international partners and integrating the many activities being undertaken by partner organizations into a coherent program with a strategic focus.	Component One and Two of the current Project proposal address this need through an integration process which will bring all appropriate partners and institutions into the SAP implementation activities and agree on their roles and responsibilities, including co-funding

Further to these over-arching recommendations, a number of more specific requirements are also highlighted by the GBA which have been captured as outputs and activities within the current proposal. These include:

- A. Undertaking a more detailed and comprehensive Governance Baseline Analysis during the initial stages of a 3<sup>rd</sup> phase project with sufficient time and consultation that would allow for broader stakeholder engagement. This detailed GBA would aim to support the

countries in identifying and delivering a more specific set of recommendations and priorities at both national and regional levels to support SAP implementation. The expansion of this preliminary GBA, would support the development by the national governments of a single work-plan and budget for long-term SAP implementation and domestication of the Convention with a focus on fully institutionalising the 2<sup>nd</sup> order outcomes and starting to deliver more specific 3<sup>rd</sup> and 4<sup>th</sup> order outcomes (i.e. stress reduction in the LME followed by measurable improvements in environmental, social and economic status and well-being).

- B. Demonstrations in each country that pilot 2<sup>nd</sup> order, stress reduction activities that are a priority to the demonstrating country and which are replicable throughout the BCLME region. A particular emphasis can be placed on linking marine spatial planning with coastal zone management for improved sustainable economic development within the ecosystem-based management approach.
- C. Harmonization of management practices, water quality standards, codes of conduct and an overall conformity in the ecosystem approach (including EAF).
- D. Demonstration(s) of 2<sup>nd</sup> order, stress reduction activities related to small-scale and artisanal fisheries, as well as addressing the challenges associated with curbing illegal inshore fishing activities.
- E. Strengthen and deliver effective fisheries compliance and monitoring systems with a view to improving both catch data and vessel tracking (VMS).

The preliminary Governance Baseline Analysis recognising some of the impressive steps taken by these three counties over the last 15 years. It also correctly and usefully focuses on the shortfalls and challenges still remaining within both the actual management and governance processes (i.e. at the institutional and interactive level) and in the stress reduction objectives and activities (i.e. on-the-ground activities and changes/improvements in practices and attitudes that reduce the impacts and threats on the ecosystem as well as on dependent communities). The full Governance Baseline Assessment long with the Country Profiles that support it can be found at <http://www.benguelacc.org/index.php/en/publications>.

The main outstanding requirements arising from the preliminary Governance Baseline Analysis (undertaken as part of the project preparation), which should be addressed by this current project can be summarised then as:

1. A detailed and expanded full Governance Baseline Assessment to arrive at a clear work-plan, partnership agreements and links to the SAP/BCC Implementation Plan that addresses the identified governance priorities.
2. Regional compatibility and correlation between various national codes of conducts and management practices where feasible, e.g. related to fisheries, industrial practices such as mining and energy extraction, water quality, ecosystem indicators and monitoring.

3. Strengthened 'transboundary' institutional arrangements for information capture and collation (e.g. into sensitivity Atlases and State of the Ecosystem Information management).
4. Resultant strengthening of institutional arrangements for transmitting and translating information and knowledge into adaptive management and governance options and decision guidelines (at both regional and national levels).
5. Further strengthening of BCC structure and institutional bodies to deliver SAP implementation (in collaboration with various funding partners)
6. Support provide for strengthening of national level intersectoral SAP implementation to achieve formal adoption of responsibilities of BCC national focal institutions and National Intersectoral Committees as appropriate for and by each country.
7. Strengthening of stakeholder engagement (particularly community level and private sector involvement) and evolution of stronger partnerships and associated harmonised work-plans within the BCLME in order to more effectively deliver SAP implementation and to address priority areas of stress reduction.
8. Ecosystem monitoring and assessment capacity as well as SAP implementation M&E strengthened through stakeholder partnerships in the monitoring and assessment process.
9. Regional Capacity Development Programme developed in line with agreed capacity needs to support the BCC Convention and SAP implementation
10. Adoption of sustainable long-term financing mechanisms for SAP implementation and LME stress reduction to reduce dependence on donor funding.



## 2. Project Strategy

The BCC is the first intergovernmental Commission in the world to be based on the Large Marine Ecosystem concept of ocean governance, a clear move towards managing transboundary resources at the larger ecosystem level (rather than at the national level) and balancing human needs with conservation imperatives. Furthermore, the signing of the Convention was a signal to the world that the three countries have committed to the protection of the BCLME, beyond any time-span of external support, in order to secure social, environmental and economic benefits into the future. This has improved perceptions about political stability and security in the region and has given confidence to stakeholders about the future of the BCC.

Nevertheless, such major and innovative changes to the way three neighbouring countries manage a shared transboundary area (along with its goods and services) necessarily take time to evolve and adopt within an 'environment' of trust and mutual cooperation. The achievements of these three countries, with the ongoing and vital support of the funding partners like GEF, have so far been outstandingly successful and without precedent. Yet there is still much that needs to be addressed in order to demonstrate effective stress reduction to the LME, a fully operative and inclusive transboundary ecosystem-based management structure and, most importantly, the ability of the Commission, its Secretariat and the member countries to support and sustain this process into the foreseeable future. Table 2 (above) and Annex 1 highlight the findings of the Governance Baseline Assessment and correlate these conclusions and recommendations with the current project outputs and activities.

### Main Economic Sectors which need to be engaged into the Ecosystem-Based Ocean Governance and Integrated Management of Marine Resources

The original Transboundary Diagnostic Analysis was prepared in 1999. The BCC has more recently reviewed and updated this TDA in 2013. This document identifies the Key Economic Sectors of the BCLME, their status and the outstanding concerns that need to be addressed.

#### Fisheries:

The Fisheries Sector in both Angola and Namibia rank very highly in national economic importance. The fishing industry in South Africa is less important on a national scale but is locally important within the coastal areas of the Western Cape province for revenue, food and employment. Complex multi-species assemblages make fisheries management decisions very challenging. The transboundary nature of many shared and migratory fishery stocks within the region and the renewable nature of these resources calls for cooperation in management and decision making if the region is to ensure the sustainability of the resource while also maximising the benefits in an equitable manner. There have been significant improvements in national policy, legislation and management frameworks and improved capacity in monitoring, control and surveillance (MCS) and applied science in the national fisheries authorities during the past two decades. The priority challenges that need to be addressed within the context of the SAP and the Convention include improved monitoring, control and surveillance to avoid IUU

(including port state measures), shared stock management (and agreements on catch allocations), continued monitoring of all commercial stocks in order to set effective catch quotas, reduced bycatch, a clearer understanding of the role of small-scale fisheries and community dependency.

#### The Oil and Gas Sector:

Based on economic earnings, the petroleum sector is the most significant sector to the countries of the BCLME with unpublished estimates<sup>8</sup> for the mid-2000s indicating that the gross revenue from the sector was USD 53 billion per year (while the fisheries sector was estimated to generate around USD 0.5 billion per year). However, within the economic context of the BCC, petroleum as a non-renewable resource which is mostly contained within the Angolan EEZ, requires limited cooperative decision-making or management and is therefore of a more limited relevance to the BCC's economic management priorities. However, secondary transboundary issues are of relevance; such as those associated with transport or the mitigation or management of polluting events. The impacts from the utilisation of non-living marine resources have changed little in the last decade. Discharge of water-based drilling muds, sediment plumes in the water column, accumulation of discharged drilling muds and cuttings on the seabed, accumulation of heavy metals in bottom sediments, and possible toxic effects of mud additives on marine organisms and communities are the major environmental threats to the BCLME from oil and gas explorations. The priority challenges that need to be addressed within the context of the SAP and the Convention include closer engagement/involvement between appropriate government sectors and the oil and gas industry to ensure effective responses to both chronic and acute (massive spills) pollution; harmonised codes of conduct across the LME for the industry; conflict resolution with the fishing industry; the possibility of industry being able to support data capture and processing using platforms within the LME;

#### Coastal and Marine Mining:

The only coastal mining currently occurring in Namibia and South Africa is for alluvial diamonds. The Orange River is the source of the marine diamonds found in southern Namibia and northern South Africa. In South Africa the offshore diamond concessions stretch from the border with Namibia to an area just south of Saldanha Bay and extend from low water to the 500 m isobath. Namibian offshore concessions cover the full length of the coastline, extending from the Orange River in the south to the Kunene in the north, and offshore to the shelf-break, although all mining is currently limited to the Lüderitz region and south to the Orange River mouth. The impacts of diamond mining are largely due to the destruction of the environment in the vicinity of the mining activity and sedimentation across larger areas. There are proposals for bulk seabed mining for phosphates along the central Namibian coastline and interest in marine phosphate mining has been aired in South Africa. Phosphate mining involves the extraction of ores with a high composition of phosphate for use in chemical fertilizers, animal feed supplements, phosphoric acid and additives in products such as toothpaste and soft drinks. The global demand for phosphate is rising which has led to the new interest to mine the seabed. However, lack of understanding about the environmental impacts had led, in September 2013, to a moratorium on marine phosphate mining in Namibia, pending the results of an environmental impact study. The mining sector tends to operate somewhat in isolation from other sectors.

Environmental impact assessments (EIAs) and other studies may be legal requirements during the development stage of a new venture, but there is often limited monitoring during the exploration and extraction phases. This is further compounded by the over-riding economic influence of the mining sector and, in some cases, the reluctance by the authorities to enforce limitations, even when faced by important environmental impacts. The priority challenges that need to be addressed within the context of the SAP and the Convention include: A detailed EIA for marine phosphate mining activities (to include land-based processing impacts) along with a clear set of regulations and monitoring code; long-term monitoring of environmental impacts post-EIA; a more intensive study of mining techniques and options for 'cleaning-up' the activities; planning for management and monitoring of mine tailings; conflict resolution between the mining and fishing industries; unlicensed or poorly regulated mining of beach sand;

#### Tourism:

Tourism is a significant generator of revenue and employment for Namibia and South Africa, while Angola's tourism industry is relatively new and underdeveloped. In 2012 the number of international tourists visiting South Africa surpassed nine million, the majority of whom visit the Cape region. The Western Cape tourism industry, which is concentrated along the coastal area, is a major employer and driver of economic growth, contributing around USD 1.3 billion to the region's economy and employing over 150 000 people. Tourism in Namibia is also a major industry, contributing USD 0.5 billion to the country's gross domestic product, with nearly one million tourists visiting Namibia annually. The relevance of tourism to the BCC is indirect and is related to conservation of the biodiversity and health of the ecosystem that underpin the attraction of tourists to the region. The priority challenges that need to be addressed within the context of the SAP and the Convention include more rigorous EAI/SEA pre-development along with more stringent enforcement and compliance; stricter regulations on removal or degrading activities related to important coastline features such as mangrove, seagrasses, coral reefs, estuarine ecosystems, wetlands and marches and associated species; stricter control and planning laws on tourism resort discharges and waste handling.

#### Marine Transport:

Marine transport is a major industry for South Africa with an annual container throughput of three million twenty-foot equivalent units (TEUs). Namibia has an annual container throughput of 250 000 TEUs while Angola does not record this information. South Africa's Cape of Good Hope is a significant transit point for oil tanker shipments across the globe; in 2011 flows past the Cape accounted for roughly 11 % of all seaborne traded oil, or 6 % of oil traded worldwide, with approximately five million barrels of oil moving through the Cape each day in 2012<sup>10</sup>. This highlights the concern for potential and catastrophic pollution events in the BCLME region and the need for regional cooperation in preventative measures and in response to such an event. The priority challenges that need to be addressed within the context of the SAP and the Convention include agreements on oil and hazardous spill responses, monitoring and surveillance of shipping (which could be linked to MCS for fisheries to some extent), ballast water management, management of other potential invasives from hull-fouling, control of marine litter/debris.

Although these key sectors represent both the major economic drivers within the LME as well as the main potential impactors, there are other sectors that need to be considered in the context of stress reduction as a result of possibly more localized threats and impacts but which are still relevant to certain communities and sensitive areas. In particular, coastal development and associated activities have a direct potential impact on the LME.

Coastal Development and Associated Activities: This may already be linked to Marine Tourism (above) in some cases but the general expansion of coastal communities along with the poor maintenance of existing coastal infrastructure at the municipal level is a serious concern also. There are a number of coastal activities which, although not on a large-scale, can have localised and/or chronic impacts on vulnerable and sensitive parts of the ecosystems. Some of the main point-sources of pollution come from sewage and effluents from municipalities. Other effluent and pollutant discharges can have their sources from a number of different industries (e.g. fertilizer factories, pulp/paper mills, chemical and explosive factories, oil refineries, sugar mills, fish factories, aquaculture activities, textile factories, food canning, aluminium smelters, power stations, dredging and sand-mining). The priority challenges that need to be addressed within the context of the SAP and the Convention include more effective marine spatial planning (beyond just coastal zone management and including hinterland management as well as offshore planning), water quality standards (preferably through a single harmonised LME-wide agreement on levels), EIA and SEA standards for the region, water treatment standards and codes of conduct, stronger planning regulations linked to all of the above and with more effective implementation and enforcement.

In order to address these various needs, the countries are seeking a further tranche of co-funding to achieve primarily the following aims:

- Stronger interaction between the member countries and within the member countries in the context of intersectoral coordination and synergy of codes and practices, policies and management strategies related to SAP implementation and stress reduction to the LME. A major national level focus will be on intersectoral coordination bodies.
- Improved, effective and interactive stakeholder engagement into the management of LME goods and services to further implement the SAP and to enforce the Convention. In particular this would focus on closer partnerships and collaboration with the private sector and those communities which are dependent on and have the most interaction with the ecosystem itself.
- Further capacity development, training and skills enhancement to support the SAP implementation priorities so as to strengthen the Commission itself and the national level infrastructure required to deliver effective stress reduction in the LME.
- Mobilization of financial resources and investments for long-term sustainability of the BCC and to address the many priorities for stress reduction as identified in the BCC Implementation Plan. Emphasis would be on leveraging private sector investment.

The following text provides a detailed description of these aims and objectives and the intended outputs and activities which will achieve them along with the necessary budget for their realization.

## **2.1 Main Objectives and Deliverables**

The objective of the proposed UNDP-GEF project is to realize a coordinated regional approach to the long-term conservation, protection, rehabilitation, enhancement and sustainable use of the Benguela Current Large Marine Ecosystem in order to provide economic, environmental and social benefits and wellbeing to the region through the implementation of the Benguela Current Convention and accompanying Strategic Action Programme. The project puts strong emphasis on supporting the countries in strengthening and integrating policy, institutional, and management structures and protocols in order to realize transboundary benefits, to mainstream transboundary priorities into national policy framework and linking them to national development plans and strategies, and to catalyze private sector finance into the BCC Convention implementation and stress reduction activities in the region. The project also aims to bring about tangible changes on the ground not only for environmental status of the BCLME but also socioeconomic and development status of those who live and utilize the resources of BCLME, contributing to the achievement of a number of Sustainable Development Goals for post-2015, most notably SDG14: Conserve and Sustainably Use the Oceans, Seas and Marine Resources for Sustainable Development, but also SDG1 (End Poverty), SDG2 (Food Security), SDG5 (Gender Equality and Empowerment), SDG8 (Inclusive and Sustainable Economic Growth), SDG9 (Reduce Inequality), SDG12 (Sustainable Consumption), SDG13 (Climate Change), SDG15 (Ecosystem and Biodiversity) and SDG17 (Global Partnership for Sustainable Development). BCC supports its member states to achieve inclusive growth. The project will aim to support BCC on this as well, in particular on gender and youth empowerment through community-level interventions. BCC also provides guidance and support to its member states to promote Blue/Ocean Economy in a sustainable manner as part of a strong and realistic ocean governance strategy. The project will support BCC and the countries by strengthening inter-sectoral coordination to build up stronger ocean governance for more informed and coordinated decision making.

The Project has been designed with the following considerations:

- 1) Suitable for GEF funding
- 2) Will have maximum impact in a time frame of 3-5 years
- 3) Can be evaluated after 5 years
- 4) Will contribute clearly and demonstrably to the overall aims of the SAP
- 5) Achievable within the budget available to the Project.

The four main Project Components are designed to complement each other. Between them they 1. Establish the requisite regional and national institutional structures, codes of conduct, standards and management/governance mechanisms that will ensure SAP Implementation and stress reduction; 2. Engage the wider stakeholder groups into the management processes (community, local government, private sector); Ensure effective and targeted capacity

development for improving coordination, communication, planning and operations within the BCC; and 4. Secure long-term sustainability of this entire process by leveraging the necessary financing and investment.

**Component 1** aims to consolidate the commitments and steady progress already made by the governments of Angola, Namibia and South Africa toward long-term regional cooperation for the sustainable development of the BCLME region and for SAP implementation. It will do this through a sequential set of Outputs under Outcome 1.1 at the Regional level and then under Output 1.2 at the National Level. These outputs will a. develop and adopt priority codes of conduct for all sectors as well as b. regional water quality standards and c. a regional ecosystem monitoring programme. These are each dealt with separately under different Outputs as they require different stakeholders, different types of negotiation and a different legislative and policy approach. Also, the necessary regional information systems will be established and functional (State of the Ecosystem Information System; Coastal Sensitivity Atlas) and fast-track Science-to-Governance methodology formally adopted to deliver all of this information as actual trends and changes that should be acted upon as an effective adaptive management approach. Under the Outcome 1.2, National institutional arrangements (National Intersectoral Committees) to support BCC will be established (or reconfirmed as appropriate) first in order to provide the requisite institutional basis and mandate for national-level implementation, and these will oversee the national-level SAP implementation activities and adoption of codes of conduct and standards at the national level (Including eco-labelling of national fisheries and gender mainstreaming at the country level). The NICs will also oversee the adoption of the regionally-agreed science-to-governance methodologies at the national level as appropriate to each country. This Component will also, innovatively, undertake a two-stage process to deliver and adopt national marine spatial planning and management mechanisms based on initial 'in-field trials' and test cases at the localised level. The end-of-project objective here will be to leave in place a sustainable system of ocean and coastal governance and ecosystem-based management. The following diagram demonstrates the logical and sequential flow of the outputs within this Component

#### OUTPUT LOGIC FOR COMPONENT 1

Under this Component:

**Outcome 1.1** addresses the need for Regional Level agreement and harmonisation of legislation, policy and management for all LME-related sectors based on a detailed Governance Assessment/Review. It also provides some of the supportive management tools that countries need for more effective adaptive management at the ecosystem level, including a regional level 'State of the Ecosystem' information portal to support marine spatial planning and a regional coastal Sensitivity Atlas.

**Outcome 1.2** creates the necessary national institutional arrangements (such as the National Intersectoral Committees- NICs) for LME adaptive management in-country. It develops and delivers national commitments to SAP Implementation (including an effective 'science-to-governance', dynamic, evidence-based management approach). It then takes the new, regional agreed codes of Conduct, Standards, etc. and from Outcome 1.1, captures them under the mandate of the NICs and roles them out at the national level through national adoption and implementation.

**Outcome 1.3** provides the vehicle for actual on-the-ground delivery in-country of adoption and implementation of national-level integrated governance and management mechanisms (including codes of conduct, standards, monitoring approaches, etc.), and demonstrating how these are actually applied either at the more geographically-localised pilot level (e.g. municipality) or demonstrating how tools such as better marine spatial planning methodologies can be better evolved nationally to embrace land planning, ICZM and ocean space-based planning into a single process, in line with the watershed-to-EEZ (and beyond) transboundary ecosystem-based approach

#### **OUTCOME 1.1: REGIONAL LEVEL OCEAN AND COASTAL GOVERNANCE IMPLEMENTED AND OPERATIONAL**

- Full Review of Governance Processes throughout the region to identify potential improvements, methods for improvement, achieving sustainability for these improvements
- Based on 1.1, Regional **Harmonization** and **Adoption** of legal and policy frameworks and Codes of Conduct for all LME-related sectors
- Regional **Harmonization** and **Adoption** of a standardised Ecosystem Monitoring Programme
- Regional **Harmonization** and **Adoption** of Water Quality standards and monitoring
- A single, regional State of the Ecosystem Information System **adopted** to advise on adaptive Management and Spatial Planning
- A regional Coastal Sensitivity Atlas **created and adopted** to advise on Adaptive Management and Spatial Planning

A Science/Knowledge – to – Governance methodology **adopted** to capture all information from above Outputs within the context of the adopted Codes and Standards and to thus provide evidence based advise to senior government and policymakers

#### **OUTCOME 1.2: NATIONAL LEVEL OCEAN AND COASTAL GOVERNANCE IMPLEMENTED AND OPERATIONAL**

- National Institutional Arrangements put in place/strengthened (**National Intersectoral Committees**) in order to deliver on regionally-agreed SAP implementation activities and Convention requirements from Regional Outcome 1
- NICs oversee development of national SAP implementation strategies/work-plans, their delivery and the monitoring of their delivery

- NICs oversee the **adoption** of Science/Knowledge-to-Governance methods (as developed regionally) to ensure more timely and effective Implementation of SAP and Convention requirements



- NICs oversee **adoption** at national level of regionally-agreed Codes of Conduct Water Quality Standards, Ecosystem Monitoring and appropriate legal and policy realignments



- NICs oversee the production of national policy briefing documents arising from the Science/Knowledge-to-Governance process and incorporating results from Ecosystem Valuation and Cost Benefit Analysis (Component 4)



- National sustainable fisheries strategies (including eco-labelling) **adopted**



- National gender mainstreaming related to SAP implementation and appropriate sectors **adopted**

### **OUTCOME 1.3: EVIDENCE-BASED DEVELOPMENT AND IMPLEMENTATION OF NATIONAL-LEVEL INTEGRATED GOVERNANCE AND MANAGEMENT MECHANISMS**

- National Governance Pilots designed and **implemented** at priority geographical and thematic sites in each country as progenitor test-cases from which the countries then **develop and adopt** national level marine spatial planning and management mechanisms and associated institutional and policy requirements

**Component 2** focuses on support for the development of more effective and interactive stakeholder engagement as well as for the strengthening of the necessary partnerships which can ensure long-term sustainability of BCC management activities. This component will establish both regional and national stakeholder fora for interactive and inclusive management and will brief stakeholders on the economic importance and need for sustainability of LME goods and services. Partnerships will be developed and adopted between communities and local government to target community-level environmental and social impacts and stress reduction (including youth and gender-related issues). Similarly, formal public-private sector partnerships will be established (primarily through a Business Leadership Forum and through organizations such as the World Ocean Council) with an emphasis on the adoption of stress reduction practices, including from the oil and gas industry and through the adoption of national ballast water management and compliance. Joint monitoring and assessment/compliance programmes will also be developed through these public-private sector agreements and these partnerships will aim to lead to more appropriate self-regulatory operational practices within industry. The following diagram demonstrates the logical and sequential flow of the outputs within this Component



## OUTPUT LOGIC FOR COMPONENT 2

Under this Component:

**Outcome 2.1** recognises that effective adaptive management requires comprehensive stakeholder engagement into the management process and thus develops and implements the necessary institutional and administrative processes that can capture such broad stakeholder engagement at both the regional level first and at the national level. This process goes beyond the physical establishment of such stakeholder engagement and interaction and also includes information and awareness strategies for stakeholders and draws on best lessons and practices for broad stakeholder engagement as well as providing best lessons and practices back into the LME community.

**Outcome 2.2** focuses down more specifically on the need for strong, interactive engagement at the community level in order to deliver SAP implementation and domestication of the Convention. It aims to create working partnerships between communities and local government so as to agree and implement targets for local stress reduction. It includes important focus on both youth participation and gender equity and recognises the important role of ecosystem management awareness at the community level in order to build ownership and ‘buy-in’.

**Outcome 2.3**, most importantly, reaches out to the Private Sector as a specific and necessary partner in effective ecosystem-based management at both the regional and national level. It creates the necessary interactive platforms for industry and commercial enterprise engagement in the management process. It further partners with the private sector in the foundational data collection and monitoring processes so essential for effective adaptive management. It specifically identifies key areas of potential impact on the LME from the private sector (oil, gas, invasive species through ships’ ballast, etc.) and creates and evolves partnerships with the appropriate industries in order to put in place on-the-ground practices and agreements for stress reduction in these key areas.

### **Outcome 2.1: Regional and National level stakeholder engagement activities and interactive cooperation for delivering SAP implementation and BCC Convention domestication**

- Regional Stakeholder engagement forum **established** through BCC that promotes interactive and inclusive management discussions at regional level among all sectors
- 
- NICS oversee **establishment** of National Stakeholder engagement fora that promote interactive and inclusive management discussions at country level among all sectors
- 
- Stakeholder Briefing documents prepared and circulated widely with a focus on the economic importance and long-term sustainability of LME goods and services, the potential impacts and threats, coastal community and private sector engagement opportunities and examples
- 

- Lessons and best practices from BCC for the improved ocean governance and the sustainable LME management shared regionally (African LME Caucus) and globally (IW:LEARN and LME:LEARN)

#### **Outcome 2.2: Community level engagement activities for delivering SAP implementation and BCC Convention domestication**

- Development and **adoption** of partnerships between communities and local government /municipalities to deliver on SAP Implementation at the local level



- Targets and actions **agreed and adopted** to reduce environmental and social impacts and stresses among pilot communities in line with SAP Implementation



- Gender-related issues and concerns in communities **identified and addressed** and lessons and best practices captured for further replication



- Youth participation in SAP Implementation through various activities at national level and regional levels



- Awareness raised at community level about the SAP, the Convention and their implementation

#### **Outcome 2.3: Public and Private Sector Engagement strengthened through partnerships that support specific SAP and Convention implementation activities**

- Business Leadership Forum established by BCC and industry to promote private sector commitments to SAP implementation and agree on the **adoption** of stress reduction practices



- Ecosystem monitoring and assessment capacity strengthened through **regional industry partnership agreements** for monitoring and assessment



- Public-Private Sector Partnership **developed and adopted** for Oil and Gas Exploration, Extraction and potential Spill Response.



- **Adoption** of effective national ballast water management practices along with the compliance of the private sector

**Component 3** provides for the development of stronger capacity within the region for ecosystem-based management and includes the establishment of appropriate training strategies and platforms. This includes a focus on improvements in coordination and


communication related to monitoring and reporting of Convention and SAP Implementation progress through agreed and adopted indicators of delivery. It further includes strengthening BCC's capacity to manage and coordinate the multi-donor funded programme in the region. A Regional Capacity Development Programme will be developed and implemented in order to support the Convention and SAP Implementation and this will include a Capacity Tracer Study to assess the effectiveness of the Programme.

### OUTPUT LOGIC FOR COMPONENT 3

Under this Component:

**Outcome 3.1** recognises and supports the need to improve coordination and communications within the organs of the BCC Secretariat as well as between the Secretariat and Commission and its national counterpart focal institutions. Once this coordination/communication is effectively in place, It also recognises and supports the essential requirement for indicators of SAP Implementation and Convention domestication and the need to monitor and 'progress-chase' these deliveries. Most importantly, it recognises the shortcomings in terms of the expertise and skill-sets to undertake all of this. Therefore, this Outcome will also address the need for adoption of a regional capacity development and training programme and activities to strengthen the overall management capacity within the LME

#### **Outcome 3.1: Capacity Development and Strengthening of the BCC, its Secretariat and various associated Committees and Bodies for SAP and Convention Implementation**

- Improved coordination, communication, planning and operations within the BCC Secretariat and its bodies and structure
- 
- Monitoring and reporting capacity of BCC strengthened through **adoption** of agreed indicators of delivery on Implementation of the SAP and the Convention
- 
- Regional Capacity Development Programme **adopted and implemented** along with a Capacity Tracer Study to assess delivery and effectiveness of the Programme

**Component 4** constitutes an all-important stage in the evolution of the BCC and associate SAP and Convention Implementation. Components 1-3 focus on government-stakeholder engagement in the management process for BCLME as well as in strengthening the management structures and skill-sets necessary to achieve this. Component 4 addresses marketing and resource mobilisation with a strong focus on fiscal sustainability within the BCC and BCLME. It employs Ecosystem Valuation which then feeds into Cost Benefit Analysis in order to provide the overall foundation for justification of investment toward SAP implementation and associated stress reduction. It then sets out to leverage and promote financial flow/investments in support of real on-the-ground stress reduction processes and activities in the BCLME as investments within a blue/ocean economy strategy for the region. Component 4 therefore both complements and builds on government and associated stakeholder

commitments through the exploitation of leveraged venture capital to attain real and tangible stress reduction activities.

#### **OUTPUT LOGIC FOR COMPONENT 4**

Under this Component:

**Outcome 4.1** addresses the need for a detailed and up-to-date economic valuation of the goods and services within the LME and the subsequent translation of this valuation process into an updated cost-benefit analysis of the various management scenarios available that can renewably conserve and sustain these goods and services as per the SAP and its Implementation Plan. With the economic valuation data available, it is then possible to undertake pre-feasibility studies for investments that can support the long-term management and sustainability of these goods and services while also providing economic growth and expansion (as per a Blue or Ocean Economy strategy). Based on the pre-feasibility studies, the BCC and the individual countries can lobby and attract investments and venture capital that directly relates to and supports stress reduction activities, and reduces and ultimately phases out dependence on donor funding.

#### **Outcome 4.1: Sustainable long-term management structures and financing mechanisms adopted by the BCC and underpinned by both public and private sector investments**

- Regional Economic Valuation Studies **updated/completed**



- Regional Cost-Benefit Analysis **updated/completed** to promote the implementation of selected proposed policies related to SAP implementation



- Pre-feasibility studies conducted for investment in the sustainable blue/ocean economy strategies related to sustainability of ecosystem goods and services in the BCC region



- Sustainable financing mechanisms for BCC **identified and adopted** at the national and regional level to provide long-term sustainable support to BCC and Countries for SAP and Convention Implementation

#### ***Cross-cutting themes***

Noting its responsibilities as a UNDP Implemented project, activities will ensure due attention is paid to UNDP's overall strategic goals wherever appropriate, with an emphasis on the UNDP Strategic Plan 2014-17, *Regional Programme Document for Africa, 2014-2017* and the *UNDP Gender Equality Strategy, 2014-2017*.

In particular, any opportunities to impact strategic objectives concerned with addressing sustainable development, poverty alleviation, Millennium Development Goals/Sustainable Development Goals, participatory management and policy approaches, early warning systems

for natural disasters and climate change, gender and youth empowerment and discrimination/marginalised groups will be leveraged, alongside supporting countries to meet relevant commitments from the 2002 WSSD PoI and Rio+20 and other similar high priority international policy instruments. Monitoring and evaluation activities, baseline socio-economic studies and ongoing assessments of the impacts of project activities “on the ground” will, in particular, focus on measuring progress towards these priorities and ensuring, where appropriate, project activities are carefully designed to address these objectives. Almost every Component and Outcome has deliverables and activities which can have positive impacts on these important objectives.

The following text provides detailed descriptions of each Component, its Outcome, expected Deliverables and the Activities needed to achieve these. The Project Results Framework (Logical Framework) provides the logical basis for establishing the indicators to verify delivery as well as the end-of-the-project target and risks. These indicators are also included in the detailed text below to demonstrate expected delivery. Where reference is made to regional activities or supportive interventions, sub-regional actions will also be considered and supported as deemed appropriate by the participating countries and IGOs.

<b>Component 1: Improved Ocean and Coastal Governance through SAP Implementation and Delivery at Regional, National and Local levels</b>
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**GEF Funding: \$4,857,882; Co-financing: \$86,210,000**

**Outcome 1.1 Regional Level Ocean and Coastal Governance operating effectively by building on existing institutional governance structures and through cooperative commitments from the participating countries toward an ecosystem-based management approach within the defined priorities of the BCC Implementation Plan and the requirements of the Convention.** This will include any necessary support for progressive transformation and strengthening at the legal, institutional and policy levels which may be further reflected in day-to-day management practices. A preliminary Governance Baseline Review has been undertaken during project preparation in order to broadly identify/update the current status of ocean and coastal governance within the three countries. Inevitably this has not captured all of the detail necessary and ocean/coastal governance generally is a very dynamic and rapidly evolving process in the countries. Consequently, a detailed and comprehensive Governance Baseline Assessment will be undertaken in each country as well as regionally following Inception of the project. This will primarily aim to advise the countries and to provide support to them for the development of a work-plan/programme for improving SAP implementation through institutional, management and policy strengthening.

**Output 1.1.1: A detailed and expanded Full Governance Assessment undertaken** (building on the preliminary Governance Baseline Review undertaken during project preparation). The participating countries have already made varying yet notable progress in terms of revising and strengthening their governance processes and protocols in line with SAP implementation requirements. This Full GBA will aim to identify: A. Potential opportunities for supporting countries in developing or improving the use of existing institutional, legal and policy instruments in support of SAP implementation and ecosystem-based management, B. Strategies for delivering any appropriate and agreed improvements; and C. Identifying and adopting options for long-term sustainability (including funding) of BCC and supportive national institutions. Each country can then use this information, as appropriate to their needs and intentions, to feed into a Governance Implementation Strategy for each country (see Outcome 1.2: SAP implementation at the national level). The UNDP BCLME III Project will collaborate closely with the GIZ MARISMA project. The latter will be focusing more specifically on the governance issues related to EBSAs and marine spatial planning which can then be incorporated into the overall BCLME III governance assessment.

**Proposed Activities:**

- A detailed review of the existing BCC Implementation Plan alongside the commitments (and associated actions required) within the Benguela Current Convention in order to harmonise and prioritise actions. This will feed into output 3.1.2 which will focus on strengthening BCC's ability to monitor progress in implementation and which will expand on this review to identify measurable indicators). This process also needs to link in with the stakeholder engagement activities under Component Two.
- A detailed and fully up-to-date Governance Baseline Assessment undertaken nationally and regionally in order to sequentially prioritise the governance improvements that would be appropriate to support effective SAP implementation by the countries and the Commission. The preliminary Governance Baseline Review undertaken during project development was a useful guideline to governance shortfalls and needs that should be addressed within the project document outputs and activities. This more detailed GBA will provide precise guidance from the countries as to their priority needs in line with SAP implementation.
- Based on the outputs from 1 and 2 above, define and adopt (at the level of the BCC Management Board) a clear road-map/work-plan and strategy for improving/strengthening existing institutional, legal and policy bodies and instruments with specific emphasis toward on-the-ground management practices, compliance and enforcement, etc. This road-map/work-plan will clearly indicate responsibilities for actions at both the regional and national levels, feedback mechanisms for reporting, as well as a clear process for monitoring changes and improvements which would be reported regularly to the Management Board and, ultimately, to brief the Ministerial Conference. This road-map/work-plan will also be used to advise the capacity development programme and training activities under Component 3.
- Link the road-map and its delivery to the various cross-cutting activities which focus on sustainability and fiscal arrangements for the BCC and SAP Implementation (particularly under Component 4) so that the road-map and work-plan also defines long-term financial and management arrangements and capacities to support changes and improvements at both the regional and national level.
- Once adopted, feed this road-map and associated funding structures and monitoring into the national level ocean and coastal governance strengthening and support activities under Component 1.2 below.

#### **VERIFIABLE INDICATORS FOR OUTPUT 1.1.1**

- ✓ Actions within the BCC Implementation Plan and for domestication of the Convention are aligned and prioritised by BCC within one road-map/document with a clear monitoring structure and timed delivery, and adopted by the Commission through its Management Board
- ✓ Prioritised governance improvements and associated road-map for delivery and monitoring adopted by each country based on a review of the preliminary GBA as well as the above aligned single document (to include sustainability strategies and long-term fiscal arrangements)
- ✓ Clear evidence presented back to BCC of improved institutional arrangements, legal and policy realignments within each country through annual monitoring and reporting to Management Board and Ministerial Council

- ✓ Measurable stress reduction within the LME through confirmation of appropriate indicators adopted as part of the aforementioned road-map. These indicators to be directly linked to ecosystem-based management and governance reforms and improvements and to include clear examples of reduced coastal pollution and other stress reductions throughout the LME

**Output 1.1.2: Regional level sectoral correlation of policy and legal frameworks (e.g. between all 3 national fisheries sectors, all 3 national mining sectors, etc) and Development, Adoption and Implementation of Regional and National level Codes of Conduct that include monitoring and compliance mechanisms.** The Main Economic Sectors and their outstanding areas of impact that need to be addressed are captured above and include primarily Fisheries, Oil and Gas, Marine Transport, Tourism, Coastal and Marine Mining and other Coastal Development Activities. In order to ensure effective and equitable management and interaction with these sectors, the project aims to correlate and, wherever feasible, harmonise the management and regulatory requirements for these sectors/industries, e.g. to achieve (among other harmonised agreements. standards and Codes of Conduct) Responsible Coastal and Offshore Mining; Oil and Gas exploration and extraction, Transboundary Oil Spill Response plans and an associated Protocol; Joint Assessment, Monitoring and Management of Transboundary Fish Stocks (in close collaboration with other projects such as those supported by FAO-GEF, Norway and the EAF-Nansen Programme, and/or EU); regionally compatible Environmental Impact Assessment and Monitoring practices for all activities including coastal development; identification and agreement on priorities for Transfrontier Marine Protected Areas (in close collaboration with the GIZ MARISMA project, as well as with ORASECOM in relation to the Orange River Mouth and RAMSAR site); a Regional Strategy for delivering EAF Implementation at the localised level (see also local level implementation below) and any other areas of economic activity that require such harmonised agreements. standards and Codes of Conduct. It is recognised that<sup>369</sup> comprehensive ‘harmonisation’ and full alignment of all relevant policy and legal frameworks is not a possibility between three countries with different political and cultural settings, it will be important to try and ensure similarity of objectives and to adopt monitoring and indicator approaches that are compatible and comparable. The intention here will be to capture the regional harmonisation and adoption of these codes of conduct through national level legislation and implementation coordinated via the BCC. This will then capture these regionally-harmonised agreements within the national level policies and management strategies.

### **Proposed Activities**

- Review and comparison of the national policies and legal frameworks related to SAP implementation. This includes policies and management approaches as well as codes of conduct for the key economic sectors that have potentially harmful activities within the LME (as identified above under ‘Main Economic Sectors which need to be engaged into the Ecosystem-Based Ocean Governance and Integrated Management of Marine Resources’. These are primarily fisheries, mining, oil and gas exploration and extraction, coastal development, tourism, marine transport, etc. (in effect, all activities that may impact on the marine ecosystem). The review will compare the different approaches in each country and their strengths and weaknesses.



- Review will define more standardised and analogous approaches across the region as and where feasible and appropriate, while recognising that the different political and cultural settings in each country may logically preclude full harmonisation of codes of conduct and related policy/management strategies. More consistent and comparable approaches would aim to better address the requirements of the BCC Implementation Plan and the Convention) for consideration and adoption by the countries, where appropriate and in line with national objectives. This Review to be presented to the BCC Management Board for deliberation and recommendations on action.
- Identify any appropriate protocols that might arise from this symmetrical approach (e.g. hazardous spill response; transboundary fish stock management, etc.). Support the countries in developing appropriate documentation for consideration, legislative and administrative adoption and implementation (where appropriate and agreed by the countries) into the BC Convention.
- Support and assist the development and implementation (through appropriate BCC and national channels) of joint assessment and monitoring Cooperative Agreements and associated processes/activities for such approaches and protocols including transboundary fish stock assessment and monitoring; oil, gas and mining sector monitoring and compliance; coastal development monitoring and compliance, and others related to the key economic activities as deemed necessary.
- Provide support and assistance in the development and adoption by BCC and its member countries of a regional strategy for delivering an Ecosystem Approach to Fisheries at a more localised and sub-regional level, using the inputs and lessons from the demonstration activities in each country as appropriate, as well as from Output 1.2.5 looking at eco-labelling and by-catch reduction. This would be undertaken in close collaboration and partnership with the EAF-Nansen programme for 2016-2020.
- In support of the overall EAF strategy, collaborate closely with both SEAFO and FAO in achieving full ratification/accession to the Port State Measures Agreement (PSMA) and their implementation and overall Monitoring, Compliance and Surveillance within the LME in order to reduce and prevent illegal, unlicensed and unreported (IUU) fisheries activities. (see '**Additional Existing Initiatives that Relate Directly to Objectives of the BCLME Project**' below under **2.7 Partnerships with related Projects and Initiatives**). As part of the development of harmonised regional Codes of Conduct and their adoption and implementation at the national level, BCC will work with the countries to ensure full ratification/accession to the PSMA. Furthermore, BCC and its member countries will actively seek to ensure that appropriate Port State Measures against IUU are adopted into national legislation and implemented. This will include a feasibility study to be undertaken for the establishment of a regional MCS (Monitoring, Control and Surveillance Centre) including an initial Business Plan and Budget requirements (taking into account the need to establish a real-time VMS system, on-board observers, other monitoring and compliance tools as necessary) as well as identifying potential sources of sustainable financial support for such an

enterprise and to encourage the commitment of further resources by each country to LME-wide IUU and MCS.

- Provide support and assistance in the development and adoption by BCC and its member countries of appropriate regionally-harmonised (where feasible and desirable) Environmental Impact Assessment Codes of Practices (including monitoring and enforcement).
- Identification and agreement by the countries on priorities for Transfrontier Marine Protected Areas in close collaboration with regional partners (e.g. MARISMA, ORASECOM) and agreement on road-maps to designate and adopt such T-MPAs including infrastructure, human resource capacity and fiscal plans for sustainable management.

#### **VERIFIABLE INDICATORS FOR OUTPUT 1.1.2**

- ✓ Regional 'Standard' Codes of Practices and/or Convention protocols adopted by the BCC through its Management Board for:
  - Environmental Impact Assessment
  - Ecosystem Approach to Fisheries
  - Transboundary fish stock management
  - Hazardous spill response
- ✓ Joint monitoring and compliance processes adopted by BCC and its Management Board (and implemented through Cooperative Agreements) for:
  - Transboundary fish stock assessment;
  - Oil, gas and mining sector activities;
  - Coastal development activities
- ✓ Full ratification/ accession by all BCC countries to the FAO Port State Measures Agreement
- ✓ Adoption of appropriate legislative instruments and administrative requirements necessary for effective implementation of Port State Measures
- ✓ Formal Agreements negotiated, signed and implemented with SEAFO and FAO for combatting IUU within the region both at sea and through Port State Management measures
- ✓ Full feasibility study report and Business Plan for a regional MCS Centre for consideration and possible adoption by BCC Ministerial Conference and Management Board

**Output 1.1.3: Regional consistency and compatibility of ecosystem monitoring programmes, to include appropriate indicators of stress reduction, environmental improvement and human welfare (food security, poverty, livelihoods, etc.) to enhance the LME-wide monitoring programme.**

#### **Proposed Activities**

- Review and agree on appropriate ecosystem monitoring indicators through the Ecosystem Advisory Board.
- Build these indicators into an Ecosystem Monitoring Programme (defining institutional responsibilities, capacity needs, equipment requirements, appropriate partners and fiscal arrangements) at the regional level

- Adoption of a Regional Ecosystem Monitoring Programme (REMP) by the BCC Management Board with appropriate and verifiable indicators of stress reduction, environmental and socioeconomic improvements
- Distribution by BC Commission of the REMP to national level SAP Implementation focal institutions and appropriate bodies for review and integration (as appropriate) into national ecosystem monitoring programmes as part of activities under Outcome 1.2. below.
- Annual reporting to the BCC Community and public-at-large on verified measurements related to stress reduction and environmental/socioeconomic indicators within the LME in line with the requirements of the signed Convention (e.g. *Establish mechanisms for inter-sectoral data collection, sharing and exchange (Article 4 (d)) and to Promote the collection, exchange, dissemination and analyses of the relevant data and information, including statistical, biological, environmental and socio-economic data.*

#### **VERIFIABLE INDICATORS FOR OUTPUT 1.1.3**

- ✓ BCC Management Board adopts a Regional Ecosystem Monitoring Programme (REMP) with very specific Stress Reduction and Environmental/Socioeconomic indicators and deadlines
- ✓ Distributed to National Focal Institutions for adopt and implementation by member countries at the national level (see Outcome 1.2 below)
- ✓ Feedback to appropriate BCC bodies (Management board. etc.) on measurable improvements in the overall welfare of the LME and dependent communities
- ✓ Annual reports circulated in public domain (as part of the existing Data Management Policy and Protocol) highlighting measurable improvement as well as areas of urgent/priority action

**Output 1.1.4: Regionally compatible Water Quality Standards and Monitoring Guidelines for pollution and biosafety developed, adopted and implemented** through the Ecosystem Advisory Committee (in potential collaboration with appropriate global bodies such as IMO, WHO, etc.).

#### **Proposed Activities:**

- Review of national water quality standards and other relevant documentation and reports from the region, as well as standards used globally (e.g. WHO and other UN bodies)
- Proposed regional water quality standard for the BCLME region with monitoring procedures and frequencies, hardware and software requirements, etc. for review and adoption by appropriate BCC bodies and the Management Board.
- Formal distribution of WQS to appropriate national bodies and focal institutes for implementation by national governments with clear lines of communication back to BCC for monitoring purposes and for regular reporting.

#### **VERIFIABLE INDICATORS FOR OUTPUT 1.1.4**

- ✓ Adoption of regional WQS by BCC Management Board
- ✓ Regional WQS formally adopted at national levels for implementation by appropriate national government institutions and/or mandated bodies

- ✓ National level feedback to BCC for monitoring purposes and for regular reporting
- ✓ Annual reports circulated in public domain (as part of the existing Data Management Policy and Protocol) highlighting measurable improvement as well as areas of urgent/priority action

**Output 1.1.5: Regional State of the Ecosystem Information System (SEIS) operational for State of Ecosystem reporting and providing input to adaptive management guidelines and early warning of large-scale variability** (such as coastal erosion, harmful algal blooms, etc.). This will be a core part of the BCC Data and information Management Work-Plan already developed for 2015-2019. This SEIS will include all the necessary socioeconomic information and data (which is already part of the evolving monitoring system) as they relate to the overall ecosystem and its management needs.

#### **Proposed Activities**

- Review of BCLME TDA and other appropriate documentation to identify the primary indicators for monitoring the State of the Ecosystem (linked to and coordinated with output 1.1.3. above).
- Develop and implement a regional information management system for capturing, storing and managing appropriate information (including costs and resource requirements in terms of software, hardware, and human resources).
- Ensure appropriate mechanisms and pathways in place for this system to A. support the Regional Coastal Sensitivity Atlas (see Output below) and B. feed into the adaptive management processes at both regional and national levels (also see relevant Output below)

#### **VERIFIABLE INDICATORS FOR OUTPUT 1.1.5**

- ✓ Regional SEIS functioning within BCC or similar appropriate national/regional body as selected by countries
- ✓ Regular and comprehensive reporting from countries through NFIs to SEIS
- ✓ Regular reporting from the SEIS to the BCC MB and back to the countries to provide input to national adaptive management processes (see below)

**Output 1.1.6: Regional Coastal Sensitivity Atlas developed for BCC to guide coastal activities based on science and associated knowledge.** This Atlas will present all the appropriate information at the ecosystem level including the requisite socioeconomic dimensions as they relate to ecosystem impacts and management needs.

#### **Proposed Activities:**

- Identify appropriate inputs to the CSA (Coastal Sensitivity Atlas) as various overlays relating to such areas as biodiversity, MPAs, community distribution and activities, commercial activities, proposed blue-economy development approaches, potential and actual threats and impacts e.g. from coastal development, mining, etc. (using inputs including those from the State of the Ecosystem reports and the on-going and correlated ecosystem monitoring programmes as defined above).
- Develop and submit Atlas for review by appropriate BCC bodies, for stakeholder peer-review, and for endorsement by the Management Board

- Incorporation of the CSA into the marine spatial planning processes being developed by the BC Commission along with the GIZ MARISMAG project.
- Formal distribution of CSA to appropriate national institutions and focal bodies for use within national ocean and coastal management processes and national marine spatial planning.

#### **VERIFIABLE INDICATORS FOR OUTPUT 1.1.6**

- ✓ CSA reviewed and approved by appropriate BCC bodies including formal acceptance by Management Board
- ✓ CSA used by BCC and partners to support the overall regional transboundary marine spatial planning process
- ✓ CSA formally distributed to countries via NFIs
- ✓ CSA used at national level by each country to support overall national spatial planning within the LME (i.e. basin and coast to edge of EEZ)

**Output 1.1.7: Science-to-Governance process strengthened/adopted for the sustainable future of the BCLME through the BCC architecture.** This will be realised through the adoption by BCC and its member countries of an institutional framework and appropriate procedures for capturing scientific and technical information related to ecosystem health and welfare and translating this into adaptive management guidelines and actions for more proactive ocean governance. Such adaptive management advice will aim to provide pragmatic options to management and decision-makers based on observed and agreed changes and trends, while giving due consideration to social, developmental and economic priorities and needs.

Appropriate review and advisory bodies will be identified, strengthened or developed as appropriate within the BCC, including panels of experts and a roster of available review specialists. One valuable platform for such discussions and for developing guidance and options would be the annual Science Forum where specialists could present trends and changes within the BCLME and facilitate and catalyse discussion to formulate adaptive management options and scenarios. These would be used to advise the member states on possible future management, policy and fiscal decisions based on sound science and weight-of-evidence. End results/products would be shared with the appropriate BCC bodies (MB, EAC, DIM, Ministerial Conference, etc.) and distributed to the countries via the National Focal Institutes and the National Intersectoral Committees (see also national Science-to-Governance process below). This will help to ensure that national decision-makers who have influence in the future of the BCLME will be fully informed of scientific data and trends within the ecosystem and of the potential implication of various policy/management decisions on the ecosystem, including the socioeconomic dimensions. Most importantly, BCC, through the appropriate bodies and mechanisms, would actively monitor this process to identify actual options that are adopted, actions taken, and lessons learned for feedback into the system/framework. Such feedback would ensure that specific interests in scientific trends and changes expressed by policy makers will be reflected in the identification and prioritization of future scientific endeavour and any efforts to fill the knowledge gaps in the BCLME. Lessons and Best Practices from this Output and the overall Science-to-

Governance approach will be captured and shared with IW:LEARN, LME:LEARN and the global LME and international waters community (specifically through Output 2.1.4).

**Proposed Activities:**

- Develop a BCC science-to-governance, evidence-based strategy and work-plan to better coordinate science-based activities and management and policy-based activities of BCC in order to optimize the resources spent on those activities, maximize benefits from them, and enhance BCC's catalytic role to realize the science-to-governance process in the region for the sustainable future of the BCLME.
- Enhance the capacity and role of the EAC (EAC+) so that it can take lead on the implementation of the regional science-to-governance strategy.
- The BCC science-to-governance strategy to ensure, among other things, that:
  - BCC MB (and Ministerial Conference) will be fully informed of the key outcomes of the BCC Annual Science Forum, and alerted to any strong scientific trends and/or changes related to the ecosystem which represent cause for concern and a need for action.
  - BCC MB will have strong influence in setting theme of the BCC Annual Science Forum.
  - BCC Science Forum will also consider management and policy implications and produce key policy recommendations after scientific deliberation.
  - BCC Science Forum will contribute to the ongoing ecosystem monitoring efforts led by BCC and vice versa.
  - BCC Science Forum will contribute to a peer review mechanism and a peer review roster.
  - BCC bodies (ECA+, DIM, MB) will produce evidence-based policy guidance/position papers/policy options annually to be submitted to the Ministerial Conference and/or distributed as appropriate to the countries via the National Focal Institutes and the National Intersectoral Committees (see also national Science-to-Governance process below)
  - These evidence-based policy guidance/position papers/policy options will also draw on the results and conclusions from the National and Regional Economic Evaluations and Boast Benefit Analyses in Component 4
  - BCC to ensure capture of best lessons and practices for transfer to the IW community

**VERIFIABLE INDICATORS FOR OUTPUT 1.1.7**

- ✓ Formal Science / Knowledge to Governance strategy and institutional arrangements adopted and under implementation by BCC MB
- ✓ Advisory Reports to BCC MB on main conclusions and options for action arising from the Annual Science Forum
- ✓ BCC MBG actively involved in setting agenda and discussion topics for Annual Science Forum
- ✓ An Active BCC Peer Review Roster that can review and confirm trends and changes and link them to possible management options

- ✓ Results from the Economic Evaluations and Cost Benefits Analyses used as part of the development management options and decision-making
- ✓ Management Board advises the Ministerial Conference on Adaptive Management progress
- ✓ Formal recommendations to BCC on further research and studies as feedback from MB and from Ministerial Conference
- ✓ Best Lessons and Practices captured and shared with the regional and global LME and IW community

**Outcome 1.2: National Level Ocean and Coastal Governance strengthened and supported by BCC through inter-sectoral national institutional strengthening and consequent implementation at the national level of the regional codes of conduct, monitoring programmes water quality standards and other supportive adopted stress reduction policies and legislation arising from Outcome 1.1. this provides support to the individual efforts within the countries that are promoting management and policy changes and improvements in line with the creation of an enabling environment for multi-sectoral ocean governance.** The outputs above related to the regional compatibility process for policy and legislative frameworks and codes of conduct would feed into the national level through these activities. The strengthened ocean governance will enable the countries to promote Blue/Ocean Economy in a sustainable manner while supporting the adoption of specific sectoral reforms. Emphasis here will be put on ensuring that the various Codes of Conduct and Standards that are being adopted by the various sectors (or which are being realigned where they already exist) are addressing the same threats and impacts that the SAP has identified and which SAP implementation needs to address.

**Output 1.2.1: The effectiveness and delivery of the National Intersectoral Committees (NICs) supported and strengthened as required by each country.** Such NICs have important functions in discussing issues among appropriate government departments and/or other stakeholders in order to develop a coherent set of recommendations and positions from the country to the Benguela Current Commission. This advice and guidance would be passed on by the countries to the BCC bodies (such as the BCC Ecosystem Advisory Board and the Management Board) regarding issues related to the implementation of improved management and sustainable economic use of marine resources. (e.g., tuna fishing and seismic survey, horse mackerel fishing and marine phosphate mining.) The NICs can also provide an appropriate forum to discuss, at the national level, recommendations and decisions from the BCC made at the regional level in order to agree how best to domesticate them.

#### **Proposed Activities:**

- Countries to undertake or update a review of their existing national intersectoral coordination arrangements in each country and provide guidance (as directed by the appropriate national government bodies) on required support for any acceptable



transformation or improvements in line with SAP implementation and domestication of the BC Convention.

- BCC Management Board to provide a generic ToR to advise the NICs on the most effective and interactive arrangement between NICs and BCC, and circulate it to the countries for their inputs and comments and for their use as appropriate to country needs. These ToR to include guidelines on possible channels of communication as well as potential priority areas for improved SAP-related and ecosystem-based management at the national level.
- National Focal Institutions to provide appropriate review and discussion in each country and to provide BCC with recommendations for adjustment and revision, taking into account national requirements and existing national arrangements.
- Agreement on the role and support functions of the National Intersectoral Committees to BCC and SAP implementation (where possible and appropriate) based on national feedback
- NICs strengthened where required, and fully functional in each country and representing the national components of the Commission to support implementation of the SAP and the Convention in each country. Those countries that already have established and functional NICs or similar bodies can assist and advise other countries in how to establish and implement such functional bodies with direct linkage and feedback between these bodies and BCC.

#### **VERIFIABLE INDICATORS FOR OUTPUT 1.2.1**

- ✓ A single, harmonised generic Terms of Reference adopted by BCC and its Management Board to guide the establishment and activities of the National Intersectoral Committees in each country
- ✓ Each country formally adopts a National Intersectoral Committee with responsibility for taking action on SAP and Convention implementation at the national level
- ✓ Annual Briefing Reports provided by countries via the Management Board on the role and activities of the NICs

**Output 1.2.2: National Strategies for SAP implementation developed and adopted by each country (including adoption and implementation at the national level of the regional codes of conduct, monitoring programmes water quality standards and other adopted stress reduction policies and legislation arising from Outcome 1.1 and captured nationally by Output 1.2.4 below)** and building on the Governance Assessment undertaken above, with a work plan, budget and M&E framework with measurable indicators related to SAP Implementation.

#### **Proposed Activities:**

- NICs review, adopt and implement their own road-map along with indicators of delivery (including verifiable indicators of stress reduction and environmental/socioeconomic improvement and sustainability) and associated funding structure and monitoring requirements as appropriate (using guidance from the GBA under Output 1.1 above) into their national level ocean and coastal governance strengthening and support activities.



- NICs undertake regular annual monitoring of the implementation and delivery of the road-map and any institutional and management improvements and strengthening and provide feedback to the BCC Management Board.

#### **VERIFIABLE INDICATORS FOR OUTPUT 1.2.2**

- ✓ Each NIC is implementing an adopted road-map with appropriate indicators (including verifiable indicators of stress reduction and environmental/ socioeconomic improvement) and associated, agreed budget and monitoring strategy
- ✓ Annual Monitoring of implementation and delivery (using adopted indicators) is reported formal through NICs and BCC MB

**Output 1.2.3: The National Science-to-Governance process strengthened and given support for implementation using the NICs and other appropriate and nationally-agreed institutional interactions** in support of the effective implementation at the national level of the Adaptive Management and Policy Decisions agreed at the BCC and/or national level.

#### **Proposed Activities:**

- NICs agree on the appropriate institutional framework and national procedures for reviewing technical information and scientific data and results and delivering guidance and options to management and decision-makers based on observed and agreed changes and trends
- Each NIC providing advice to its national government bodies and policy-makers on possible management scenarios and policy options that can be used for addressing priority trends and concerns in ocean and coastal governance related to the SAP and the Convention.
- Countries identify other elements of the regional Science-to-Governance strategy and mechanism that they wish to see developed and adopted at the national level including a Scientific Review Panel and a national Peer Review expert roster.
- NICs provide feedback to BCC Management Board on national-level SAP implementation and Convention domestication and on adaptive management strategies and policy guidelines adopted by their countries.

#### **VERIFIABLE INDICATORS FOR OUTPUT 1.2.3**

- ✓ Formal procedures adopted and implemented by NICs (from a standard format ToR approved by BCC MB) for translating technical and scientific data into adaptive management guidance. This to include a Scientific Review Panel or similar structure.
- ✓ Formal deliver of management options/scenarios and potential policy options from NICs to appropriate government departments
- ✓ Review of national-level SAP Implementation and domestication of Convention undertaken by each NIC every 24 months and reported back to BCC MB

**Output 1.2.4: Adoption and Implementation (including associated strengthening and realignment of legislation and administrative support) at the national level for**

**regionally-developed sectoral approaches and reforms along with consistent codes of conduct as well as data and information processes (e.g. national ecosystem monitoring programmes and water quality standards)**

**Proposed Activities:**

- National level reviews (through the NICs and using appropriate national bodies or working groups) of various best lessons and practices for codes of conduct and protocols arising from the regional level process undertaken under the appropriate Output above, including, where required by the countries, codes of conduct for the private sector and ocean/coastal development; a national level EAF approach, which also addresses sub-regional and localised implementation; national EIA codes of practice based on regional guidelines; etc.
- Agreement at the national level, on the use of consistent and comparable codes of conduct and practices along with a monitoring and compliance programme and long-term budgeting.
- National ecosystem monitoring programmes (including water quality standards for monitoring) aligned with regional agreements for ecosystem monitoring related to SAP Implementation and domestication of the Convention domestication
- National ecosystem monitoring programmes include measurable/verifiable indicators of stress reduction and environmental/socioeconomic indicators of sustainable development)
- Codes of conduct, monitoring programmes and other standards (as harmonised and agreed at the regional level) adopted into national legislation and successfully implemented at the national level
- NICs provide feedback to BCC Management Board on status and delivery of these national level adoptions of sectorally similar practices and codes of conduct and on best lessons and practices for same.

**VERIFIABLE INDICATORS FOR OUTPUT 1.2.4**

- ✓ National level adoption and implementation of the regionally-correlated Codes of Conduct along with any requisite legislative and administrative improvements and strengthening
- ✓ Adoption and implementation by countries of national ecosystem monitoring programmes (including water quality standards for monitoring) in line with regional agreements for ecosystem monitoring
- ✓ National ecosystem monitoring programmes implemented and functional and include measurable & verifiable indicators of stress reduction and environmental & socioeconomic indicators of sustainable development)
- ✓ Monitoring and compliance programme for same in place along with long-term budgeting
- ✓ NICs reporting back to BCC MB on status of all of above with BCC providing feedback and advise on delivery and any adaptive processes required

**Output 1.2.5: National Policy-Level Briefing Documents on Blue/Ocean Economy developed and/or available, based on Results and Conclusions from Regional**

**Economic Valuation and Cost-Benefit Analysis** (see component 4), and distributed through NICs

**Proposed Activities:**

- Review by national expert working group of the national and regional Economic Valuation and regional Cost-Benefit Analysis along with any regional briefing documents arising from these processes in order to develop national briefing documents to promote sustainable Blue/Ocean Economy and proposed national actions to act on findings.
- Review and approval of Briefing documents by NICs and circulation as required to appropriate Ministries and other non-government sectors and stakeholders.
- Use of EV and CBA data as part of the overall Marine Spatial Planning Approach in-country.

**VERIFIABLE INDICATORS FOR OUTPUT 1.2.5**

- ✓ NICs adopt Briefing Documents on National Blue/Ocean Economy Status and road-map
- ✓ Briefing Documents and information therein used in national marine spatial planning process by appropriate government bodies with feedback to BCC via Management Board

**Output 1.2.6: Sustainable fisheries promoted through eco-labelling and by-catch reduction at the national level, and to identify best practices and ‘pilot’ partnerships/demonstrations that can be replicated as appropriate**

**Proposed Activities:**

- Support to identification of appropriate partners and negotiations on partner-support for a ‘Sustainable Fisheries through Ecosystem Labelling’ Programme
- Review of existing global practices in eco-labelling and by-catch reduction and agreement on a pilot programme and partners
- Development of a regional eco-labelling initiative with national activities/pilots and national reporting back to a regional focal point in the BCC.

**VERIFIABLE INDICATORS FOR OUTPUT 1.2.6**

- ✓ Partnership agreements adopted and signed for sustainable fisheries in the BCLME and lodged with BCC
- ✓ Sustainable fisheries pilot programme running successfully under partner management and including regional and national eco-labelling and bycatch reduction activities
- ✓ Formal reporting back to BCC (including Science Forum) on success and challenges of the ‘sustainable fisheries through ecosystem labelling’ programme

**Output 1.2.7: Women’s empowerment in the ocean and coastal governance field promoted through the support to the implementation of the gender mainstream strategies in respective countries in the maritime/fisheries sectors.** This output will focus on breaking down / challenging existing gender inequalities in the region and

identifying options for altering cultural and social attitudes that continue to support gender discrimination.

**Proposed Activities:**

- Review of existing Gender Mainstreaming practices and associated institutional bodies, laws and expertise in each country (gender analysis).
- Recommendations for updating and strengthening national gender mainstreaming strategies to be drafted to empower women in ocean and coastal governance, particularly at the community level, fisheries and other maritime areas.
- Recommendations with appropriate stakeholders for feedback and refinement and submitted formally to Government (and shared with BCC Management Board for comment and support)
- Implementation of BCC-agreed gender mainstreaming practices and options in each country as appropriate and with annual feedback through NICs and BCC Management Board

**VERIFIABLE INDICATORS FOR OUTPUT 1.2.7**

- ✓ A comprehensive gender analysis completed for the BCLME region and its institutions and governance mechanisms
- ✓ National gender mainstreaming strategies approved and distributed by NICs (with appropriate indicators as noted in main ProDoc text)
- ✓ Formal support from BCC Management Board for national recommendations on gender mainstreaming strategies (including training programmes and website facilities)
- ✓ Provide support to an 'umbrella' organisation or gender NGO that can promote gender mainstreaming issues and practices

**Outcome 1.3: Evidence-based development and implementation of national-level integrated governance and management mechanisms (in line with the Ecosystem-Based Management approach and in support of SAP Implementation) utilizing a 'bottom-up' piloted demonstration-and-replication strategy for each country**

**Output 1.3.1: National Governance Pilots as progenitors for adoption and implementation of countrywide integrated coastal and marine spatial planning and management mechanisms in line with LME regional SAP implementation and domestic application of the BC Convention.** Each country has specific priorities related to SAP Implementation and the associated need to develop national-level integrated governance and management mechanisms in line with SAP Implementation and the Convention. This aspect of Component 1 will focus on the adoption of such national governance mechanisms and approaches using national pilot sites as preliminary demonstrations of best lessons and practices from which to 'launch' national strategies and mechanisms for formal adoption by the countries. These 'bottom-up' pilot activities will focus on i) sustainable resource use alongside more efficient economic development at the local/community level (e.g. improvement of efficiency and reduction of dependence on nearshore fish-stocks through community based aquacultural practices), ii) monitoring and maintenance of water quality alongside assessment of impacts from other 'users' and stakeholders and developing best

practices, guidelines and possible standards for the sustainability of good water quality in parallel with enhanced economic development, iii) Amalgamating marine spatial planning with integrated coastal zone management in a more effective spatial management approach which more broadly and comprehensively addresses land-based and coastal/ocean impacts as well as those from within the watershed (e.g. riverine and flood water pollution impacts). This Output will interact and merge with the implementation of selected local economic development plans within the sustainable Blue/Ocean Economy concept, which help unlock the economic development potential through ocean-based activities while avoiding or minimizing environmental and social impacts and stresses through the promoted economic activities. Gender and youth empowerment will be fully taken into account in the design and implementation of the demonstration projects. Socioeconomic benefits to women and youth through the implementation of these demonstration projects will be monitored through the collection of gender and age disaggregated data at the beginning, mid-term, and completion of the demonstration projects. Elements of these demonstration/pilots will focus on potential investments (and pre-feasibility studies thereof) that can support SAP implementation and promote sustainable Blue/Ocean Economy based on an ecosystem-based approach and guiding effective SAP implementation while complying with the BC Convention. The BCLME III project will collaborate closely with the GIZ MARISMAG project in undertaking activities and the overall delivery from these demonstrations as they relate to marine spatial planning approaches and strategies. The following text provides a summary of Objectives, Deliverables and their Verifiable Indicators. Detailed information on each demonstration (along with work-plans and budgets) are given in Annex 2. The lessons and practices from these Governance Pilots will be reviewed for their cost-effectiveness as part of the replication and upscaling process to the national level. The end-landscape of all of these national pilot processes will be for each country to adopt the best lessons and practices established at the pilot level (at the national archetypal sites selected) into their national governance structures as part of their management and policy realignment for SAP implementation and domestic adoption of the BC Convention. These lessons and best practices would be shared across the countries through the BCC and its various bodies so as to encourage the adoption of appropriate management practices regionally. These lessons and best practices would also be made available to the global LME community through IW:LEARN and LME:LEARN.

### **Angola Governance Pilot Activities (See Annex 2)**

#### **Improving management practices in Angola to reduce stress on fisheries while enhancing fisheries community welfare**

**Objectives:** The overall governance pilot will focus on the protection of vulnerable species as well as recruitment and spawning areas for fisheries, while developing effective coastal mariculture to improve community level food security and livelihoods/welfare of coastal communities. This will be piloted through three targeted interventions: A. Community level sustainable use and conservation of living marine resources; B. Small-scale community level mariculture to increase food security and reduce dependence and impact on nearshore fisheries, as well as improving livelihoods; C. Improving welfare of coastal communities by more efficient economic development of sustainable fisheries and fisheries practices.

**Deliverables:** (see Annex 2 for further details)

**Pilot One Deliverables:**

- Identified and articulated community development needs within the 17 communities leading to a managed process of transformation of the community-level business and economic systems
- Establish community-level organizations within the 17 communities, providing durable services of a financial nature to producers, processors and fish merchants
- Ecosystems Services mapping and localised spatial planning completed to include an assessment of climate resilience measures and options required at the community level (in close collaboration with the FAO GEF project on Enhancing Climate Change resilience in the Benguela Current Fisheries System)
- Introduction of better fish handling and processing practices to ensure improvement of the quality of the final product
- Community-supported fisheries monitoring negotiated, agreed and implemented
- Capacity building for communication and awareness in the use of eco-friendly fishing gear and practices (e.g. nets with larger mesh sizes allowing the capture of larger species)

#### Pilot Two Deliverables:

- Case studies at selected sites across the North, Central and Southern coast of Benguela Province located south of Angola (an area of some 39,827 km<sup>2</sup>)
- Close collaboration with the FAO GEF Project on Climate Change Resilience. That project also recognises the potential importance of the currently under-developed mariculture sector in Angola and aims to undertake a vulnerability analysis of the sensitivity and adaptation capacity of ecosystems and social systems along the Angolan coastline in order to assist in identifying areas for potential climate-proofed mariculture development. This Governance Pilot will collaborate closely with this FAO GEF process
- Working partnership agreements for fish-culture and shared farming cooperatives
- Review and summary report on alternatives for new sources of protein through the more efficient provision of fresh fish and other marine products
- Review and report on viability of various potential species for community-level mariculture
- Design, construction, monitoring and review of appropriate mariculture facilities at selected sites
- Monitor and review activities to ensure stress reduction at the level of potential waste products and invasive species
- Capture best lessons and practices from experimental case studies on community level mariculture
- Identify appropriate sites and funding sources for replication
- Provide final report and advisory summary to government and to BCC

#### Pilot Three Deliverables:

- Detailed Spatial Mapping to identify potential protected/managed areas and fishing communities and potable water and wastewater management needs as well as solid waste management requirements across the 98 square kilometres pilot area
- Formation of an intersectoral, stakeholder Baia Tigres Development Advisory Board

- Identification of investment opportunities and pre-feasibility studies
- Local Economic Development Plan completed and implemented for the Baia Tigres communities
- A coastal monitoring strategy implemented for Baia Tigres
- Awareness campaigns for local communities and Management/Policy Level Briefing Documents for Government
- Capture of best lessons and practices in a Final Report

### **VERIFIABLE INDICATORS FOR OUTPUT 1.3.1 – Angola**

#### **Pilot Area 1 Indicators**

- ✓ Community level management organisations established within 17 communities within the Luanda province
- ✓ Spatial mapping and planning finalised and implemented
- ✓ A Sustainable Economic Development Strategy adopted and implemented
- ✓ Eco-friendly fishing practices including gear restrictions and exchanges implemented

#### **Pilot Area 2 Indicators**

- ✓ Community cooperatives for mariculture adopted and under implementation and mariculture stations in place and functional throughout the North, Central and Southern coast of Benguela Province, which represents some 39,827 square kilometres.

#### **Pilot Area 3 Indicators**

- ✓ Spatial mapping and planning process completed across the 98 square kilometres of the target area
- ✓ Intersectoral stakeholder Development Advisory Board (DAB) formally adopted and functional
- ✓ Local Economic Development Plan formally agreed and under implementation by DAB and other appropriate government agencies along with Investment pre-investment feasibility studies

### **Namibia Governance Pilot Activities (see Annex 2)**

**Demonstrate and establish national sustainable strategies for the use of ocean and coastal resources through the development and implementation of integrated and holistic coastal and marine planning and management**

Objectives: To develop and pilot harmonisation of the marine spatial planning process and the coastal management process. This would aim to bridge the High Water – Low Water interface currently perceived as the boundary for these two processes and would work to enhance interaction and collaboration between the mandated government institutions and departments as well as other concerned stakeholders. This process will be demonstrated initially on a localised level at two sites through Local Economic Community development. The results from these two sites will then be reviewed for best lessons and practices and replicated/adopted at a national level through due governance process so as to adopt and implement a national strategy for holistic Coastal Zone Management and Marine Spatial Planning. The pilot sites will provide the necessary ‘proof-of-method’ (i.e. scientific, economic and stress reduction) to convince and encourage intersectoral approval and adoption of this new holistic and harmonised approach to spatial planning within the overall LME.

Deliverables (see Annex 2 for further detail):

- An Ecosystem Valuation Report for the Orange River Mouth and Walvis Bay Lagoon
- A Cost-Benefit Review Report for the Orange River Mouth and the Walvis Bay Lagoon with a specific focus on investment for stress reduction
- Direct involvement of ORASECOM and the Orange-Senqu River SAP Implementation initiative (UNDP GEF Project) in any planning and strategies developed for the Orange River Mouth
- Local Economic Development Plans/Strategies focusing on Community development and sustainability for both Pilot Areas
- Investment feasibility studies linked to LEDs
- Launch inception process for LED plan implementation at pilot sites
- A stakeholder-driven Report that clearly defines a harmonisation and integration process for Coastal management and marine spatial planning for review and adoption by Cabinet
- Formal partnership agreements (bilateral or multilateral) for local economic development between private and public sector based on the overall concept of sustainable marine spatial planning and the welfare of the BCLME.
- Private-Public Partnerships for development of specific stress reduction actions including improved wastewater treatment and pollution reduction as well as mitigating the impacts from non-ecosystem friendly development and including climate resilience measures (in close collaboration with the FAO GEF project on Enhancing Climate Change resilience in the Benguela Current Fisheries System)
- A formal government White Paper or similar formal presentation of potential working practices presented to Cabinet for adoption of a Management Authority that includes both CZM and MSP
- Targeted training and capacity building of individuals and institutions based on national priorities and using centres of excellence within the region and internationally if necessary
- Final report on achievements lessons and best practices sent to BCC and 'Experience Notes' provided to IW:LEARN and LME:LEARN

#### **VERIFIABLE INDICATORS FOR OUTPUT 1.3.1 – Namibia**

##### **Pilot Level Indicators**

- ✓ Ecosystem Valuation and Cost Benefit Evaluation Reports finalised
- ✓ Local Economic Development Plans and associated investment feasibility studies agreed and implemented at Pilot sites (with direct involvement and interaction between BCC and ORASECOM at Commission level and Technical level)

#### **South Africa Governance Pilot Activities (see Annex 2)**



**Investigating the causes and impacts of impaired water quality on the living marine resources and associated dependent communities in order to develop/improve national standards and guidelines for water quality maintenance in line with SAP implementation and domestication of the BC Convention**

Objectives: A number of primary sources of pollutants are affecting the marine ecosystem around South Africa and also potentially impacting on the 'users' of the coastal and marine environment. Some of the main sources of pollution come from sewage and effluents from municipalities, other effluent and pollutant discharges from a number of different industries (e.g. fertilizer factories, pulp/paper mills, chemical and explosive factories, oil refineries, sugar mills, fish factories, textile factories, food canning, aluminium smelters, power stations, dredging and sand-mining). Types of discharges vary widely from surf zone and estuarine discharges of municipal sewage or industrial wastewater to discharges through well designed offshore marine outfalls fitted with hydraulically efficient diffusers operating in water depths of more than 20 metre. This will focus on estuarine environments and will address the need to ensure that marine water quality is 'fit for use' for different users (marine aquaculture, seafood processing plants, recreational and tourism, and conservation) with the possibility of setting threshold for multi users in a stressed environment. This will provide a conducive environment in terms of good water quality for sustainable local economic development while minimizing environmental and social impacts associated with poor water quality. The lessons and practices from this localised approach at representative sites will be captured and harmonised into existing and developing water quality standards and compliance codes at the national level. The primary objectives will include, i) Better understanding of the importance of marine water quality, and its impacts through improved monitoring, data collection and analysis leading to options and scenarios for management, ii) More effective communication, education and training, iii) Improve technology and infrastructure by promoting cleaner production industries for efficiency of water and other material, thereby preventing and reducing water pollution at source

Deliverables (See Annex 2 for further details):

- Diagnostic Analysis of Threats and Causes of marine water quality pollution at selected areas. This will help to confirm the main activities causing pollution and identify the targets for stress reduction.
- Adoption of standard marine water quality monitoring indicators and monitoring techniques
- Strategy for delivery of results and analysis to appropriate local government bodies for management decision.
- Identify improvements to wastewater treatment and mitigation of point-source and chronic pollution that can be adopted to improve stress reduction. This deliverable will focus on the main polluters as identified through the Diagnostic Analysis.
- Communities actively engaged in marine water quality monitoring activities

- Operational and maintenance guidelines for wastewater treatment improved/strengthened (where appropriate) to address enhanced water quality parameters
- Environmental Audit Program operational and reporting back to responsible agencies and government bodies
- Agreed partnerships in place and standard coastal water quality monitoring indicators adopted by partners
- Stronger intersectoral coordination and sharing of information/activities between government stakeholders and NGOs in relation to marine water quality maintenance
- Training programmes and awareness campaigns implemented
- Review of best lessons and practices and development/adoption of a formal water quality management strategy at national government level (and for distribution through BCC to other countries with a view to them being able to replicate as appropriate)

#### **VERIFIABLE INDICATORS FOR OUTPUT 1.3.1 – South Africa**

##### **Pilot Level Indicators**

- ✓ Water quality standards and practices adopted at pilot sites following agreement on Diagnostic Analysis
- ✓ Communities and partners providing regular marine water quality monitoring reports and providing managers and decision-makers with adaptive management advice and options

### **Component 2: Stakeholder Engagement and Partnership Collaboration to realise sustainable SAP Implementation and Delivery**

**GEF Funding: \$2,323,029; Co-financing: \$28,650,000**

#### **Outcome 2.1: Regional and National level stakeholder engagement activities and interactive cooperation for delivering SAP implementation and BCC Convention domestication**

**Output 2.1.1: Regional Stakeholder engagement forum established that promotes interactions and inclusive management discussions across all sectors** (among government, private sector, NGO, community-based organisation, academia and partners on policy and institutional strengthening and improvement).

##### **Proposed Activities:**

- Identification of responsible party (BBC Staff person, consultant or relevant sectoral organization such as the WOC) to design and implement stakeholder engagement activities.
- Align this with an 'Integration Plan' (as part of the overall harmonisation of SAP, Convention and BCC Implementation Plan). This process will take into account the need to integrate any such SAP implementation plans into other existing initiatives such as other LME-related projects (GIZ, FAO, etc.) and regional institutional activities (e.g. SADC, Abidjan Convention). See also Outcome 1.1 above. The Stakeholder Integration Plan will feed into the overall harmonised SAP implementation Plan and identify responsibilities, parallel activities and co-funding associated with such other initiatives.
- Work-Plan, Budget and Stakeholder list discussed and agreed within BCC and with BCC Management Board (Including formal confirmation of any possible support funding from stakeholders)
- Industry Stakeholder Days planned and implemented as part of the BCC Annual Science Forum in cooperation with and through the assistance of WOC. First of these to set up a stakeholder steering group for planning future events through virtual interaction. Industry Stakeholder Days will A. review the outputs at the Annual Science Forum and identify those areas of highest priority and B. Agree on actions to be taken, responsibilities and sources of support, C. ensure on-going interactions between all stakeholders and the BCC.

#### **VERIFIABLE INDICATORS FOR OUTPUT 2.1.1**

- ✓ BCC identifies/hires a specific member of staff or a consultancy group/company to be responsible for developing and promoting stakeholder engagement
- ✓ A stakeholder engagement work-plan (and associated budget) agreed and adopted by BCC
- ✓ BCC Annual Science Forum has specific Industry Stakeholder days allocated and orchestrated by a Stakeholder Steering Group
- ✓ Industry Stakeholders will provide conclusions and proposed actions that should be taken by industry in partnership with government; identified support actions and funding

**Output 2.1.2: National Stakeholder engagement fora established through the NICs, or similar national intersectoral structures, that promote interactions and inclusive management discussions** at country level among government, private sector, NGO, community-based organisation, academia and partners on policy and institutional strengthening and improvement.

#### **Proposed Activities:**

- NICs identify appropriate national stakeholders and defines the role and terms of reference for a national stakeholder forum
- Regular meetings of the National Stakeholder Fora scheduled with a primary focus on developing and adopting more interactive management approaches (especially between private and public sector) to realize the responsible and inclusive blue growth and the sustainable blue/ocean economy.

### **VERIFIABLE INDICATORS FOR OUTPUT 2.1.2**

- ✓ ToR adopted for a National Stakeholder Fora
- ✓ Regular national Stakeholder meetings that develop more interactive management approaches (particularly PPPs)
- ✓ Summary outcomes of the National Stakeholder Fora included in NICs reports to BCC Management board

**Output 2.1.3: Stakeholder Briefing documents prepared and circulated widely (through different distribution mechanisms) on the role of BCC and the issues and concerns surrounding the BCLME** as well as the economic importance and long-term sustainability of its goods and services (including a description of the potential impacts and effects of oil, gas and mining exploration and extraction), coastal community and private sector engagement opportunities and examples.

#### **Proposed Activities:**

- General Stakeholder Briefing documents developed by the BCC using internal staff (e.g. Marketing and Communications Manager: Data and Information Manager) working with IT/Media Specialist/Consultant
- Policy briefs developed, packaged and disseminated on the processes of regional and national reforms to foster further stakeholder engagement in the reform process in the region
- Briefing Documents, press releases and Media Information circulated as appropriate and as agreed with BCC and BCC Management Board

### **VERIFIABLE INDICATORS FOR OUTPUT 2.1.3**

- ✓ Stakeholder Briefing documents developed and distributed to national and regional stakeholders
- ✓ Policy briefs developed, packaged and disseminated from BCC and through NICs
- ✓ Briefing Documents, press releases and Media Information circulated by BCC and NICS

**Output 2.1.4: BCC lessons learned and best practices for the improved ocean governance and the sustainable LME management shared via various outreach mechanisms and platforms** (e.g. BCC website, printed media, local radio, play, film festivals, etc., as well as widely throughout and beyond the BCLME region through Africa LME Caucus and through other relevant global fora and knowledge management and exchange platforms, such as the global LME network, GEF IW:LEARN and LME:LEARN etc.).

#### **Proposed Activities:**

- BCC Best Lessons and Practices Advisory Report and associated Experience Notes developed by time of Mid-Term Evaluation
- Best Lessons and Practices as well as Experience Notes shared with IW:LEARN and the GEF Global Project “Strengthening Global Governance of Large Marine

- Ecosystems and their coasts through enhanced sharing and application of LME/ICM/MPA knowledge and information tools” (LME:LEARN) as well as with other LME Projects directly
- Market and Communications Manager and associated support group develop and implement a work-plan/strategy for distribution of appropriate Best Lessons and updates on BCC delivery via appropriate channels
  - Cooperate closely with IW:LEARN to develop and deliver regional workshops and roundtables appropriate to LME management and governance; participate and contribute actively to relevant activities organized by IW:LEARN and LME CoP, including the participation in the biennial GEF International Waters Conference.
  - Promote improved South-South Cooperation by development of a strategy for closer collaboration and cooperation with other LME communities of practice both within Africa (African LME Caucus) and beyond, including Identifying and implementing appropriate twinning exercises with other LME project

#### **VERIFIABLE INDICATORS FOR OUTPUT 2.1.4**

- ✓ BL & P and Experience notes prepared by BCC and circulated through IW:LEARN and LME:LEARN
- ✓ Regional workshops and round-tables for LME management issues delivered by BCC in close collaboration with LME/IW:LEARN
- ✓ Participation of BCC personnel in IWC
- ✓ Twinning exercises identified and implemented with other African Caucus member LME communities

### **Outcome 2.2: Community level engagement activities for delivering SAP implementation and BCC Convention domestication**

**Output 2.2.1: Strengthening and support for further development and adoption of partnerships between communities and local government /municipalities** to assist countries in their efforts to involve communities in all aspects of SAP implementation at the local level (e.g. MPAs, all coastal activities and development). In many areas, the participating countries are already implementing mechanisms that establish the linkages between communities, municipalities and local government to ensure more effective community engagement in all aspects of SAP implementation. This output would therefore focus on assessment and development of those existing efforts and provide support to strengthen these linkages. This process will also help to strengthen the linkages between Integrated Coastal Management and the Ecosystem-Based approach necessary for managing activities in the LME.

#### **Proposed Activities:**

- Identify the country-specific activities already underway in the context of partnerships and linkages between community level stakeholders, local government and national government, and other stakeholders.

- Using selected pilot communities and municipalities/local government bodies, establish and/or strengthen local community groups to ensure representation from senior community members and local government (as well as any other appropriate local stakeholders) into the SAP discussion and implementation process
- Use existing best lessons and practices where available (e.g. South Africa's provincial coastal committees) and provide support to countries to review their existing structures to see if they are suitable in the context of SAP implementation.
- Local community groups help to identify priority issues related to local SAP implementation requirements and to agree on a way forward to address these issues
- Local government bodies to provide feedback to NICs (through appropriate government channels) on achievements with dealing with these priority issues.
- Best Lessons and Practices to be captured and effective local management practices identified so that they can be replicated as required by government in other appropriate communities
- Use of DLIST (Distance Learning and Information Sharing Technology) methodologies as part of BCC Community level engagement

#### **VERIFIABLE INDICATORS FOR OUTPUT 2.2.1**

- ✓ Local Community Ecosystem Councils or similar established through intervention of NICs and through advisory ToRs from BCC
- ✓ Strengthening of Distance Learning and Information Sharing Technology by BCC
- ✓ Priorities for SAP Implementation activities identified and adopted by community groups, including long-term monitoring of stress reduction, environmental and socioeconomic indicators
- ✓ Feedback from Community Councils/Groups to NICs on actions taken and successes
- ✓ Best lessons captured from actual activities and reported to NICs
- ✓ NICs report to National Government and to BCC Management Board on activities, lessons, practices and status of indicators

**Output 2.2.2: Targets and actions agreed and adopted to reduce environmental and social impacts and stresses among pilot communities in line with SAP implementation** (linked to community-level SAP implementation governance pilots under Comp 1)

#### **Proposed Activities:**

- Identification of priority environmental and social impacts and concerns within coastal communities in each country
- Identification and adoption by member countries of priority national and transboundary areas and work-plans for community-level stress reduction
- Agree on actions necessary to reduce these stresses on pilot communities (along with measurable stress reduction and environmental/socioeconomic indicators)
- Re-engagement of a Distance Learning and information Sharing Technology between BCC and communities

- Community-based ecosystem monitoring mechanism developed (using agreed indicators of stress reduction, environmental improvement and socioeconomic sustainability) and implemented at pilot communities as part of a demonstration for an overall Integrated Coastal and Marine management process
- Report back to NICs and BCC on delivery and success
- Adopt a strategy for replication at the national level for all communities

#### **VERIFIABLE INDICATORS FOR OUTPUT 2.2.2**

- ✓ Priority environmental and social impacts/concerns captured in a formal study/report as overseen by NICs and supported by BCC
- ✓ DLIST functional between BCC and Communities
- ✓ Community-level stress reduction pilot areas selected and stress reduction activities completed successfully with measurable and reported results
- ✓ Community-based ecosystem monitoring under implementation by the communities at same sites
- ✓ National strategy and work-plan for replication adopted, circulated and under implementation through the NFIs and other appropriate national agencies

**Output 2.2.3: Priority gender-related issues and concerns in the pilot communities identified and addressed and lessons and best practices captured for further transfer and replication** in other communities (linked to Output 1.2.7 - Support to countries to implement their respective gender mainstream strategies)

#### **Proposed Activities:**

- Identification of priority gender-related concerns within pilot coastal communities in each country. This can be a precursor to the regional gender mainstreaming review/assessment under Output 1.2.7
- Use the review of Gender Mainstreaming practices etc. from Output 1.2.7 along with the identified priority issues in order to agree on actions necessary to address and resolve gender-related issues in pilot communities, along with measurable indicators. (as discussed under Output 1.2.7)
- Adoption by countries of pilot areas and work-plans for trials to address gender-related issues. These should include. Where possible, the establishment of gender-mainstreaming groups organisations at the national level
- Revival and use of the BCC DLIST (Distance Learning and Information Sharing Technology) mechanism for communication on gender-related issues
- Report back to NICs and BCC on delivery and success
- Adopt a strategy for replication at the national level for all communities

#### **VERIFIABLE INDICATORS FOR OUTPUT 2.2.3**

- ✓ Priority gender issues identified through a detailed gender analysis within pilot communities as part of formal study/report under 2.2.2
- ✓ Single Action Plan and Road Map adopted by NICs and pilot communities incorporating results from Gender Mainstreaming review and identified pilot communities' priority issues.

- ✓ Pilot areas for demonstration of gender-related mitigation activities selected by communities and NICs and gender impact mitigation and mainstreaming demonstrated successfully and reported back through NICs to BCC
- ✓ National strategy and work-plan for replication adopted and implemented

**Output 2.2.4: Active participation of the youth supported through the annual BCC Youth Summit and other activities of the Benguela Youth Ocean Network (BYON) at national level and regional levels;**

**Proposed Activities:**

- Using the Benguela Youth Ocean Network and the BCC Youth Summit, identify priority issues for Youth related to SAP Implementation and identify practical and pragmatic activities that could be promoted by youth at national and regional levels.
- Identify, together with the BYON, youth involvement and youth engagement activities, including environmental education and outreach, which contribute to SAP implementation through appropriate platforms and means (e.g. DLIST, radio, plays, films, songs, and others). Link these activities into World Ocean Day
- Develop and implement a costed work-plan to implement youth participation activities facilitated by BYON.
- Provide feedback to BYON and Youth Summit for sharing of lessons and best practices at national community levels.

**VERIFIABLE INDICATORS FOR OUTPUT 2.2.4**

- ✓ BYON and BCC Youth Summit identify priority activities and a road-map to address youth-related concerns as part of priority SAP Implementation
- ✓ NICs approve and adopt these priorities along with a road-map for delivery (identifying responsible parties) and a budget and monitoring strategy
- ✓ Youth engagement activities along with related environmental education and outreach delivered effectively by identified responsible parties
- ✓ Feedback from activities via NICs to BCC as best lessons and practices

**Output 2.2.5: Awareness raised at community levels about the Convention, BCC and the SAP** and discussions stimulated on the Convention and SAP and their impacts on livelihood, food security, job creation and sustainable development of coastal communities; using appropriate platforms.

**Proposed Activities:**

- Community leaders and local community groups to distribute information at community levels
- Community leaders and local community groups to precipitate discussion fora on the Convention and the SAP
- Use of social media and information technology to share awareness and to catalyse discussions within communities, including use of the BCC DLIST (Distance Learning and Information Sharing Technology) mechanism for communications



#### **VERIFIABLE INDICATORS FOR OUTPUT 2.2.5**

- ✓ Active concrete evidence of information distribution at community level by BCC through NICs and Community Councils
- ✓ Discussion fora and platforms established by Community Councils and active, providing feedback to NICs
- ✓ DLIST running effectively as a technology out of BCC
- ✓ Measurable and widespread evidence of use of social media and other forms of IT being used by BCC, NFIs and Communities themselves to raise awareness at community level

**Outcome 2.3: Public and Private Sector Engagement strengthened through partnerships that are developed to support specific SAP and Convention implementation activities as identified under Component 1 and to support relevant priority national, bilateral and regional policy, institutional and management strengthening and improvement, along with sectoral reforms being adopted in line with the SAP and its Implementation Plan**

**Output 2.3.1: BCC Business Leadership Forum established, in partnership with the regional and national private sectors,** to promote private sector commitments to and the establishment and adoption of their stress reduction targets to the BCLME system. This would also aim to produce an associated Voluntary Action Plan, aiming to influence their mid- to long-term planning, management and operational practices so as to include an ecosystem-management approach in their business strategies.

#### **Proposed Activities:**

- BCC Business Leadership Forum established at the regional level with representation from major regional business leaders.
- Development and adoption by BCC and the Business Leadership Forum members of a Voluntary Action Plan(s) to incorporate ecosystem-based management into cooperate strategy and action including through sectoral reforms (e.g. within the fisheries, oil, gas and mining sectors as well as shipping and transport, tourism and agriculture as appropriate)
- Appropriate aspects of VAP to be adopted and implemented at the national level through appropriate national mechanisms and agreements with industry

#### **VERIFIABLE INDICATORS FOR OUTPUT 2.3.1**

- ✓ Regional BCC Business Leadership Forum (BLF) established by BCC in collaboration with business leaders and with broad representation.
- ✓ Voluntary Action Plan(s) agreed between BCC and BLF members to incorporate EBM into cooperate strategy
- ✓ Realignment of corporate strategy and policy to support an EBM approach negotiated and adopted by the various key economic sectors

**Output 2.3.2: Ecosystem monitoring and assessment capacity strengthened through regional industry partnerships in the monitoring and assessment process** (including with the oil & gas sector in Angola, with the mining sector in Namibia, and with the synthetic fuels industry in South Africa). Sensitisation among them of the value and benefits of maintaining ecosystem health is expected to influence their behaviour, operational practice and management as well.

**Proposed Activities:**

- Voluntary Action Plans (as developed through the BLF above) to include A. partnership activities for ecosystem monitoring and assessment and B. agreements on responsibilities for such activities
- Specific awareness raising at the industry level to sensitise industry and commercial partners on cost-benefits of behavioural and operational practice improvements and realignments.

**VERIFIABLE INDICATORS FOR OUTPUT 2.3.2**

- ✓ Partnerships established by BCC and BLF for ecosystem monitoring
- ✓ Activities undertaken at industry level through BCC and BLF to raise awareness on cost-benefits of improvements in behavioural and operational practices
- ✓ Documented changes within industry partners in such practices (to bring them in line with the EBM approach and SAP implementation) reported back to BLF and BCC

**Output 2.3.3: Public-Private Sector Partnership for Oil and Gas Exploration, Extraction and potential Spill Response developed and adopted.** This will include the promotion of more ecosystem-friendly management of activities related to oil and gas exploration and extraction – in partnership with IMO’s Global Initiative for Western, Central and Southern Africa (GI WACAF) and the national and local governments, and through relevant private sector enabling organizations such as the WOC. A particular aim would be on changing the behaviour and practice of industry toward strengthening improved prevention and mitigation of impacts and threats and more effective damage control and in relation to environmental and social issues. Much of this Output would be co-financed by industry (e.g. the 5-Year Plan of Action and Road-Map for improvements in their Corporate Management Practices and the private sector role on Contingency and Response Planning and Procedures)

**Proposed Activities:**

- Initial discussions with industry to identify areas of improvement and closer coordination between public and private sector and other stakeholders
- Negotiation, development and adoption of appropriate guidelines and Codes of Conduct by industry (See Component 1)
- Development and adoption of a 5-year Plan of Action and Road-Map by industry for improvements in corporate management practices and activities

- Review and improvements to national/regional Oil and Hazardous Spill Contingency and Response Planning (including identification of supportive infrastructure and equipment) in line with other regional and global conventions and protocols
- Agreement and adoption by industry and BCC of contingency and response procedures (linked into Capacity Building and Training needs as per Component 3)

### **VERIFIABLE INDICATORS FOR OUTPUT 2.3.3**

- ✓ BCC report on discussions and negotiation with industry to identify mutually agreed areas of SAP implementation improvement and coordination
- ✓ 5-year Plan of Action & Road-Map agreed between BCC and industry for improvements on corporate management practices (including exploration and extraction)
- ✓ All National & Regional Oil and Hazardous Spill Contingency Plans (OHSCP) reviewed and updated/completed and tested through the guidance and oversight of BCC and in collaboration with industry and appropriate regional and global response bodies and expert institutions (e.g. IMO, ITOFF, etc.)
- ✓ OHSCP and Response needs captured by BCC and its appropriate body within CB&T activities (Component 3)

**Output 2.3.4: Adoption of effective national ballast water management practices along with the compliance of the private sector (in particular shipping and port industries) operating in the BCLME region.** This will initially start with pilot scale demonstrations towards managing on ship's ballast water and sediments, in partnership with the national and local governments, private sectors, IMO and other regional partners. The focus then will be on upscaling and replication at the national level to ensure national compliance with the GloBallast Convention.

#### **Proposed Activities:**

- Initial stakeholder workshop to identify constraints to participating countries which have not yet ratified the GloBallast (BWM) Convention and, working with IMO, government and industry, to review priority requirements for improving ballast water management both within the shipping industry and at the port level and to identify national requirements in order to meet compliance with the GloBallast Convention and to provide necessary services and facilities within each BCC country
- Formal engagement with industry to identify actions necessary to effectively implement the requirements of the Convention using, as appropriate, the experiences from the Global Industry Alliance
- Demonstration of effective compliance measures (with monitoring and enforcement practices and activities in place) at selected demonstration pilot sites in each country (also in close collaboration with IMO). These pilot projects will identify responsible parties, develop intersectoral public/private partnerships, help to leverage funding for improved management and monitoring
- Capture of Best Lessons and Practices and replication/adoption of requirements of the GloBallast Convention at national level and through regional assessment and evaluation

- Identification of requirements for capacity building and training related to ballast water management for inclusion in CB&T programme under Component 3.
- Regular reporting back to the NICs and the BCC Management Board as well as regular interaction with IMO for the purposes of delivering capacity building and training.

#### **VERIFIABLE INDICATORS FOR OUTPUT 2.3.4**

- ✓ Stakeholder workshop organised and successfully completed by BCC to identify constraints to ratification and actions needed to be taken
- ✓ Engagement of BCC with industry for identification of priority national/regional requirements and associated actions necessary to improve ballast water management including road-map and budgeting as well as potential partners and responsibilities
- ✓ Pilot projects undertaken and completed to demonstrate effective compliance, monitoring and enforcement of Globallast Convention requirements at selected sites in each country
- ✓ Replication of best lessons and practices of effective compliance, monitoring and enforcement (as demonstrated at pilot sites) throughout all ports within the LME with an aim to reduce uncontrolled and non-compliant ballast water release to an agreed and realistic level (a target of 50% reduction) by the end of the project
- ✓ Best lessons and practices captured and distributed through IMO and LME/IW:LEARN
- ✓ CB&T priorities related to Globallast implementation identified and included under Component 3

### **Component 3: Capacity Building and Training to support sustainable SAP Implementation and Convention Domestication**

**GEF Funding: \$1,658,299; Co-financing: \$19,195,000**

**Outcome 3.1: Capacity Development and Strengthening of the BCC, its Secretariat and various associated Committees and Bodies. Areas of focus will include strengthening monitoring capabilities (at both the ecosystem level and the institutional level); strengthening capacity for management of donor funds and activities; delivery of an overall regional and national programme of training and capacity building both for individuals and for institutions.**

**Output 3.1.1: Improved coordination, communication, planning and operations within the BCC Secretariat and its bodies and structures** as per recommendations from the capacity reviews conducted by UNDP in 2011 and more recently by the Commission itself (see organigram – Annex 3)

#### **Proposed Activities**

- Review the proposed areas of strengthening and capacity building (particularly the proposed new staff positions required by BCC).

- Identify required budget and work-plan to support BCC Secretariat and Management Committee and to assist in creating and filling appropriate positions arising from the 2011 Review process.
- Assist BCC in adopting a budget and work-plan for the duration of the Project that includes the Projects budget and work-plan and aligns it with other relevant projects and activities.
- Implement a mechanism for monitoring the output and outcome indicators as have been established in the performance framework and for monitoring delivery from the agreed cross-project budget and work-plan (linked in to the M&E Specialist)
- Training of appropriate BCC staff in managing sub-recipients or sub-contractors
- Develop and implement formal mechanisms for coordination and communication between BCC, Management Board and NICs

#### **VERIFIABLE INDICATORS FOR OUTPUT 3.1.1**

- ✓ BCC budget and work-plan finalised cooperatively between Project and the Commission and with funding and road-map for filling priority BCC positions (Aligned with and supported by other partner projects such as GIZ and FAO)
- ✓ Mechanism adopted (and responsibilities defined) by BCC and partners for monitoring output and outcome indicators as established in performance framework
- ✓ Formal mechanism operational for coordination and communication between BCC, MB and NICs

**Output 3.1.2: BCC's capacity to monitor and report the Convention and SAP implementation progress and its effectiveness strengthened, with the establishment and adoption of agreed indicators of delivery for each strategic solution (priority theme) in the SAP.**

#### **Proposed Activities:**

- Review of both the Convention and the BCC Implementation Plan along with the revised SAP to harmonise and prioritise activities and measurable indicators of delivery under a single work-plan/road-map, and to identify actual and potential donors and their contributions.
- Develop a single monitoring strategy and road-map/work-plan of measurable deliveries for all related (various donor) activities and deliverables that fall within the purview and responsibility of the BCC (particularly in relation to SAP implementation and Convention domestication).
- Allocation of a specific body or group (including a permanent staff member of the BCC – the M&E Specialist) for monitoring the delivery of priority activities and to identify any shortfalls or gaps in the delivery based on the road-map/work-plan and funding commitments.
- Develop and adopt a results-based reporting mechanism for the Management Committee which can also be presented to the Annual Science Forum and other appropriate bodies (e.g. in summarised form to the Ministerial Conference) to include

financial reports on all activities as well as guidance on any actions necessary to meet delivery targets or to ensure sustainable funding for activities.

#### **VERIFIABLE INDICATORS FOR OUTPUT 3.1.2**

- ✓ BCC Implementation Plan and Convention delivery requirements harmonised into one 5 –year work-plan by BCC and partners, with clear prioritisation of actions and associated measurable indicators of delivery
- ✓ Road-map for delivery of activities linked to specific partnership responsibilities and funding
- ✓ SAP Implementation Partnership/Alliance formed for completion of 5-year road-map
- ✓ Results-Based Reporting Mechanism adopted by BCC with appropriate Monitoring and Review to allow for adaptive management focused on outcomes

#### **Output 3.1.3: Regional Capacity Development Programme adopted and implemented in line with agreed national and regional capacity needs for the BCC Convention and SAP implementation and as per the BCC Training and Capacity Building Policy**

##### **Proposed Activities**

- Undertake/update a review of capacity needs and priorities at national levels and with comprehensive stakeholder inputs
- Identify appropriate capacity development and training platforms and centres of expertise within and beyond the region that can deliver the requirements and priorities.
- Provide support to the RTAG (Regional Training and Capacity Development Advisory Group) and the Regional Capacity Development Programme for the Convention and for SAP Implementation based on and updated by the national reviews
- Deliver prioritised capacity development and training as per the Programme and based on an agreed work-plan and budget
- Development of regional partnerships (in collaboration with the African LME Caucus) for delivering the Capacity Development Programme (in close collaboration with the GIZ MARISMAG Project and the FAO CA Project)
- Capacity Development Programme implemented in partnership with partners under the BCC Programme (Including identification of partners to support tertiary level training and beyond, modular courses and MOOCs).
- Strengthen specific BCC national and regional level institutional capacities and abilities to enable SAP and Convention implementation (e.g., compliance committee, sector committees, etc.). This will build on the model of National Focal Institutes and National Coordination mechanisms to coordinate national level implementation.
- Develop and adopt a Monitoring and Evaluation programme to track progress ‘on-the-ground’ in capacity development and training in the region related to SAP implementation. This will include a Capacity Tracer Study conducted twice during Project lifetime for targeted key institutions in the region and to track placement of trained individuals.

### **VERIFIABLE INDICATORS FOR OUTPUT 3.1.3**

- ✓ Regional Capacity Development Programme (RCDP) for SAP Implementation agreed and adopted by BCC and partners/stakeholders,
- ✓ Regional partnerships agreed (through BCC negotiations and Management Board agreement) for more cost-effective sharing of resources and skills to deliver CB&T
- ✓ Training workshops and mentoring programmes undertaken within region by these partnerships and overseen by BCC, and as part of African LME Caucus training programme
- ✓ National and regional level institutional capacities measurably strengthened (and confirmed by institutions) in priority areas related to SAP Implementation
- ✓ CB&T Tracking Programme adopted by BCC and Regional Training Advisory Group, and Capacity Tracker Studies undertaken and providing annual feedback on improvements in capacity as well as gaps and future needs

## **Component 4: Marketing and Resource Mobilisation and Fiscal Sustainability**

**GEF Funding: \$1,166,390; Co-financing: \$22,790,000**

**Outcome 4.1: Sustainable long-term management structures and financing mechanisms adopted by the BCC and its various national and regional institutional bodies and with full political support underpinned by both public and private sector investments.** The essence of this Outcome is to move the Commission, the SAP and Convention Implementation, and the overall management and administrative responsibility for the LME away from its dependence on donor funding and to embed it securely and sustainably under the financial and administrative responsibility of the countries. This will ensure that the core functions of the Commission and its counterpart national entities and representative institutions (e.g. technical and administrative staff positions, office equipment, accommodation costs including utilities, etc.) will no longer be funded through GEF or other projects but will be fully sustained from national funding allocations and other partner contributions.

**Output 4.1.1: Regional Economic Valuation Studies updated/completed, with a particular focus on biodiversity/living marine resources data**

### **Proposed Activities:**

- Establish teams (national and regional) for an Economic Valuation study of LME Goods and Services and adopt terms of Reference for work (using the lessons from other/previous EV studies)
- National Economic Valuations undertaken prior to regional integration and shared with appropriate national stakeholders for review and comment. National EVs will capture information also from existing and previous similar evaluation processes. National EVs will also feed back into Output 1.2.6 for translation into national Policy-Level Briefing documents



- Integration of NEVs into a single Regional EV.
- Report reviewed by Peer Group assigned by countries and BCC and shared with Management Board for feedback
- Pertinent aspects of both national and regional reports used in overall Science-to-Governance, Evidence-Based adaptive management approach to advise on options and their implications

#### **VERIFIABLE INDICATORS FOR OUTPUT 4.1.1**

- ✓ National Economic Valuation studies of ocean and coastal goods and services completed as overseen by BCC
- ✓ NEVs integrated into a single regional Economic Valuation of LME good and services through BCC and its bodies
- ✓ EVs at national and regional levels agreed and published in literature as appropriate
- ✓ Results of EVs fed into Output 1.1.7 to assist in the Science-to-Governance process being strengthened and to advise on management options

**Output 4.1.2: Regional Cost-Benefit Analysis updated/completed to promote and facilitate the implementation of selected proposed policies related to SAP implementation.** In the context of a close working relationship with the GIZ MARISMA project, the Cost Benefit Analysis would help to demonstrate the value of the EBSAs and the Marine Spatial Planning process as well as MPAs by showing how much the economic benefits provided by the ecosystem can be protected while also showing how much (more) investment would have to be made to restore such ecosystem goods and services once destroyed.

#### **Proposed Activities:**

- Define the objectives and approach to be used for a Cost-Benefit Analysis of SAP Implementation and the Ecosystem-Based Management approach
- Identify a suitable working team of specialists from within the region and adopt a Terms of Reference for this CBA
- Using the Economic Valuation of LME Goods and Services (above), undertake a comprehensive CBA with individual focus on each participating country as well as on the regional approach being adopted through the Commission and its entities and activities.
- Ensure appropriate focus is given to the potential benefits to women and youth in the coastal region through gender and age disaggregated data collection and analysis
- Pertinent aspects of report used in overall Science-to-Governance, Evidence-Based adaptive management approach to advise on options and their implications. The CBA results will therefore also feed back into Output 1.2.6 for translation into national Policy-Level Briefing documents

#### **VERIFIABLE INDICATORS FOR OUTPUT 4.1.2**



- ✓ Comprehensive Cost Benefit Analysis completed by specialist team, approved by BCC, and reflecting both national and regional Cost Benefits of the EBM approach, SAP Implementation and conformity to the Convention.
- ✓ Results of CBAs fed into Output 1.1.7 to assist in the Science-to-Governance process
- ✓ CBA actively used in policy briefing document and adaptive management justifications (feedback to Outcome 1.2)

**Output 4.1.3: Pre-feasibility studies conducted for investment in the sustainable blue/ocean economy strategies related to sustainability of ecosystem goods and services in the BCC region.** This will place strong emphasis on the need to protect key habitats and maintain access to living resources while concurrently maintaining the integrity and sustainability of the ecosystem as a main foundation to overall inclusive blue growth and promotion of the sustainable blue/ocean economy. This will also require specifics on knowledge-based management of those resources and habitats so there is a causal linkage to the investment in developing and proving new technologies and putting in place infrastructure that can support and enhance sustainable management of LME goods and services such as fisheries, aquaculture, etc. This will also specifically focus on investments that can reduce any impacts on the ecosystem and the dependent socioeconomic environment. In particular, it will focus on reducing those impacts and threats to human well-being and socio-economic development and demonstrating how investments pay significant dividends and returns through the maintenance of ecosystem goods and services. Table 3 provides some possible options of Stress Reduction which could attract early investment and may be worthy of pre-feasibility assessments.

#### **Proposed Activities:**

- BCC Secretariat to create and adopt a Terms of Reference for a suitably qualified and experienced and locally-contracted investment analysis group to undertake a detailed Investment Pre-feasibility Study - IPS (to include a comprehensive list of stakeholders and potential partners to be consulted). This IPS will rely significantly on the recommendations and outputs from the Ecosystem Valuation and Cost Benefit Analysis to guide its proposals and justify investment opportunities. It will aim to review best lessons and practices in sustainable blue/ocean economy strategies, and investment opportunities in ecosystem maintenance and management that will promote stress reduction activities and enterprises within the LME.
- Recruit, through transparent procedures as agreed by the BCC bodies, an appropriate expert group (which could be coordinated by the WOC and linked to the WOC Ocean Investment Platform following appropriate agreement with the BCC), to undertake the IPS within the region. This will identify specific investment opportunities and proposals (each with their own cost-benefit analysis) and recommend demonstrations of such investments. Preference will be given to local expertise rather than aiming to recruit from outside of the region.
- BCC Management Board and appropriate peer-reviewers and stakeholders to review IPS report from expert group (using WOC input and involvement as deemed appropriate by BCC) on investment feasibilities

- Expert group and BCC (with assistance from WOC) to liaise with potential investors A. through bilateral communications and B. through an investment stakeholder meeting in the region (linked into the Donor and Business Forums above)
- Negotiate, agree and delivery specific on-the-ground pilot enterprises and activities that demonstrate effective stress reduction measures through improvements in water quality, sewage treatment, coastal protection and storm damage control, point control of pollution (e.g. upstream to coastal), improvements in harbour management, improvements in fisheries practices and compliance, etc.
- Actual investment processes and implementation will be driven and overseen by a Technical Assistance Investment Facility (see following Output)

#### **VERIFIABLE INDICATORS FOR OUTPUT 4.1.3**

- ✓ Investment Pre-feasibility Study (IPS) completed under BCC supervision and making full use of EV and CBA processes and results above
- ✓ Specific investment opportunities identified by appropriate BCC partners and bodies through pre-feasibility studies and through a national investment stakeholder meeting (linked to donor and business forums)
- ✓ On-the-ground investment enterprises deliver real and measurable / verifiable stress reduction activities and developments in priority SAP implementation

**Output 4.1.4: Sustainable financing mechanisms for BCC identified and adopted at the national and regional level that can provide long-term sustainable support to BCC and Countries for SAP and Convention Implementation** while providing an ‘exit strategy’ from donor reliance. This will be informed by the outcomes from the full Governance Assessment (see Comp 1). This mechanism will have a strong focus on promoting private and public investments (as identified under the previous Output), through establishing and operating an independent Catalytic Revolving Fund and associated Technical Assistance Investment Facility (TAIF) that will aim to operate in a full cost recovery manner by project end.

#### **Proposed Activities:**

- Develop and adopt a regional-level Technical Assistance Investment Facility (either within or answerable to BCC) on a trial period
- Develop and test the financial, technical and political feasibility of an innovative catalytic financial mechanism in the region to support sustainable investments in the region in conformity with the SAP while at the same time financially contributing to the day to day operation of the BCC
- Identify and adopt a strategy for investment and long-term sustainability, that reduces and eventually removes dependence on donor funding (such as GEF funding support), by the end of the Project
- Specifically, develop and implement a road-map for long-term non-donor funding which includes country commitments as well as leveraging public sector revenue streams to support BCC and SAP Implementation

#### **VERIFIABLE INDICATORS FOR OUTPUT 4.1.4**

- ✓ TAIF established within an existing or new regional body which is working closely with BCC
- ✓ Catalytic financial mechanism established by TAIF and tested within BCLME region to support sustainable investments related to stress reduction
- ✓ Percentage interest from investments feeding back into BCC as a financial contribution to support long-term functions of BCC
- ✓ Specific road map for long-term non-donor funding (including country commitments) adopted and implemented
- ✓ Dependence on direct funding from GEF to BCC and BCLME for core funding is phased out during the project lifetime and replaced by national contributions to support BCC's financial and administrative needs
- ✓ Dependence on funding from other donors and projects for core BCC activities is measurably reduced and gradually phased out and replaced by income from an 'accomplishment fee' from the investment process

## 2.2 End-of-Project Landscape

By the end of the BCLME III Project, the following stress reduction activities and sustainable reforms will have been realised

- Functioning and effective national institutional structures are in place to support national SAP implementation and to enact and enforce the domestic realization of the articles of the Convention.
- Priority actions for LME stress reduction and sustainable ocean governance (as highlighted in an amalgamated SAP and Convention domestic and regional Implementation work-plan and road-map) have been finalised or are effectively underway.
- Regular monitoring of successful delivery in SAP and Convention implementation to ensure compliance with agreed work-plan and road-map for stress reduction, environmental improvements and socioeconomic welfare and sustainability.
- Extensive involvement of investors in resource mobilisation and marketing that catalyses widespread private sector finance into the BCC Convention implementation and stress reduction activities in the region.
- Successful demonstration (through pilot activities) of stress reduction processes and facilities related to the priority SAP implementation and Convention requirements, both through stakeholder investment and through focused national demonstrations
- Measurable improvements in sewage and waste water treatment and management to meet agreed BCC standards and objectives
- Measurable reductions in point-source and chronic pollution entering the LME to meet agreed BCC standards and objectives
- On-going monitoring of water quality standards, and ecosystem health indicators with results feeding into national and regional response processes including an effective and

proactive science-to-governance strategy and process for pragmatic adaptive management across the region

- Direct involvement in the overall governance and management of the LME and its resources by a broad spectrum of stakeholders (government, non-government, private sectors, communities, gender empowerment and youth), which use or depend on the resources of and access to the LME system
- Long-term political and financial commitment to BCC to provide a good platform for catalytic intervention to realize significant transboundary benefits as well as to speed up on-the-ground stress reduction building on the pilot activities included in the project.

## 2.3 Regional, Global and Societal Benefits of the Project and consistency with GEF and UNDP Objectives

The countries of the BCLME region, i.e., Angola, Namibia and South Africa, benefit enormously from the goods and services supported by the BCLME. Coastal and marine ecosystem goods and services play a crucial role in supporting the livelihoods of the people and national economies that use this ecosystem. Yet, the Millennium Ecosystem Assessment (2005) reports that marine ecosystems around the world are deteriorating, and with them the capacity to support human well-being. This in turn is estimated by the World Bank (2009) to have resulted in economic losses to the tune of about US\$50 billion a year from overfishing alone, a result which is reinforced by data from the FAO (2011). In this regard, the GEF IW is supporting the countries of the region in implementing an ecosystem-based management approach so as to optimize and sustain the benefits for meeting Millennium Development Goals (MDGs) and the targets reached during the World Summit on Sustainable Development (WSSD).

The estimate of economic values from the BCLME (as undertaken during the previous UNDP GEF BCLME Project) reveals that it provides direct output, total economic and wage income impacts of US\$54, \$269 and \$39 billion respectively in any year, indicating that the BCLME is of immense value to the region and deserving a lot of attention and effort to manage it sustainably through time for the benefits of both current and future generations of residents.

The same economic value assessment reached the conclusion that the joint management of the economic activities based on the BCLME is crucial for the sustainable use of the ecosystems into the long distant future. Fortunately, the countries are relatively advance in building institutions for such joint management. The region needs to ensure that the Benguela Current Commission, created to support cooperative management of the BCLME, is strengthened and given the resources and authority to be effective and efficient in executing its mandate.

All of the proposed interventions have positive transboundary impacts that cannot be realized optimally if tried at a national level without transboundary cooperation of the three participating countries. Furthermore, almost all proposed interventions have multi-sectoral implications that cannot be addressed effectively with the business-as-usual sectoral approach. Through the proposed interventions, the project will support the BCC and its member states to realize the sustainable utilization and management of the resources of the BCLME at the tranboundary scale. Also, it will contribute to building the resilience of the people living in the coastal region through improved planning and resources management.

Many of the deliverables and reforms that would arise from this project would also support a number of global environmental commitments and objectives including:

- **Rio + 20 Resolution:** This recognises :
  - i. the need to give more attention to Africa and the lag in commitments made previously at major UN summits and conferences (particularly those contained in the Millennium Declaration, the UN Declaration on NEPAD, The Monterrey

Consensus and the Johannesburg PoI and the outcomes of the 2005 World Summit on Sustainable Development);

- ii. the importance of promoting the science-policy interface;
- iii. strengthening the participation of countries in international sustainable development processes through capacity building and assistance to conducting their own monitoring and assessments;
- iv. recognising the importance of also building capacity in developing countries to benefit from conservation and sustainable use of the oceans and seas and their resources and emphasising, in this regard, the need for cooperation and partnership in marine scientific research, particularly in the implementation of UNCLOS;
- v. commit to urgently address the issue of conservation and sustainable use of marine biological diversity in ABNJ;
- vi. commit to take action to reduce the incidents and impacts of pollution on marine ecosystems, including through effective implementation of relevant conventions and adoption of coordinated strategies to this end (including measures to control introduction of alien invasive species);
- vii. supporting international cooperation toward realising the social, economic and environmental benefits from the conservation and effective management of coral and mangrove ecosystems;
- viii. recognise the importance of area- based planning and conservation measures;
- ix. encourage the Global Environment Facility to take additional steps to make resources more accessible to meet country needs for the national implementation on international commitments, in particular in Africa;
- x. recognise that a dynamic, inclusive and well-functioning and socially environmentally responsible private sector is a valuable instrument that can offer a crucial contribution to economic growth and reducing poverty and promoting sustainable development.

- **Aichi Biodiversity Targets:** The project would realise all of the Strategic Goals (and their targets) , namely:

- A– Address the underlying causes of biodiversity loss by mainstreaming biodiversity across government and society;
- B – Reduce the direct pressures on biodiversity and promote sustainable use;
- C– Improve the status of biodiversity by safeguarding ecosystems, species and genetic diversity;
- D – Enhance the benefits to all from biodiversity and ecosystem services;
- E– Enhance implementation through participatory planning, knowledge management and capacity building.

- **The 2030 Agenda for Sustainable Development:** The draft Agenda has been recently agreed by consensus by the Member states (August 2015) and was adopted at a plenary meeting of the General Assembly in September 2015 for action as a draft resolution to the Seventieth session of the UNGA. The project will proactively therefore address a number of the SDGs but particularly **Goal 14 - Conserve and sustainably use the oceans, seas and marine resources for sustainable development**. Within that Goal are a number of targets related to LMEs and to this proposed Project including, *inter alia*, more specifically:
  - 14.1 By 2025, prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution;
  - 14.2 By 2020, sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts, including by strengthening their resilience, and take action for their restoration in order to achieve healthy and productive oceans;
  - 14.4 By 2020, effectively regulate harvesting and end overfishing, illegal, unreported and unregulated fishing and destructive fishing practices and implement science-based management plans, in order to restore fish stocks in the shortest time feasible, at least to levels that can produce maximum sustainable yield as determined by their biological characteristics;
  - 14.5 By 2020, conserve at least 10 per cent of coastal and marine areas, consistent with national and international law and based on the best available scientific information
  - 14.a Increase scientific knowledge, develop research capacity and transfer marine technology, taking into account the Intergovernmental Oceanographic Commission Criteria and Guidelines on the Transfer of Marine Technology, in order to improve ocean health and to enhance the contribution of marine biodiversity to the development of developing countries, in particular small island developing States and least developed countries

The Project activities will also be focusing down onto specific societal benefits at the LME level through closer interaction and engagement of communities into the management process and SAP implementation *per se*. Specific LME stress reduction pilot projects and activities will focus on direct community involvement and engagement. These will include community-level demonstrations for a more localised ecosystem approach, especially to small-scale fisheries as well as national level demonstrations of community engagement into the coastal zone management and marine spatial planning and management processes. The project will also assist the countries in piloting the development of partnerships between communities and local, municipal level government for SAP implementation. These partnerships will focus on identifying targets and action to reduce environmental and social impacts and stresses among the pilot communities and thus to the LME itself.

This project is consistent with GEF's International Waters strategy as described in the Final GEF-5 Programming Document (GEF/R.5/25/CRP.1), in particular Objectives 2 and 3. Objective 2 aims to catalyse multi-state cooperation to rebuild marine fisheries and reduce pollution of coasts and LMEs while considering climatic variability and change. The proposed project is well-aligned with the outcomes and targets of Objective 2, in particular in the following areas:

- The Implementation of the agreed Strategic Action Programme incorporates ecosystem-based approaches to management of LMEs. ICM principles, and policy-legal/institutional reforms into national/local plans. The project focuses on the implementation of the Benguela Current Convention and the revised BCC SAP. The revised SAP is anchored on the objective and principles of the Convention which are in line with ecosystem-based approaches to the management of the BCLME.
- Institutions for joint ecosystem-based and adaptive management for LMEs and local ICM frameworks demonstrate sustainability. The BCC, being tried and tested since August 2008, has been addressing the needs to enhance fish stocks, reduce ecosystem degradation and to rebuild degraded habitats. This has been done through structures and functions comprising only government stakeholders and thus being limited to full realization. This project, building on the awareness created by the BCLME SAP IMP Project, will enable a more targeted and inclusive approach to the implementation of the BCC Convention and the revised SAP. The private sector involvement will be actively promoted, in particular the non-renewable resource sectors, which have significant social and economic leverage. Local ICM framework, or Local Economic Development Plan, will be developed with a strong focus on women and youth empowerment at given communities.
- Innovative solutions implemented for reduced pollution, rebuilding or protecting coastal fish stocks with rights-based management, ICM, habitat (blue forest) restoration/conservation, and port management and produce measurable results. Community-based demonstration projects will be implemented to bring the positive impacts of the BCC Convention and SAP implementation to the ground level. Community participatory mapping for ecosystem-based management will be piloted. Community-led local monitoring and assessment mechanism of environmental status will be developed in partnerships with local municipal and regional/ provincial authorities. This project will collaborate with the FAO-GEF climate change adaptation project and help local communities to integrate the early warning systems and/or interpret climatic data for more valuable inclusion into their adaptive planning and management processes and activities.

Further, pursuant with GEF5 IW Focal Area Objective 3 and to scale up results from the UNDP-GEF BCLME SAPIMP project and other BCC projects, the project has been designed to encourage active learning and will support BCC to lead South-to-South experience sharing through fora such as African LME Caucus. Through these partnership platforms, BCC will disseminate its knowledge on how ocean-based sectors, when better utilized and integrated, can assist the countries to meet their MDG/SDG targets at national or local level and also how the sectors can contribute to gender empowerment in the coastal communities. A strong collaboration with IW: LEARN is envisaged for the project contribution to gender mainstreaming, livelihood improvement (especially food security), and beyond, and the project has budgeted the requisite 1% for involvement in GEF IW portfolio learning (e.g., participation in IWCs and applicable regional IW:LEARN meetings, information dissemination and sharing through the BCC website, production of IW Experience Notes and Results Notes).The project will also actively contribute to the soon-to-be launched LME:LEARN global project.



## 2.4 Incremental Reasoning for GEF Support

The objective of the proposed UNDP-GEF project is to realize a coordinated regional approach to the long-term conservation, protection, rehabilitation, enhancement and sustainable use of the Benguela Current Large Marine Ecosystem in order to provide economic, environmental and social benefits and wellbeing to the region through the implementation of the Benguela Current Convention and accompanying Strategic Action Programme. The project puts strong emphasis on finalising policy, institutional, and management reforms to realize transboundary benefits, to mainstream transboundary priorities into national policy framework and to link them to national development plans and strategies, as well as to catalyse private sector finance into the BCC Convention implementation and stress reduction activities in the region. The project also aims to bring about tangible changes on the ground not only for environmental status of the BCLME but also socioeconomic and development status of those who live and utilize the resources of BCLME, contributing to the achievement of MDG1, 7, and 8 (and relevant Sustainable Development Goals for post-2015 as listed above). BCC supports the countries to achieve inclusive and sustainable growth. The project will aim to support BCC in these endeavours.

BCC, the world first LME-based intergovernmental organization, is fully operational with its core functions fully financed by the member states contribution. The BCC posts of Executive Secretary, Ecosystem Advisor, Regional Training Officer, Finance and Admin Officer were all supported by external partners when the posts were created. They are now all currently supported fully by the member state contributions with further posts (e.g. Deputy Executive Secretary) currently being advertise and supported by the BCC directly. These are necessary contributions from the baseline for the proposed GEF incremental interventions to add value to the region. The BCC Management Board have committed themselves to the establishment of regional protocols proposed in this GEF intervention. Without this commitment, none of proposed policy, legal, institutional and management reform would be possible.

BCC Convention and the member states' financial and political commitment to BCC ensures a high level of institutional and financial sustainability in the future. Institutional sustainability at the regional level is ensured by the creation of the BCC allied with high level political support from the member states and backed up by increasing financial contributions by the member states which havenot fallen into arrears to date. At the national level, the creation of National Intersectoral Committee within each country will not only assist in securing active multisectoral consultation on the BCLME matters and in the delivery of information-based management and governance guidelines, but will also ensure that the BCC and its actions and policies are rooted institutionally within each member state. This will create a more embedded and interactive national to regional structure of management that ensures that the LME management practices adopted and promoted by the BCC are reflected at the national level. Institutional sustainability both at regional and national levels will be also strengthened through the strengthened legal and policy framework at the respective levels.

GEF has already invested in the evolution of this entire process resulting in the present day Convention and its formal Commission as well as the wealth of information now available upon which to base effective adaptive management, while continuing to monitor and measure changes within the LME that need to be addressed. The next stages required to consolidate this process and to leave a legacy of effective and sustainable LME management, stress reduction and SAP implementation are captured within this current project. Its planned activities now aim to complete the necessary realignments and improvements in the management processes, to focus on demonstrating stress reduction activities that can be replicated throughout the region, and test and evolve realistic financial sustainability through investment partnerships. It is intended that the outputs from the marketing and resource mobilisation component, with its focus on evolving fiscal sustainability, will serve to significantly reduce donor funding dependency within the BCLME and its management institutions.

Furthermore, the planned interventions and intended delivery (including both the proposed management reforms at national and transboundary scale and the proposed stress reduction demonstration activities) will provide a high potential for scaling up in the BCLME region and beyond. The upscaling and replication opportunities will be identified as the project implementation progresses and will be communicated to BCC Management Board as well as through African LME Caucus, and the Global LME:LEARN and IW: LEARN projects and processes.

Further to the governments' commitment, there are several international projects taking place in the region that serve as co-financing to this project. They include:

- **The FAO/Norway EAF-Nansen Project:** working with the BCC in the development of a tracking tool to monitor the implementation of an ecosystem approach to fisheries (EAF) management; enhancing the integration of the human dimension of EAF into fisheries management and including the identification and implementation of appropriate institutional arrangements.
- **The Norad-funded NansClim project (1<sup>st</sup> phase 2009-2012):** focusing directly on climate change and variability in the region and with expected outcomes including suggested marine ecosystem indicators, future scenarios of climate effects on marine resources, and regional capacity building on ecosystem effects of climate change and variability.
- **ECOFISH:** a six-year (2011-2016) project supported by the European Commission and is being coordinated by the BCC with participation by scientists and fisheries managers in the three countries and specialists from the Technical University of Denmark. Its overall aim is to develop a new framework for the ecosystem approach to fisheries (EAF) in the Benguela Current Large Marine Ecosystem (BCLME).
- The 5-year BCC- project '**Marine Spatial Management and Governance (MariSMaG) of the Benguela Current Large Marine Ecosystem (BCLME)**' supports the Benguela Current Commission (BCC), its member states Angola, Namibia and South Africa, and other stakeholders and key players in the maritime sector to realize an enhanced sustainable management of the BCLME's marine biodiversity and natural resources. This will be achieved by developing capacities at various levels to describe the region's

“Ecologically or Biologically Significant Marine Areas (EBSAs)” and implement management measures to ensure their conservation and sustainable use, and to implement and institutionalise Marine Spatial Planning (MSP). The project includes developing management and governance strategies, policies as well as legal and institutional frameworks which relate to and are conducive for EBSAs and MSP, and supports the partners in implementing measures for their application and coming-into-force. These two projects (MariSMaG and the current UNDP GEF project on ‘Improving Ocean Governance and Integrated Management in the BCLME’) have been developed and finalised in close consultation between the implementing agencies and the countries to ensure symmetry and complementarity of activities and deliverables.

The proposed GEF interventions are targeted to accelerate the implementation of SAP and Convention at the regional level, and at the national level for identified policy, legal, institutional and management reforms with significant transboundary impacts; reduce the initial investment risk of stress reduction activities through targeted demonstration projects, aiming for upscaling of those activities by government and other finance; build M&E capacity at the regional level; promote partnership and south-south cooperation so that more people and institutions will benefit from knowledge generated at the BCLME region about the sustainable LME management. Therefore, they are fully incremental built onto the strong baseline.

## **2.5 Innovation and Sustainability - Potential for transfer of lessons and best practices**

What the countries have achieved to date in terms of sustainable LME management is already ground-breaking and innovative at a global level as well as within Africa and regionally. As well as successfully evolving and creating the Benguela Current Commission, the countries have increased their financial commitment significantly over the past years and month in order to finance core posts and bodies within the Commission. They have also elevated its political status from the Interim BCC to a legally recognised body under a formal tripartite treaty between the three countries, the Benguela Current Convention. The commitments that the countries are now making in this current project proposal will see the countries of the BCLME region remain at the cutting-edge of innovation in the context of the management of LME goods and services and overall governance approaches.

Components 1- 3 of this current project will see the countries consolidate their regional and national level reforms and realignment of practices and standards in full support of SAP implementation and an effective LME management approach. It will pilot and establish partnership and involvement of non-government stakeholders into the management process through specific demonstrations related to stress reduction from community-related impacts and from industrial and commercial practices. Overall coordination and collaboration with closely related initiatives and activities by other funding groups will be strengthened as will the national and regional level capacities to delivery on SAP implementation and, most importantly, to measure that deliver.

Component 4 is seen to be particularly innovative in its focus on long-term sustainability of the BCC, SAP implementation, and the management of LME goods and services. This Component will analyse the economic value of the ecosystem and the cost-benefits of an effective EBM approach. It will undertake pre-feasibility studies for investments in line with a Blue/Ocean Economy strategy. The overall objective will be A. the identification of sustainable financing mechanisms for the BCC and Convention activities, and B. leverage and delivery of 'on-the-ground' stress reduction activities funded and supported through investment stakeholders. Such investment leverage will help to reduce the dependence of BCC on continuous donor funding, while ensuring long-term support and viability of the BCC at regional and national levels.

GEF funding cannot hope to meet the demands for much of the actions necessary to address SAP implementation and to develop a blue/ocean economy. It can only assist and support the countries in developing the necessary national and regional infrastructure and pave-the-way by demonstrating pilot activities and consolidating multi-sectoral stakeholder partnerships for long term action and investment.

In this next stage of evolution in the BCC and its associated SAP and Convention, it is now imperative that such partnerships and investments are encouraged and realised in order to make the ecosystem-based management approach a long-term and sustainable reality within the overarching concept of development and a sustainable blue/ocean economy.

The economic potential of goods and services that can be derived from this LME and its resources has already been assessed to be in the order of \$269 billion per annum. Yet, in order to realize and maintain these goods and services it is essential that stress reduction measures be taken with some urgency. If only a small fraction of the benefits were to be reinvested in the sustainable management of the LME and its resources, the long-term benefits would be ensured.

There are many areas where investment in infrastructure and development activities could provide such stress reduction and general benefit the LME and its dependent communities. These include improvements in water quality, sewage treatment, coastal protection and storm damage control, point control of pollution (e.g. upstream to coastal), improvements in harbour management, improvements in fisheries practices and compliance. Most of these issues are recognised as priority at the governmental and policy levels in the previous Components which set out to develop and correlate practices related to maintaining water quality standards, pollution, coastal protection and fishing practices. Changes and reforms within government related to management, legislation and policy provide strong foundational and legal support for taking action but this does not provide for the actual physical process and investment necessary to realize actual mitigation or removal of stress to the system (such as the building of effective sewage treatment plants, upstream reduction in point-source outfalls from industrial activities, recycling of waste products to keep them out of the environment, investing in new technologies which can support less wasteful fishing and fish processing practices, etc.).

What is needed therefore is a combination of pre-feasibility studies for such investments (taking into account best lessons and practices from other areas), actual on-the-ground pilot-scale investments, and replication and upscaling where appropriate and across the BCLME region.

In order to drive this process, deliver the pre-feasibility studies, and develop and evolve the requisite stakeholder partnerships for successful investment it will be necessary to identify/create an appropriate Investment Pre-feasibility Facility within the region which supports but is not a functional part of the Benguela Current Commission and which will ultimately become self-sustaining after initial foundational funding. This early-stage funding will be focused on the identification and development of partnerships and investments in real demonstrations of stress reduction and the actual piloting of such enterprises.

The following table covers the key problems identified in the Strategic Action Programme and gives a few early examples that may offer opportunities for investment, which would also have spin-off benefits in terms of stress reduction within the LME. These, along with many others, may therefore be worthy of further investigation through pre-feasibility studies under the Component on Marketing and Resource Mobilisation

**TABLE 3: Possible Investment Potential to address Key Problems and achieve Stress Reduction in the BCLME**

KEY PROBLEM AS IDENTIFIED IN THE SAP	INVESTMENT POTENTIAL	STRESS REDUCTION OBJECTIVE
<b>LIVING MARINE RESOURCES</b>		
Lost opportunities, including not taking advantage of resources with the potential to offer sustainable development opportunities (e.g. seaweed, certain invertebrates and the potential of bio-prospecting) and including wastage of discarded catch	Investigate and invest where feasible in non-exploited resources, possible bio-prospecting and more efficient use of bycatch	Diversification away from over-exploitation and wasteful harvesting techniques that place undue stress on living marine resources in the LME
Under-developed aquaculture sector	Good opportunities for investing in aquaculture with potentially high returns both nationally and for export	Taking pressure off wild fish stocks, particularly over-exploited species
<b>NON-LIVING MARINE RESOURCES</b>		
Impacts of exploration and extraction activities on the ecosystem	Public-Private partnership investment in spatial planning approaches to clearly define and map areas for commercial operations and areas of sensitivity. This will ensure clearer demarcation and assist in stream-lining licencing processes away from sensitive areas (to include long-term monitoring agreements)	Reduce the impacts of industrial exploitation of non-living marine resources on LMRs and those communities that depend on them for their livelihoods whilst maintaining other jobs and livelihoods essential to national economy and social welfare
Impacts of development	Research the cost-benefit	Set aside fishery replenishment areas

within potentially sensitive ocean and coastal areas	relationship of closed areas (around capped wellheads, pipelines, oil rigs) in terms of reduction of fishing and providing a refuge for fish which can later re-populate the surrounding area. Industry commitment to Stress reduction through minor modification of current practice and demonstrating ecosystem benefits from commercial activities	and areas of refuge for selected species and biological diversity
<b>PRODUCTIVITY AND ENVIRONMENTAL VARIABILITY</b>		
The BCLME is a complex and highly variable system which is poorly understood. Climate change and climate variability at the seasonal, inter-annual and longer periods will impact the BCLME in ways that are currently unpredictable. Harmful Algal Blooms and hypoxia appear to be increasing in frequency and extent.	Potential for investment by relevant industries (mining, extractive, commercial fishing, aquaculture, etc.) with BCC and governments for better understanding of climate change and variability and likely scenarios that could affect commercial and industrial operations. Industrial operations could also assist with access to underwater mining equipment, oil and gas platforms and shipping to capture data that can be of value for long-term predictive modelling which can have enormous advantage to industrial and commercial planning	Stress reduction through adaptive management and preparedness by communities; avoidance of accidents and possible hazardous spills.
<b>POLLUTION</b>		
Chronic deterioration in water quality, associated loss of biodiversity and quality of living for coastal communities as a result of pollution for river catchment areas, discharge of effluents, ballast discharges, marine litter, etc.	All pollution associated with commercial and industrial activity is effectively a 'waste' product and costs a 'company' money. It is in effect, a 'hidden factory' that produces a product that is then thrown away. Investments in recycling and/or changing production processes and activities can A. save companies millions of \$\$ and B. reduce impacts within the LME. Investment in private sewage treatment plants could be offset against charges to municipalities	Reduced pollution impacts on the LME. Improvements in water quality, biodiversity and consequent ecosystem health
Acute pollution from oil and hazardous material spills	Industry investment in early warning systems and rapid response to such pollution incidents are a cost-effective investment compared to potential for huge fines and court case settlements in the event of such spills having a disastrous and critical impact of living marine resources and community welfare	Avoidance of disastrous and potentially non-recoverable widespread pollution impacts on the biodiversity and LMRs of the ecosystem. Similar avoidance of destruction of livelihoods of fishing communities
<b>ECOSYSTEM HEALTH AND BIODIVERSITY</b>		
Threats to species and habitats as a result of human impacts on the	Realization of importance of coastal habitats for integrity of the coastline and as a tourism attraction can lead	Habitat biodiversity is given protection and is restored along with species biodiversity and better protection of

coastal zone;	to investment from coastal developers and tourism industry to protect and/or restore coastal habitats (mangroves, seagrass beds, wetland and estuarine biological communities)	threatened species
Introduction of alien invasive species through ballast water or aquaculture practices	Investment through PPPs between industry and Port Authorities to manage and process ballast water in order to comply with Convention requirements. Investment by aquaculture industry in improving practices to prevent escape of alien invasive species through mariculture operations (avoiding costly litigation and easing licencing processes where good practice is identifiable).	Prevention of damage to ecosystem by alien invasives
<b>HUMAN DIMENSIONS (INCLUDING SOCIAL, ECONOMIC AND POLITICAL)</b>		
Poor management of small-scale fisheries as a national commodity	Investment in better landing and marketing facilities, boat maintenance, etc. possibly through community co-ops and soft-loans. This would lead to more efficient use of living resources, better marketing	Reduced wastage at small-scale level; reduced poverty and increased food security
A lack of adequate disaster and emergency rescue response in remote regions plus a general lack of safety-at-sea for users of the resources causes injury and loss of life	PPP to improve SOLAS and to develop a Safe Seas' policy. Industry investment in the well-being of its work-force.	Reduction in loss of life; improved quality of life in communities
<b>ENHANCING THE ECONOMIC DEVELOPMENT POTENTIAL</b>		
Lack of skills and strategy to grow the market in marine transport and marine manufacturing sector	Investment by appropriate industry and entrepreneurs in boat/ship building and repairs using national locations and taking advantage of competitive cost of labour	Improvements in livelihoods and community welfare within the LME. Stress reduction in areas related to marine resource exploitation due to alternative livelihoods
Constraints to development of oil and gas resources as a result of limited infrastructure for technology, shortage of skills and lack of adequate regulations coupled with complex licensing requirements	Investments in developing and marketing 'cleaner' technology along with enhanced skills development can be coupled to licensing requirements so that cleaner "greener" operations are more easily processed for licensing encouraging such operations	Reduced impacts from non-living resource extraction plus increased alternative livelihoods reducing stresses on LME
Very limited investment in aquaculture due to difficulty accessing finance, lack of incentives, lack of skills	Encourage more investment in this sector through better training, opening access to financing and to technology, etc. This can be linked to other aspects of 'cleaner' aquaculture practices (reduced pollution, prevention of alien invasives, etc.) as touched on above	Reduced pressure on wild fish stocks; reduced risk of harmful invasions from non-native species; more eco-friendly aquaculture practices reducing pollution into coastal and estuarine environments
Marine mining contributes	EAI and SEA dependent licencing	Reduced direct damage to the ecosystem

significantly to foreign earning and provides employment to thousands of workers. However, there is still limited knowledge of the effects of this type of exploitation on the ecosystem and little efforts to develop potential for extraction in a responsible and sustainable manner	can open up investment opportunities and ease licencing processes where appropriate and if industry is compliant and more eco-friendly	well as indirect pollution effects (e.g. sedimentation)
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The above table serves to provide some initial ideas and possibilities for pre-feasibility investments in marketing and resource mobilisation that can support SAP implementation and can lead to stress reduction within the LME. The various options and possibilities will be explored through Component 4 of the Project in greater detail and through a more rigorous process of pre-feasibility studies.

## 2.6 Primary Stakeholders, their Involvement and Collaboration

The key stakeholders of the BCLME region are well known and the BCC is cognizant of new or emerging stakeholders due to changes in the use, governance or conservation of the ecosystem. Some key stakeholders include: coastal communities, artisanal and subsistence fishermen, academia, school children and the youth, commercial fishers, small scale coastal and marine entrepreneurs, oil and gas explorers and producers, diamond and other extractive minerals explorers and producers (e.g., emerging marine phosphate in Namibia), coastal and marine tourism operators, coastal infrastructure developers, port and harbour operators, shipping and marine transporters, conservation NGOs (national, regional and international, such as WWF), and associations of NGOs, IGOs and, national governments.

Various SAP implementation activities supported by the BCLME SAP Implementation Project facilitated the identification of stakeholders that were not previously engaged, particularly through the EAF Human Dimension project, the ecosystem goods and services valuation, and the scoping study for a Strategic Environmental Assessment (SEA) of the BCLME. From these and other activities, it was noted that the private sector is of critical importance given the magnitude of social and economic benefits generated and their investments into conservation and protection of the ecosystem. The development plans of the non-fisheries sectors became known through the SEA scoping study which indicated the importance of these sectors particularly to ensure successful implementation of SAP and the Convention. The private sector will participate directly in project activities and be encouraged to support the participation of less fortunate stakeholders, e.g. local communities and the youth in or near their areas of operation.

The project will take advantage of the knowledge and awareness generated and, connections established through the BCLME SAP Implementation Project support and to build on these for meaningful participation. From the Components described, local communities, the youth, private sector, academia, local and regional/ provincial authorities and regional and international



partners will all be meaningfully involved in specific SAP and Convention activities to enable effective a shift toward sustainable use of the LME through collective governance. The Inception meeting for this project will aim to ensure broad stakeholder participation to review the Project elements and activities to assure national ownership of the Project.

One entire component of the project has therefore been allocated to ensure stakeholder engagement and partnership collaboration in SAP implementation and stress reduction within the LME.

Through this current project, both on-going partners and new partners will be engaged into the SAP Implementation process.

### **Existing Partners**

PARTNERS WITH BCC	SAP RELATED ACTIVITIES
Global Environment Facility	The GEF has supported international cooperation in the management of the BCLME since the early 1990s. The organisation is currently funding a five-year USD4.7 million climate change project that is being implemented by the BCC in partnership with the Food and Agriculture Organisation of the United Nations as well as this current USD10.9 million project promoting policy, institutional and management forums in the BCLME
The United Nations Development Programme	UNDP and GEF have supported regional cooperation in the BCLME since the early 1990s. The two organisations were instrumental in the establishment of the Benguela Current Commission.
Government of Norway	Between 2009 and 2014 the Government of Norway supported the implementation of the Benguela Current Commission's Science Programme with a grant of USD9.3 million. The Science Programme is designed to ensure the ongoing accumulation of information and data for improved transboundary management of the BCLME
The Icelandic International Development Agency (ICEIDA)	ICEIDA supported the implementation of a Training and Capacity Building (T&CB) programme for the Benguela Current Commission. ICEIDA provided a grant of USD500 000 for the four-year programme (2009-2013). The BCC T&CB programme is focused on improving the skills and knowledge of managers, scientists and technical staff from the national institutions in Angola, Namibia and South Africa, so as to enable the long-term conservation and sustainable utilisation of the BCLME.
The European Union	The European Union has provided a grant of 1.5 million Euros to fund the ECOFISH project over four years (2011 to 2015). ECOFISH is a joint research project coordinated by the Benguela Current Commission. It is expected to modernise and improve the management of key marine fisheries in Angola, Namibia and South Africa.
Government of German	The German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety is supporting the five-year Marine Spatial Management and Governance of the BCLME

	(BCMariSMaG) project. The project is being implemented by the BCC in partnership with the German international cooperation agency, GIZ. Its goal is to support the BCC to develop the capacity to describe the region's "Ecologically or Biologically Significant Marine Areas (EBSAs)" and implement management measures to ensure their conservation and sustainable use.
The Food and Agriculture Organization of the United Nations	FAO is supporting the BCC through its involvement in transboundary fisheries surveys and the implementation of an ecosystem approach to fisheries (EAF) in the region.
NORAD/IMR/FAO EAF-Nansen Project	The EAF-Nansen project supports developing countries in their efforts to implement the ecosystem approach to fisheries. It is a partnership between the Norwegian Agency for Development Cooperation (NORAD), the Norwegian Institute of Marine Research (IMR) and the Food and Agriculture Organization of the United Nations (FAO). Project partners are the government institutions in the participating countries, the Large Marine Ecosystem projects in sub-Saharan Africa and other regional projects and programmes. A new phase of the EAF Nansen Programme will commence in 2106 which will further support the objectives of the BCC
World Wide Fund for Nature	The global conservation organisation, WWF, is partnering with the BCC to promote the ecosystem approach to fisheries (EAF) in the Benguela region. The partnership is focused on establishing baselines for tracking EAF in Angola, Namibia and South Africa, and mobilising the human dimension of EAF. WWF's highly successful Responsible Fisheries Training programme is being rolled out in Namibia through a collaboration between the BCC and the Namibian Fisheries Institute (NAMFI).

New Partnerships will be developed through the outputs and activities of Component Two (particularly at the community and private sector level) and Component Four, which is focusing on partnerships related to Marketing, Resource Mobilisation and Fiscal Sustainability.

## 2.7 Partnerships with related Projects and Initiatives

The principle initiatives within the BCLME Region that are very closely related to the aims and objectives of the Convention, to SAP Implementation and to the overall aims and objectives of the current UNDP GEF BCLME project are:

- A. The GIZ-supported MARISMA Project.
- B. The FAO/GEF Project' Enhancing Climate Change Resilience in the Benguela Current Fisheries System

### A. Collaboration with the GIZ-supported MARISMA Project:

The German Government, through GIZ (Deutsche Gesellschaft für Internationale Zusammenarbeit), is supporting the BCC to strengthen the sustainable management of the

marine biodiversity and resources of the Benguela Current Large Marine Ecosystem by improving the capacities of the Benguela Current Commission and its member states in relation to Ecologically or Biologically Significant Marine Areas (EBSAs) and Marine Spatial Planning (MSP). The Specific Project Components/Outputs include that the:

1. The BCC member states describe, recognize and manage EBSAs
2. The BCC and its member states implement and institutionalise MSP
3. Concepts and instruments for the sustainable management of marine biodiversity and natural marine resources are widely known, accessible and used in the BCLME region and internationally

In order to ensure collaborative development of these two closely related and potentially highly complementary projects, the UNDP BCLME III national project development consultation workshops were held back-to-back with the GIZ National Planning Workshops for the Operationalisation of the MARISMA project

Both Projects also met together with the BCC Secretariat during the early development stages of the UNDP GEF project to discuss stronger collaborative links

There was an overall agreement in all of these discussions that both projects had specific areas of focus that would complement each other in delivering priority SAP Implementation requirements and an overall ecosystem-based ocean governance approach for the Commission and its countries. More specifically, the following collaborative and cooperative approaches were agreed:

### **National Demonstrations of SAP Implementation Priorities**

- The overarching focus of the national Governance Pilots under the UNDP BCLME III Project would aim to deliver a more holistic and integrated approach to coastal management and marine spatial planning
- Where possible, selected national Governance Pilot areas should try and include EBSAs
- The two projects would collaborate closely on these Governance Pilots and their deliverables to achieve this harmony between coastal and marine planning and management.

### **The Governance Baseline Analysis and SAP Implementation**

- The UNDP BCLME III Project plans to support the undertaking by the countries of a more rigorous Governance Baseline Analysis building on the preliminary assessment completed during Project Preparation.
- This will be a broad yet detailed review of the entire Ocean Governance Baseline leading to a detailed Governance Implementation Strategy at both regional and national levels, with measurable indicators of delivery
- The MARISMA project will focus more specifically on the governance issues related to EBSAs and marine spatial planning

- If the timing can be aligned it is intended that the MARISMA governance assessment would then be ready to slot into the overall BCLME III governance assessment in the first year of the UNDP project and would inform those specific areas (EBSA/MSP)

### **Cost-Benefits and Private Sector engagement/investment**

- The Cost Benefit Analysis planned by the UNDP BCLME III project is seen to be an important tool to foster support from the marine sectors as well as overall political support, particularly in relation to proposed demo sites
- Timing of this activity is important to GIZ MARISMA so this can fit into their scenario development
- GIZ and the Secretariat are both keen to see that the main emphasis on developing and promoting private sector support be kept under the UNDP project, but with the potential for GIZ MARISMA to build on any partnerships developed and use them to also leverage support for MSP and EBSAs.
- The Cost Benefit Analysis would help to demonstrate the value of the EBSAs and the MSP process as well as MPAs

### **Joint Steering, Coordination and Parallel Management Strategies**

- The two projects will work closely to align their steering and management processes to ensure close coordination at the level of the Project Managers as well as at the level of the Steering Committee/Management Board
- It is proposed that the Commission itself (i.e. through the Management Board) would act as the primary policy-level steering body for all related projects (this may include others such as the FAO-funded initiatives)
- A coordinating body would be adopted at the level of the Secretariat that would meet more frequently to coordinate inter-project activities and provide regular updates on progress
- Capacity Building and Training is also common to both projects and will be carefully coordinated through the BCC and Secretariat
- The GIS MARISMA and UNDP BCLME III projects would also plan to coordinate their support to any appropriate staffing levels within the Secretariat

### **B. Collaboration with FAO/GEF Project' Enhancing Climate Change Resilience in the Benguela Current Fisheries System**

This is a combined initiative between the Benguela Current Commission, the governments of Angola, Namibia and South Africa, FAO and the Global Environmental Facility (GEF). The goal of the project is to build resilience and reduce the vulnerability to climate variability and change

of the marine fisheries and mariculture sectors within the BCLME through strengthening adaptive capacity and implementing participatory and integrated strategies in order to ensure food and livelihood security. The overall strategy for this project is to facilitate a shift in planning and practice in two, complementary directions. The first direction is to move consideration of the impacts of climate change and variability from being an occasional, marginal consideration to being an integral part of both routine and strategic decision-making and action in fisheries governance and development in the Benguela Current region. The second direction is to increase awareness at the local, national and regional levels of the importance of multi-sectoral approaches to adaptation and increasing resilience to climate impacts, in which fisheries and aquaculture should be an integral part. The net result of these two shifts should be more effective and robust approaches to fisheries governance and to coastal development in the face of climate change in the region as a whole.

The project has been structured into three interlinked technical components:

Component 1 which aims to ensure that national and regional policies and plans give due consideration, including well defined actions, to the likely implications of climate change and variability;

Component 2 to put adaptation actions into practice in selected highly vulnerable fisheries and communities in order to bring about measurable improvements in the pilots and to learn lessons for application on a wider scale; and

Component 3 to increase both awareness and capacity to enable and promote a proactive, forward-looking approach to climate change.

These three components will be supported by a cross-cutting monitoring and evaluation and adaptation learning component (Component 4). The component will ensure a systematic monitoring and evaluation of progress towards the achievement of the objectives. It also serves to promote the wider dissemination of results for replication in other large marine ecosystems.

The project will be executed through the regional body, the Benguela Current Commission. At national level, respective fisheries and mariculture government departments and environmental ministries will be the key project partners and will share the responsibilities for the execution of national activities with the Benguela Current Commission. FAO will be the GEF Agency responsible for the supervision and provision of technical guidance during the implementation of the project.

As both Projects are being executed by the BCC and its Secretariat, the Commission will ensure close coordination between them. Specific areas of collaboration would include:

- Joint evolution of multi-sectoral approaches to adaptation and increased resilience to climate impacts in each country with a strong emphasis on integrating these into marine spatial planning and into community level SAP implementation. The UNDP GEF Project places a strong focus on National Intersectoral Committees for LME SAP Implementation. These Committees can also provide a forum for ensuring that climate resilience is taken

into account in any decisions that related to SAP implementation and overall management of resources and livelihoods within the LME.

- Collaboration in the assimilation and dissemination of available knowledge to increase understanding and awareness of the existing and the likely future impacts and implications of climate change and variability on fisheries, and mariculture, and on communities and other settlements dependent on them. The lessons and best practices (which are important deliverables from many of the UNDP GEF outputs, particularly the governance pilots) will provide additional vehicles for the FAO GEF project to disseminate such knowledge.
- Shared piloting of best-practices to strengthen climate resilience in fisheries and aquaculture and thereby improve governance and the security and livelihoods of coastal dwellers. This provides an excellent opportunity for close collaboration within the governance pilots whereby the FAO project can test climate resilience activities and develop best practices alongside the UNDP GEF Community livelihoods and stress reduction support. These lessons and practices can then be captured at the national level as the governance pilots become scaled up.
- Collaborative development and demonstration of pilots for an ecosystem approach to fisheries. In this context, the UNDP GEF Project has recognised the need to collaborate closely with the FAO GEF project at the level of the governance pilots in each country as is captured in Annex 2 and in the discussions and activities of Component 1.3

In order to ensure closer and in-depth collaboration and complementarity between these two closely interwoven projects and their aims and objectives, it is proposed that the Project and the BCC will highlight the more obvious areas of interaction (and options for avoidance of any overlap) at the Inception stage and will further make this the subject of a specific meeting/workshop between the two project and the GIZ MARISMA project to ensure complementarity of efforts and true collaborative delivery in support of the BCC and its SAP Implementation Plan through an agreed work-plan and road-map . As the Management Board of the BCC will be providing the Steering Committee function for both projects it is expected that these two initiatives will be closely interactive and non-duplicative.

#### Other Related Projects with which the UNDP GEF BCLME Project will collaborate

**The EAF- Nansen Programme** 2016-2020 is currently being finalised. The new Programme has an expanded scope both as regards research and management activities as compared to the present phase and a new research vessel will be available from about January 2017. The three pillars of the new programme are science, fisheries management (EAF) and capacity development. A draft project document has been developed providing the overall framework and scope. Detailed planning is however still required as regards specific activities in respective regions and countries. For the Benguela Current Large Marine Ecosystem (BCLME) area, the Benguela Current Commission (BCC) has been the key partner for the first phase of the EAF-Nansen Project and this will be the same in the second phase as the converging objectives of the EAF-Nansen Programme and the BCLME SAP, make the BCC a natural partner for future collaboration with the EAF-Nansen Programme in South West Africa. A recent workshop for the BCLME region resulted in the identification of regional priorities that can be addressed in

cooperation with the EAF Nansen Programme and can be used as basis for more detailed planning. In relation to science priorities, it was noted that the following criteria should apply:

- 1) Sustainable fisheries management is still at the heart of the Programme particularly as regards main transboundary resources. In particular, the elements of BCC's Implementation Plan that require action to be taken on MCS (and IUU) were highlighted as an equal priority for the EAF-Nansen Programme.
- 2) Research should primarily address regional issues (e.g. shared fishery resources/stocks), but could be "localized" in nature (e.g. study of recruitment processes for any important regional stock)
- 3) The EAF-Nansen Programme will operate primarily within countries EEZs but work in ABNJ can also be included in collaboration with RFMOs
- 4) To the extent possible, research activities should take cognizance of and coordinate with national, regional and international fisheries and marine research Programmes
- 5) Research should be linked to management needs, either tactical (short-term) (e.g. necessary for fisheries management, assessment or monitoring of oil and gas impacts, or for overall or environmental management), or strategic (long-term), contributing to "global public goods"

**Interactions between the Orange–Senqu River Basin and the Benguela Current Large Marine Ecosystem.** The discharge of the Orange–Senqu River into the Atlantic Ocean off south-western Africa forms a natural linkage between the two commissions responsible for promoting the sustainable management of these two important ecosystems, namely the Orange–Senqu River Commission (ORASECOM) and the Benguela Current Commission (BCC). That the freshwater Orange– Senqu and the marine Benguela Current form an estuary of global significance and recognition (i.e.as a Ramsar site) makes the linkage that much more important. A common understanding of how these freshwater and marine ecosystems interact and influence each other is essential for the respective and joint management of the river basin, marine ecosystem and estuary. These two Commissions have already developed a close relationship through the UNDP GEF project 'Development and adoption of a Strategic Action Programme for balancing water uses and sustainable natural resource management in the Orange-Senqu River transboundary basin' and the UNDP GEF Benguela Current Large Marine Ecosystem Strategic Action Programme Implementation Project.

This project partnership initiative has helped to establish working relations and cooperation at three levels:

- between two international commissions on data and information sharing,
- between two UNDP–GEF projects addressing transboundary environmental concerns and
- between the two estuarine states of Namibia and South Africa in the development of coordinated management plans for the Ramsar site.

This collaboration further falls under the Revised Protocol on Shared Watercourses in the Southern African Development Community, which is a regional framework agreement based on the central principles of international water law, namely equitable and reasonable utilisation, the obligation to take all reasonable measures to prevent significant harm and the duty to cooperate. The Revised Protocol encourages SADC states to conclude basin-specific agreements that apply the provisions of the Protocol to the characteristics and uses of specific shared watercourses.

The Joint Publication 'From Source to Sea' provides a comprehensive, yet succinct, summary of these interactions that can be used by managers, while also providing valuable information to a much broader audience and paving the way for future joint action.

ORASECOM senior staff already sit as observers at meeting of the BCC Management Board. The BCLME Project will continue to work closely with its sister UNDP GEF Project for Orange-Senqu River SAP Implementation through these two commissions to encourage more 'institutionalised' interactive relationship with ORASECOM, with senior staff continuing to be invited as observers to the appropriate BCC Management and technical meetings in order to better progress the joint activities and joint interests highlighted in 'From Source to Sea'.

**WWF** is working actively towards developing sustainable fisheries in the Benguela region and is working with the BCC in promotion of EAF in the region. The two organisations have worked together on establishing baselines for tracking EAF in Angola, Namibia and South Africa and in reinforcing attention to the human dimension of EAF. In this context, WWF will be an important partner.

**The NEPAD Agency – FAO joint fisheries programme (NFFP)**, supported by funding from SIDA, includes three components of which one is "Component C: Vulnerability of fishers, fish farmers and their communities is reduced through development and implementation of community based Disaster Risk Management (DRM) and CC adaption plans, and strategies addressing climate change at the national and regional levels". Priority needs across the African continent identified under NFFP Component C include strengthening policy integration at regional and national levels and improved collaboration and coordination of DRM and CCA in fisheries and aquaculture, and identification and utilization of best practices on integration of DRM and CCA.

**UNDP GEF SAPPHIRE (Strategic Action Programme Policy Harmonisation and Institutional Reforms) Project** is the SAP implementation phase following the successful UNDP GEF ASCLME (Agulhas and Somali Current Large Marine Ecosystems) Project. Both the BCLME and the ASCLME Projects have been active members of the African LME Caucus. The ASCLME Project initiated some of the earliest activities in the region to develop mechanisms for taking science and knowledge to management and governance and the further evolution of this process is encapsulated in the SAPPHIRE Project which is currently with GEF for CEO endorsement. The SAPPHIRE Project is also focusing on the development of mechanisms for dealing with high seas transboundary impacts and the management thereof, any area of equal



concern to the BCLME countries as well as to the Abidjan Convention. These two LME management areas (BCLME and ASCLME) have cooperated closely over the past years and will continue to do so in all areas of project delivery, sharing knowledge, best lessons and practices as they have in the past.

The Governance Baseline Assessment which was undertaken as a part of the development process of this current project also looked at the various regional and international organisations and programmes with which this project on 'Improving Ocean Governance and Integrated Management in the BCLME' needs to liaise and cooperate. This review of regional and international organisations provides recommendations on how to establish closer working relations with such organisations and further identifies areas of collaboration which would be to the mutual advantage of all parties. This review of regional and international organisations is included below as Annex 4.

#### Additional Existing Initiatives that Relate Directly to Objectives of the BCLME Project

##### **SEAFO – The South-East Atlantic Fisheries Organization/Convention**

The SEAFO Secretariat is located in Swakopmund, Namibia within the same office building as the Benguela Current Commission. This Convention was signed in April 2001 in Windhoek by Angola, the European Community, Iceland, Namibia, Norway, Republic of Korea, South Africa, United Kingdom (on behalf of St. Helena and its dependencies of Tristan da Cunha and Ascension Islands) and the United States of America. It entered into force on April 2003 after the deposit of instruments of ratification by Namibia and Norway and approval by the European Community as required under Article 27 of the Convention. The Convention is the first to create a regional management organisation after the adoption of the UNFSA (United Nations Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks). Although the UNFSA was not in force at the time of the signature of the SEAFO Convention and for that reason did not create any binding obligations for the participants in the SEAFO negotiations, it nonetheless formed an essential backdrop to those negotiations.

The SEAFO Commission has adopted a **Conservation Measure 08/06** to ensure that IUU fishing in the whole of Atlantic Ocean is minimised. In so doing, the Commission has adopted a measure to list IUU vessels that are in the IUU lists of Northwest Atlantic Fisheries Organisation (NAFO), Northeast Atlantic Fisheries Commission (NEAFC) and the Commission for the Conservation of the Antarctic Living Marine Resources (CCAMLR). Furthermore, once the Commission adopts the IUU Vessel List, it has the responsibility and requirement to act on that list as follows:

#### Contracting Parties to SEAFO

Contracting Parties shall take all necessary measures under their applicable legislation to:

- a) Ensure that fishing vessels, support vessels, mother ships or cargo vessels flying their flag do not participate in any trans-shipment or joint fishing operations with, support or re-supply vessels on the IUU Vessel List;
- b) Ensure that vessels on the IUU Vessel List that enter ports voluntarily are not authorized to land, trans-ship, refuel or re-supply therein but are inspected upon entry;
- c) Prohibit the chartering of a vessel on the IUU Vessel List;
- d) Refuse to grant their flag to vessels on the IUU Vessel List;
- e) Prohibit commercial transactions, imports, landings and/or trans-shipment of species covered by the SEAFO Convention from vessels on the IUU Vessel List;
- f) Encourage traders, importers, transporters and others involved, to refrain from transactions in, and trans-shipment of, species covered by the SEAFO Convention caught by vessels on the IUU Vessel List;
- g) Collect, and exchange with other Contracting Parties, any appropriate information with the aim of searching for, controlling and preventing false import/export certificates for species covered by the SEAFO Convention from vessels on the IUU Vessel List.

#### Non-Contracting Parties

The SEAFO Secretariat shall request non-parties with vessels on the SEAFO IUU Vessel List to:

- a) Notify the owner of the vessels of its inclusion on the IUU Vessel List and the consequences which result from being included in the List, and
- b) Take all the necessary measures to eliminate these IUU fishing activities, including, if necessary, the withdrawal of the registration or the fishing licenses of these vessels, and to inform the Commission of the measures taken in this respect.

Furthermore, the Executive Secretary shall transmit the IUU Vessel List to the FAO and to other regional fisheries management organizations for the purposes of enhancing co-operation between the SEAFO and these organizations aimed at preventing, deterring and eliminating IUU fishing.

Furthermore, as of 2015 2013 SEAFO has adopted a System of Observation Inspection, Compliance and Enforcement, which includes Control Measures; Monitoring of Fisheries; At-Sea Inspection, Observer Programmes; Port State Control; Measures to Promote Compliance; and Research (see [file:///C:/Users/David/Downloads/SEAFO\\_SYSTEM\\_2015.pdf](file:///C:/Users/David/Downloads/SEAFO_SYSTEM_2015.pdf)).

#### **FAO Port State Measure Agreement to Prevent, Deter and Eliminate Illegal, Unreported and Unregulated Fishing (PSMA)**

This Agreement entered into force internationally on 5<sup>th</sup> June 2016. Port State Measures (PSM) are requirements established or interventions undertaken by port states by which a foreign fishing vessel must comply with, or is subjected to as a condition for use of ports within the port state. National PSM will typically include requirements related to prior notification of port entry, use of designated ports, restrictions on port entry and landing/trans-shipment of fish, restrictions

on supplies and services, documentation requirements and port inspections, as well as related measures, such as IUU vessel listing, trade-related measures and sanctions. The Agreement aims to prevent illegally caught fish from entering international markets through ports. Under the terms of the treaty, foreign vessels will provide advance notice and request permission for port entry, countries will conduct regular inspections in accordance with universal minimum standards, offending vessels will be denied use of port or certain port services and information sharing networks will be created.

Along with international and regional initiatives aiming at implementing and enforcing PSM, individual states are adopting such measures. Whether it is the implementation of PSM schemes adopted by Regional Fisheries Management Organizations (RFMOs) or nationally adopted PSM, national legal frameworks and their implementation are crucial in enabling port states to apply PSM to combat IUU fishing. National legal frameworks should empower national authorities to take adequate enforcement action against vessels involved in IUU fishing in their own ports, with a view to contributing to undermining fishing activities that are not carried out in accordance with conservation and management measures adopted by RFMOs, other states and the port state itself.

South Africa has already fully acceded to this Agreement. Angola signed the Agreement in 2009 but has yet to ratify. Namibia did not sign the Agreement nor has it acceded to it as yet.

### 3. PROJECT RESULTS FRAMEWORK

This project will contribute to achieving the following Country Programme Outcome as defined in CPAP or CPD:			
Country Programme Outcome Indicators: Not Applicable			
Primary applicable Key Environment and Sustainable Development Key Result Area (same as that on the cover page, circle one): 2.5. Legal and regulatory frameworks, policies and institutions enabled to ensure the conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems, in line with international conventions and national legislation 1.3. Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste			
Applicable GEF Strategic Objective and Program: IW Objective 2: Catalyse multistate cooperation to rebuild marine fisheries and reduce pollution of coasts and Large Marine Ecosystems (LMEs) while considering climatic variability and change			
Applicable GEF Expected Outcomes: Outcome 2.1. Implementation of agreed Strategic Action Programmes (SAPs) incorporates ecosystem-based approaches to management of LMEs, ICM principles and policy/legal/ institutional reforms into national/local plans Outcome 2.2. Institutions for joint ecosystem-based and adaptive management for LMEs and local ICM frameworks demonstrate sustainability			
Applicable GEF Outcome Indicators: Indicator 2.1: Implementation of national/local reforms; functioning of national inter-ministry committees. Indicator 2.2: Cooperation frameworks adopted & include sustainable financing			

Project Strategy				Verifiable Indicators	Means of Verification	Risks and Assumptions
Project Delivery		Baseline	Overall Output			
<b>Project Objective:</b> To realize a coordinated regional approach to the long-term conservation, protection, rehabilitation, enhancement and sustainable use of the Benguela Current Large		A Benguela Current Commission has been formally adopted as has a Benguela Current Convention. BCC needs to be more appropriately structured and supported and needs stronger institutional and	BCC fully supported in terms of staffing  SAP Implementation priorities synchronised with Convention requirement  On-the ground demonstrations of more effective and interactive stakeholder engagement and strengthening of the necessary partnerships for sustainability  Development of stronger	BCC has full staff complement  Single work-plan & road-map  Successful pilot project completed with communities and private sector  Capacity Development Trackers  Clear records of successful investments and returns from stress reduction activities by various stakeholders	BCC MB Minutes and BCC website as well as documents  Final evaluation reports on pilots  Capacity Development Tracker shows effective delivery of Regional Capacity Development Programme and measurable increase in capacity for SAP	Continuing support from countries for BCC and BCLME SAP Implementation process. Recent signature of the new Benguela Current Convention supports this

Project Strategy				Verifiable Indicators	Means of Verification	Risks and Assumptions
Project Delivery		Baseline	Overall Output			
Marine Ecosystem in order to provide economic, environmental and social benefits and wellbeing to the region through the implementation of the Benguela Current Convention and accompanying Strategic Action Programme		<p>intersectoral representation at the national level. Both the BCC Implementation Plan and the Convention expectations need to be harmonised under one set of priorities and these need to drive and delivery actual stress reduction activities. Stronger stakeholder engagement in this process is essential for long term management of LME resources as is a long-term investment plan to support stress reduction improvements</p>	<p>capacity within the region for ecosystem-based management, including appropriate training strategies</p> <p>Marketing and resource mobilisation with a strong focus on fiscal sustainability within the BCC and BCLME. This will include leveraging and promoting financial flow/investments that support and pilot real on-the-ground stress reduction processes</p>	<p>Approximately 5,000 linear km of Coastline in the LME under ICM and MSP and contributing to preventing further loss and degradation in most significant marine protected areas</p> <p>Approximately 1,000 sq. km identified and/or designated as EBSAs and/or MPAs with formal management processes and mechanisms in place</p> <p>BCC provides improved management to 100% of the coastline through SAP implementation and BC Convention</p>	<p>implementation</p> <p>Stress reduction in LME measurable as a result of investment activities and reported through BCC to BCC MB and to UN and GEF</p> <p>ICM and MSP interactive and enshrined in national legislations (documentation available from BCC)</p> <p>MPAs and EBSAs formally documented and available from BCC</p>	
<b>Component 1:</b> Improved Ocean and Coastal Governance through SAP Implementation and Delivery at Regional, National and	<b>Outcome 1.1</b> Regional Level Ocean and Coastal Governance operating effectively through cooperative commitments	Countries have made commitments to BCC and to the Convention through an ecosystem-based management approach.	1.1.1. A detailed and expanded Full Governance Assessment undertaken (building on the preliminary Governance Baseline Assessment delivered during project preparation) to identify: A. More effective use of existing institutional, legal and policy instruments in	Actions within the BCC Implementation Plan and for domestication of the Convention are aligned and prioritised by BCC within one road-map/document with a clear monitoring structure and timed delivery, and adopted by the Commission through its Management Board	New, single document (road-map) adopted by Management Board and in daily use by BCC to deliver and to monitor institutional improvements and policy / legal	That the countries are ready and willing to make the necessary changes at the institutional and policy levels and support these financially.

Project Strategy				Verifiable Indicators	Means of Verification	Risks and Assumptions
Project Delivery		Baseline	Overall Output			
Local levels	from the participating countries toward an ecosystem-based management approach within the defined priorities of the BCC implementation plan and the requirements of the Convention.	Countries have also started to transform legal, institutional and policy approaches and practices in line with these commitments. Countries now need to follow a clear road-map at regional and particularly national level to ensure that A. instruments and institutions are fully functional and interactive, B. That this clearly focuses on stress reduction to the LME and its resources and C. that this is sustainable in the long-term	support of SAP implementation and ecosystem-based management, B. Strategies for delivering these improvements; and C. Identifying and adopting options for long-term sustainability (including funding) of BCC and supportive national institutions.	<p>Prioritised governance improvements and associated road-map for delivery and monitoring adopted by each country based on a review of the preliminary GBA as well as the above aligned single document (to include sustainability strategies and long-term fiscal arrangements)</p> <p>Clear evidence presented back to BCC of improved institutional arrangements, legal and policy realignments within each country through annual monitoring and reporting to Management Board and Ministerial Council</p> <p>Measurable stress reduction within the LME through confirmation of appropriate indicators adopted as part of the aforementioned road-map. These indicators to be directly linked to ecosystem-based management and governance reforms and improvements and to include clear examples of reduced coastal pollution and other stress reductions throughout the LME</p>	<p>realignments to ensure stress reduction in the LME</p> <p>Country level Implementation Plans adopted, monitored and delivery reported to Management Board on a regular basis. National Status-of-Implementation reports to contain details of improvements and relate to actual stress reduction. Management Board to provide reactions and forward to Ministerial Conference,</p> <p>Biennial State of the LME report produced by BCC and reviewed by Management Board prior to presentation to the Ministerial Conference.</p>	<p>Commitment to the SAP and the Convention would support that they are ready and willing while further agreement to a new road-map for delivery will provide necessary confirmation.</p> <p>That countries have the fiscal support from their cabinets and treasury to make this happen and sustainable. It is expected that the Ministerial Conference can provide the platform to ensure this.</p>
			1.1.2. Regional level sectoral correlation of policy and legal frameworks and Development, Adoption and Implementation of Regional	Regional 'Standard' Codes of Practices and/or Convention protocols adopted by the BCC through its Management	Codes of Practice adopted formally by Commission and Countries	These represent major formal policy and legal commitments by countries and

Project Strategy				Verifiable Indicators	Means of Verification	Risks and Assumptions
Project Delivery		Baseline	Overall Output			
			and National level Codes of Conduct that include monitoring and compliance mechanisms..	<p>Board for:</p> <ul style="list-style-type: none"> <li>• Environmental Impact Assessment</li> <li>• Ecosystem Approach to Fisheries</li> <li>• Transboundary fish stock management</li> <li>• Hazardous spill response</li> </ul> <p>Joint monitoring and compliance processes adopted by BCC and its Management Board (and implemented through Cooperative Agreements) for:</p> <ul style="list-style-type: none"> <li>• Transboundary fish stock assessment;</li> <li>• Oil, gas and mining sector activities</li> <li>• Coastal development activities</li> </ul> <p>Full ratification/ accession by all BCC countries to the FAO Port State Measures Agreement</p> <p>Adoption of appropriate legislative instruments and administrative requirements necessary for effective implementation of Port State Measures</p> <p>Formal Agreements negotiated, signed and implemented with SEAFO and FAO for combatting IUU</p>	<p>Protocols enacted into the Convention</p> <p>Trans-national agreements on monitoring and compliance in place and countries collaborating as appropriate to the subject matter</p> <p>FAO PSMA acceded to by all three countries</p> <p>Appropriate national legislation adopted and/or confirmed in order to implement PSMA</p> <p>Formal agreements with SEAFO and FAO signed and under implementation</p> <p>Feasibility and Business Plan available, reviewed by BCC MC and MB and decision minuted</p>	<p>they would need to be willing to drive these through their national legislation.</p> <p>However, many of these commitments are already enshrined in the SAP and the Convention and merely need legal substance.</p> <p>All three countries need to have the capacity to implement these and to monitor compliance. This may require additional training and skill-sets to be developed through a CB&amp;T programme</p>

Project Strategy				Verifiable Indicators	Means of Verification	Risks and Assumptions
Project Delivery		Baseline	Overall Output			
				<p>within the region both at sea and through port state management measures</p> <p>Full feasibility study report and Business Plan for a regional MCS Centre for consideration and possible adoption by BCC Ministerial Conference and Management Board</p>		
			<p>1.1.3: Regional consistency and compatibility of ecosystem monitoring programmes, to include appropriate indicators of stress reduction, environmental improvement and human welfare (food security, poverty, livelihoods, etc.) to enhance the LME-wide monitoring programme.</p>	<p>BCC Management Board adopts a Regional Ecosystem Monitoring Programme (REMP) with very specific Stress Reduction and Environmental/Socioeconomic indicators and deadlines</p> <p>Distributed to National Focal Institutions for adopt and implementation by member countries at the national level (see Outcome 1.2 below)</p> <p>Feedback to appropriate BCC bodies (Management board. etc.) on measurable improvements in the overall welfare of the LME and dependent communities</p> <p>Annual reports circulated in public domain (as part of the existing Data Management Policy and Protocol) highlighting measurable improvement as well as areas of urgent/priority action</p>	<p>Formal minutes of Management Board</p> <p>REMP lodged at the BCC for open access</p> <p>Formal letters of Distribution</p>	<p>That ecosystem monitoring needs are same for each country. This will be addressed during development but, at LME level, should be same.</p> <p>National level governments reticent to adopt due to capacity and financial commitments. See Component 4 for mechanisms to address this including partnerships beyond government.</p>
			1.1.4: Regionally compatible Water Quality Standards and	Adoption of regional WQS by BCC Management Board	BCC Management Board minutes	That countries are willing to



Project Strategy				Verifiable Indicators	Means of Verification	Risks and Assumptions
Project Delivery		Baseline	Overall Output			
			Monitoring Guidelines for pollution and biosafety developed and adopted through the Ecosystem Advisory Committee (in potential collaboration with appropriate global bodies such as IMO, WHO, etc.).	<p>Regional WQS formally adopted at national levels for implementation by appropriate national government institutions and/or mandated bodies</p> <p>National level feedback to BCC for monitoring purposes and for regular reporting</p> <p>Annual reports circulated in public domain (as part of the existing Data Management Policy and Protocol) highlighting measurable improvement as well as areas of urgent/priority action</p>	<p>Reports from National Focal Institutes to BCC confirming adoption</p> <p>Regular reporting from NFIs to BCC through Management Board and other appropriate BCC bodies on monitoring of WQ</p>	<p>adopt a 'single' standard. This is already within the spirit of the SAP and the Convention.</p> <p>Lack of in-country capacity to undertake WQ monitoring. See Component 4 for mechanisms to address this including partnerships beyond government.</p>
			1.1.5: Regional State of the Ecosystem Information System (SEIS) operational for State of Ecosystem reporting and providing input to adaptive management guidelines and early warning of large-scale variability (such as coastal erosion, harmful algal blooms, etc.).	<p>Regional SEIS functioning within BCC or similar appropriate national/regional body as selected by countries</p> <p>Regular and comprehensive reporting from countries through NFIs to SEIS</p> <p>Regular reporting from the SEIS to the BCC MB and back to the countries to provide input to national adaptive management processes (see below)</p>	<p>Physical presence of SEIS and associated staff, hardware, software verifiable</p> <p>Country report available within SEIS and proven to be comprehensive and usable</p> <p>SESI reports to countries and MB available and providing pragmatic advice on adaptive management measures and options</p>	<p>Countries may be cautious about sharing national State of the Ecosystem information at a regional level.</p> <p>Data sharing agreements need to be confirmed</p> <p>Countries need to have an effective intersectoral review process that can ensure adaptive management recommendations can be acted upon (See references to</p>

Project Strategy				Verifiable Indicators	Means of Verification	Risks and Assumptions
Project Delivery		Baseline	Overall Output			
						NICS below)
			<p>1.1.6: Regional Coastal Sensitivity Atlas developed for BCC to guide coastal activities based on science and associated knowledge.</p>	<p>CSA reviewed and approved by appropriate BCC bodies including formal acceptance by Management Board</p> <p>CSA used by BCC and partners to support the overall regional transboundary marine spatial planning process</p> <p>CSA formal distributed to countries via NFIs</p> <p>CSA used at national level by each country to support overall national spatial planning within the LME (i.e. basin and coast to edge of EEZ)</p>	<p>Minutes of various BCC bodies and specifically the Management Board</p> <p>Formal MSP process adopts and uses CSA as shown through reporting and monitoring of GIZ project</p> <p>Evidence of use of CSA in national MSP processes</p>	<p>Countries consider the CSA to be accurate and are not deterred by any sensitivities in using it for MSP</p> <p>CSA will need to have broad stakeholder input including from industry</p>
			<p>1.1.7: Science-to-Governance process strengthened/adopted for the sustainable future of the BCLME through the BCC architecture.</p>	<p>Formal Science / Knowledge to Governance strategy and institutional arrangements adopted and under implementation by BCC MB</p> <p>Advisory Reports to BCC MB on main conclusions and options for action arising from the Annual Science Forum</p> <p>BCC MBG actively involved in setting agenda and discussion topics for Annual Science Forum</p> <p>An Active BCC Peer Review Roster that can review and confirm trends and changes</p>	<p>Formal strategy lodged with BCC and regularly monitored by EAC (with reports to MB) to track progress and actions taken</p> <p>Minutes of Management Board and EAC</p> <p>Formal Advisory Reports from ASF to BCC MB (as a required process and output)</p> <p>Minutes of BCC MB</p>	

Project Strategy				Verifiable Indicators	Means of Verification	Risks and Assumptions
Project Delivery		Baseline	Overall Output			
				<p>and link them to possible management options</p> <p>Results from the Economic Evaluations and Cost Benefits Analyses used as part of the development management options and decision-making</p> <p>Management Board advises the Ministerial Conference on Adaptive Management progress</p> <p>Formal recommendations to BCC on further research and studies as feedback from MB and from Ministerial Conference</p> <p>Best Lessons and Practices captured and shared with the regional and global LME and IW community</p>	<p>define priority studies as well as agendas for ASF</p> <p>Peer Review Roster lodged with BCC and regularly updated</p> <p>Formal reports submitted by BCC MB to Ministerial Conference to include advise on proposed adaptive management options and scenarios</p> <p>Formal distribution by BCC of Adaptive Management guidelines to NFIs</p> <p>Feedback Reports from Adaptive Management actions taken through NFIs to BCC and thus to MB</p>	
	<p><b>Outcome 1.2</b></p> <p>National Level Ocean and Coastal Governance strengthened and supported by BCC through inter-sectoral national institutional strengthening</p>	<p>Absence of effective ecosystem-focused national level intersectoral management structures in the countries. Need to develop a firm basis and institutional structure for</p>	<p>1.2.1: The effectiveness and delivery of the National Intersectoral Committees (NICs) strengthened within each country.</p>	<p>A single, harmonised generic Terms of Reference adopted by BCC and its Management Board to guide the establishment and activities of the National Intersectoral Committees in each country</p> <p>Each country formally adopts a National Intersectoral Committee with responsibility for taking action on SAP and Convention implementation at</p>	<p>Existence of ToR and adoption in minutes of Management Board</p> <p>Minutes of each national NICs available in each country to show actions taken</p>	<p>Some countries already have related committees for Coastal Management or similar thematic areas</p> <p>These may be used to form the basis of the NICs for SAP</p>

Project Strategy				Verifiable Indicators	Means of Verification	Risks and Assumptions
Project Delivery		Baseline	Overall Output			
	and consequent implementation of at the national level of the regional codes of conduct, monitoring programmes water quality standards and other adopted stress reduction policies and legislation arising from Outcome 1.1.	multi-sectoral ocean governance in order to effectively deliver SAP implementation and domesticate enactment of the Convention at the national level		the national level  Annual Briefing Reports provided by countries via the Management Board on the role and activities of the NICs		implementation
			Output 1.2.2: National Strategies for SAP implementation developed and adopted by each country (including adoption and implementation at the national level of the regional codes of conduct, monitoring programmes water quality standards and other adopted stress reduction policies and legislation arising from Outcome 1.1 and captured nationally by Output 1.2.4 below)	Each NIC is implementing an adopted road-map with appropriate indicators (including verifiable indicators of stress reduction and environmental/ socioeconomic improvement) and associated, agreed budget and monitoring strategy  Annual Monitoring of implementation and delivery (using adopted indicators) is reported formal through NICs and BCC MB	Minutes of NIC meetings  Presence of road-map etc.  Formal reports from NICs to BCC MB	Requires national agreement to report on the results and finding of NICs to regional BCC MB
			1.2.3: A National Science-to-Governance process strengthened and implemented using the NICs and other appropriate and nationally-agreed institutional interactions in support of the effective implementation at the national level of the Adaptive Management and Policy Decisions agreed at the BCC and/or national level.	Formal procedures adopted and implemented by NICs (from a standard format ToR approved by BCC MB) for translating technical and scientific data into adaptive management guidance. This to include a Scientific Review Panel or similar structure.  Formal deliver of management options/scenarios and potential policy options from NICs to appropriate government departments  Review of national-level SAP Implementation and domestication of Convention	Minutes of NICs and reports back to BCC MB  Adaptive Management guidelines and recommendations formally delivered to national ministries (recorded in NICs Minutes.  Formal Reports from NICs to BCC MB every 24 months	Ministries will act on the adaptive management guidelines and recommendations (Actions will be captured in 24-monthly reports)  NICs and countries willing to share information on progress in SAP Implementation and domestication of the Convention

Project Strategy				Verifiable Indicators	Means of Verification	Risks and Assumptions
Project Delivery		Baseline	Overall Output			
				undertaken by each NIC every 24 months and reported back to BCC MB		
			1.2.4: Adoption and Implementation (including associated strengthening and realignment of legislation and administrative support) at the national level of regionally-developed sectoral approaches and reforms along with consistent codes of conduct as well as data and information processes (e.g. national ecosystem monitoring programmes and water quality standards)	<p>National level adoption and implementation of the regionally-correlated Codes of Conduct along with any requisite legislative and administrative improvements and strengthening</p> <p>Adoption and implementation by countries of national ecosystem monitoring programmes (including water quality standards for monitoring) in line with regional agreements for ecosystem monitoring</p> <p>National ecosystem monitoring programmes implemented and functional and include measurable &amp; verifiable indicators of stress reduction and environmental &amp; socioeconomic indicators of sustainable development)</p> <p>Monitoring and compliance programme for same in place along with long-term budgeting</p> <p>NICs reporting back to BCC MB on status of all of above with BCC providing feedback and advise on delivery and any adaptive processes required</p>	<p>Codes of Conduct enacted in national legislation</p> <p>National Ecosystem Monitoring Programmes underway using regional standards and similar methods and indicators and confirmed through NICs reports to BCC MB</p> <p>Overall monitoring and compliance programmes for codes of conduct captured in reports from NICs to BCC MB</p>	<p>Countries will share their information and status updates at regional BCC level</p> <p>Data sharing agreements are an imperative</p>
			1.2.5: National Policy-Level	NICs adopt Briefing	Briefing documents	Ministries need to

Project Strategy				Verifiable Indicators	Means of Verification	Risks and Assumptions
Project Delivery		Baseline	Overall Output			
			Briefing Documents on Blue/Ocean Economy developed, based on Results and Conclusions from Regional Economic Valuation and Cost-Benefit Analysis and distributed through NICs	Documents on National Blue/Ocean Economy Status and road-map  Briefing Documents used in national marine spatial planning process by appropriate government bodies with feedback to BCC via Management Board	along with national road-maps for implementation made available to BCC bodies and to Management Board  Reporting from NICs to BCC on MSP progress and how economic Valuation and Cost Benefit Analyses are being used.	be prepared to use the Briefing Documents and to pursue the road-map to deliver effective MSP
			1.2.6: Sustainable fisheries promoted through eco-labelling and by-catch reduction at the national level, and to identify best practices and 'pilot' partnerships/demonstrations that can be replicated as appropriate	Partnership agreements adopted and signed for sustainable fisheries in the BCLME and lodged with BCC  Sustainable fisheries pilot programme running successfully under partner management and including regional eco-labelling and bycatch reduction activities  Formal reporting back to BCC (including Science Forum) on success and challenges of the 'sustainable fisheries through ecosystem labelling' programme	Partnership agreements lodged with BCC or appropriate national/regional institutions  Pilot programme reporting to BCC and its Management Board and publishing/reporting its activities	Fishing industry needs to be on-board as a partner as do all Fisheries Ministries
			1.2.7: Women' empowerment in the ocean and coastal governance field promoted through the support to the implementation of the gender mainstream strategies in respective countries in the maritime/fisheries sectors.	Comprehensive gender analysis completed for the BCLME region and its institutions and governance mechanisms  National gender mainstreaming strategies approved and distributed by	Formal reporting from NICs  National Gender Mainstreaming strategies discussed and supported by BCC MB	Needs commitment at national level to strengthen gender mainstreaming

Project Strategy				Verifiable Indicators	Means of Verification	Risks and Assumptions
Project Delivery		Baseline	Overall Output			
				<p>NICs (with appropriate indicators as noted in main ProDoc text)</p> <p>Formal support from BCC Management Board for national recommendations on gender mainstreaming strategies (including training programmes and website facilities)</p> <p>Provide support to an 'umbrella' organisation or gender NGO that can promote gender mainstreaming issues and practices</p>		
	<p><b>Outcome 1.3</b></p> <p>Evidence-based development and implementation of national-level Local level integrated governance and management mechanisms (in line with the Ecosystem-Based Management approach and in support of SAP Implementation) utilizing a 'bottom-up' piloted demonstration-and-replication strategy for</p>	Limited involvement of communities in the governance structure from local up to national levels.	1.3.1: National Governance Pilots as progenitors for adoption and implementation of countrywide integrated coastal and marine spatial planning and management mechanisms in line with LME regional SAP implementation and domestic application of the BC Convention	<p><b><u>Angola Governance Pilots</u></b></p> <p>Improving management practices in Angola to reduce stress on fisheries while enhancing fisheries community welfare</p> <p><b><u>Angola Pilot Area 1 Indicators</u></b></p> <p>Community level management organisations established within 17 communities within the Luanda province</p> <p>Spatial mapping and planning finalised and implemented</p> <p>A Sustainable Economic Development Strategy adopted and implemented</p> <p>Eco-friendly fishing practices including gear restrictions and</p>	<p>Formal Reports delivered to BCC by Lead National Agencies</p> <p>Terminal Evaluation Report confirms</p>	<p>National Commitment to demonstrations (including co-financing) is forthcoming and national ownership includes all relevant stakeholders (especially at community level)</p>

Project Strategy				Verifiable Indicators	Means of Verification	Risks and Assumptions
Project Delivery		Baseline	Overall Output			
	each country			<p>exchanges implemented (see Annex 2 – RF for further details)</p> <p><b><u>Angola Pilot Area 2 Indicators</u></b></p> <p>Community cooperatives for mariculture adopted and under implementation</p> <p>Mariculture stations in place and functional throughout the North, Central and Southern coast of Benguela Province, which represents some 39,827 square kilometres.</p> <p><b><u>Angola Pilot Area 3 Indicators</u></b></p> <p>Spatial mapping and planning process completed across the 98 square kilometres of the target area</p> <p>Intersectoral stakeholder Development Advisory Board (DAB) formally adopted and functional</p> <p>Local Economic Development Plan formally agreed and under implementation by DAB and other appropriate government agencies along with Investment pre-investment feasibility studies</p> <p>Reduced fishing pressure = 10-20 tonnes/year in pilot area</p>		



Project Strategy				Verifiable Indicators	Means of Verification	Risks and Assumptions
Project Delivery		Baseline	Overall Output			
				<p>Improved use of fish gear/techniques = 50% of fleet in pilot area</p> <p>Alternative livelihoods introduced = 300-400 persons</p> <p>Integrated Coastal Management = 800-1200 ha in pilot area</p> <p><b><u>Namibia Governance Pilot</u></b></p> <p>Establish national sustainable strategies for the use of ocean and coastal resources through the development and implementation of integrated and holistic coastal and marine planning and management</p> <p><b><u>Pilot Level Indicators</u></b></p> <p>Ecosystem Valuation and Cost Benefit Evaluation Reports finalised</p> <p>Local Economic Development Plans and associated investment feasibility studies agreed and implemented at Pilot sites (with direct involvement and interaction between BCC and ORASECOM at Commission level and Technical level)</p> <p>Conserved/protected wetland, MPAs, and fish refugia habitat = Approx. 100-130 sq. km</p>		

Project Strategy				Verifiable Indicators	Means of Verification	Risks and Assumptions
Project Delivery		Baseline	Overall Output			
				<p>Demonstration of Restored Habitat mechanisms, including wetlands = Approx. 5-10 sq. km.</p> <p>Agriculture pollution reduction practices = 40% reduction from pilot inception baseline in pesticides and fertilizer levels at point-of-contact with coastal waters within Pilot lifetime.</p> <p>40% reduction from pilot inception baseline in heavy metals (as measured at final discharge) within Pilot lifetime.</p> <p>&lt; 10mg/l of BOD in all rivers and river mouths in the pilot area (where baseline is above this value at start of project)</p> <p>Municipal wastewater pollution reduction = Approx. 500 kg/yr. collectively across the pilot area and = or &lt; 20mg/l of BOD at all outfalls</p> <p>Integrated coastal management introduced = across entire coastline of 1,500 km</p> <p><b><u>South Africa Governance Pilot</u></b></p> <p>Investigating the causes and impacts of impaired water quality on the living marine</p>		

Project Strategy				Verifiable Indicators	Means of Verification	Risks and Assumptions
Project Delivery		Baseline	Overall Output			
				<p>resources and associated dependent communities in order to develop/improve national standards and guidelines for water quality maintenance in line with SAP implementation and domestication of the BC Convention</p> <p><b><u>Pilot Level Indicators</u></b></p> <p>Water quality standards and practices adopted at pilot sites following agreement on Diagnostic Analysis</p> <p>Communities and partners providing regular marine water quality monitoring reports and providing managers and decision-makers with adaptive management advice and options</p> <p>Reduction in levels of primary pollutants in Municipal wastewater (nutrients, BOD, COD, E.coli, oil, cleaning fluids, etc.) by 30% from Pilot inception baseline within lifetime of Pilot project</p> <p>Reduction in levels of primary pollutant in Industrial wastewater (BOD, COD, oil, surfactants, persistent organic pollutants, sediments, thermal pollution, etc.) by 30% from Pilot inception baseline within</p>		

Project Strategy				Verifiable Indicators	Means of Verification	Risks and Assumptions
Project Delivery		Baseline	Overall Output			
				<p>lifetime of Pilot project</p> <p>Agriculture pollution reduction practices = 40% reduction from pilot inception baseline in pesticides and fertilizer levels at point-of-contact with coastal waters, such as river mouths and environmental flow discharges, within Pilot lifetime.</p> <p>40% reduction from pilot inception baseline in heavy metals (as measured at final discharge) within Pilot lifetime.</p> <p>&lt; 10mg/l of BOD in all rivers and river mouths in the pilot area</p> <p>Alternative livelihoods introduced = Approx. 50-100 persons at pilot</p> <p>Integrated Coastal Management adopted across entire pilot area – at least 1000 Ha</p>		
<b>Component 2</b> Stakeholder Engagement and Partnership Collaboration to realise sustainable SAP Implementation and Delivery	<b>Outcome 2.1</b> Regional and National Level Stakeholder Engagement Activities for Delivering SAP Implementation and BCC Convention domestication	Current engagement with and involvement of all stakeholders (governmental and non-governmental) into the LME management and ocean governance process is very	2.1.1: Regional Stakeholder engagement forum established that promotes interactions and inclusive management discussions among government, private sector, NGO, community-based organisation, academia and partners on policy and institutional strengthening and improvement.	<p>BCC identifies/hires a specific member of staff or a consultancy group/company to be responsible for developing and promoting stakeholder engagement</p> <p>A stakeholder engagement work-plan (and associated budget) agreed and adopted by BCC</p> <p>BCC Annual Science Forum</p>	<p>Post and/or ToR formally adopted and person in position</p> <p>Minutes of BCC MB and presence of work-plan lodged in BCC files/archives</p> <p>Formal reports and recommendations from the Industry Stakeholder days</p>	<p>Industry and government can work in harmony and agree on priorities</p> <p>Industry understands the value and is prepared to invest in the sustainability of the LME goods</p>

Project Strategy				Verifiable Indicators	Means of Verification	Risks and Assumptions
Project Delivery		Baseline	Overall Output			
		limited generally although it varies from one country to another. There is a need for stronger community involvement in the coastal and marine spatial planning and management process. There is also a need for stronger interaction between the public and private sector to encourage more industry involvement and interaction.		<p>has specific Industry Stakeholder days allocated and orchestrated by a Stakeholder Steering Group</p> <p>Industry Stakeholders will provide conclusions and proposed actions that should be taken by industry in partnership with government; identified support actions and funding</p>	<p>submitted to BCC MB</p> <p>Monitoring by BCC and MB of actions taken by Industry in partnership with government</p>	and services
			2.1.2: National Stakeholder engagement fora established through the NIC that promote interactions and inclusive management discussions at country level among government, private sector, NGO, community-based organisation, academia and partners on policy and institutional strengthening and improvement.	<p>ToR adopted for a National Stakeholder Fora</p> <p>Regular national Stakeholder meetings that develop more interactive management approaches (particularly PPPs)</p> <p>Summary outcomes of the National Stakeholder Fora included in NICs reports to BCC Management board</p>	<p>ToRs formally approved by NICs and available through NFIs</p> <p>Formal reports from Stakeholder meetings showing effective interactions</p>	National Governments willing to engage with comprehensive stakeholder involvement
			2.1.3: Stakeholder Briefing documents prepared and circulated widely (through different distribution mechanisms) on the role of BCC and the issues and concerns surrounding the BCLME as well as the economic importance and long-term sustainability of its goods and services	<p>Stakeholder Briefing documents developed and distributed to national and regional stakeholders</p> <p>Policy briefs developed, packaged and disseminated from BCC and through NICs</p> <p>Briefing Documents, press releases and Media Information circulated by BCC and NICS</p>	<p>Stakeholder awareness raised (as assessed by consultation with stakeholders)</p> <p>Senior level Ministers, Company Directors, etc. aware of Policy Briefs and confirm actions being taken</p> <p>High level of awareness at media level and physical</p>	All stakeholders are prepared to review the awareness information and are equally prepared to act on it as appropriate

Project Strategy				Verifiable Indicators	Means of Verification	Risks and Assumptions
Project Delivery		Baseline	Overall Output			
					presence of information in and on media platforms	
			2.1.4: BCC lessons learned and best practices for the improved ocean governance and the sustainable LME management shared via various outreach mechanisms and platforms	<p>BL &amp; P and Experience notes prepared by BCC and circulated through IW:LEARN and LME:LEARN</p> <p>Regional workshops and round-tables for LME management issues delivered by BCC in close collaboration with LME/IW:LEARN</p> <p>Participation of BCC personnel in IWC</p> <p>Twinning exercises identified and implemented with other African Caucus member LME communities</p>	<p>BL &amp; P reports and Experience notes available to MTE and confirmed received by LME/IW:LEARN</p> <p>Reports from Workshops and Round-tables and inclusion of activity details in IW:LEARN newsletters</p> <p>Participants lists for IWC plus any presentations</p> <p>Reports lodged in BCC on results of twinning exercises communicated to IW:LEARN</p>	<p>Sufficient funding for BCC personnel to attend IWC and undertaking twinning</p> <p>Some funding included into the project to cover this</p>
	<b>Outcome 2.2</b> Community Level Engagement Activities for Delivering SAP Implementation and BCC Convention domestication	Very limited interaction directly between communities and government, especially in relation to SAP implementation and management of resources within the LME. Community level impacts to	2.2.1: Strengthening and support for further development and adoption of partnerships between communities and local government /municipalities to assist countries in their efforts to involve communities in all aspects of SAP implementation at the local level	<p>Local Community Ecosystem Councils or similar established through intervention of NICs and through advisory ToRs from BCC</p> <p>Strengthening of Distance Learning and Information Sharing Technology by BCC</p> <p>Priorities for SAP Implementation activities identified and adopted by community groups, including long-term monitoring of stress</p>	<p>ToRs, membership and minutes from meetings</p> <p>Work-plan for addressing priority issues</p> <p>Reports on specific activities available from NICs</p> <p>Replica activities recommended and carried out where feasible</p>	<p>Local municipalities are prepared to work with communities</p> <p>Funding available to support activities (Some allocated via project)</p>

Project Strategy				Verifiable Indicators	Means of Verification	Risks and Assumptions
Project Delivery		Baseline	Overall Output			
		the LME as well as stresses on the communities as a result of non-community involvement in management threaten to create widening rifts between communities, local/municipal government and ultimately national government. This further threatens to overall management strategies for ocean and coastal resources and SAP implementation		<p>reduction, environmental and socioeconomic indicators</p> <p>Feedback from Community Councils/Groups to NICs on actions taken and successes</p> <p>Best lessons captured from actual activities and reported to NICs</p> <p>NICs report to National Government and to BCC Management Board on activities, lessons, practices and status of indicators</p>		
			2.2.2: Targets and actions agreed and adopted to reduce environmental and social impacts and stresses among pilot communities in line with SAP Implementation	<p>Priority environmental and social impacts/concerns captured in a formal study/report as overseen by NICs and supported by BCC</p> <p>DLIST functional between BCC and Communities</p> <p>Community-level stress reduction pilot areas selected and stress reduction activities completed successfully with measurable and reported results</p> <p>Community-based ecosystem monitoring under implementation by the communities at same sites</p> <p>National strategy and work-plan for replication adopted, circulated and under implementation through the</p>	<p>Formal Report submitted to BCC identifying priorities</p> <p>Detailed terminal report on community activities delivered by NFIs to BCC</p> <p>Regular reporting from pilot communities to NFIs on monitoring results and subsequent feedback from NRIs to BCC</p> <p>Road-map for replication of lessons submitted by NFIs to BCC</p> <p>Reporting on progress for</p>	<p>Government and communities agree to cooperate</p> <p>Communities accept value of undertaking ecosystem monitoring activities and see benefits from both pilot processes and monitoring</p>

Project Strategy				Verifiable Indicators	Means of Verification	Risks and Assumptions
Project Delivery		Baseline	Overall Output			
				NFIs and other appropriate national agencies	replication from NFIs to BCC	
			2.2.3: Priority gender-related issues and concerns in the pilot communities identified and addressed and lessons and best practices captured for further transfer and replication in other communities	<p>Priority gender issues identified through a detailed gender analysis within pilot communities as part of formal study/report under 2.2.2</p> <p>Single Action Plan and Road Map adopted by NICs and pilot communities incorporating results from Gender Mainstreaming review and identified pilot communities' priority issues.</p> <p>Pilot areas for demonstration of gender-related mitigation activities selected by communities and NICs and gender impact mitigation and mainstreaming demonstrated successfully and reported back through NICs to BCC</p> <p>National strategy and work-plan for replication adopted and implemented</p>	<p>Formal Report submitted by NFIs to BCC identifying priorities</p> <p>Detailed terminal report on community piloting of gender impact mitigation and associated community mainstreaming delivered by NFIs to BCC</p> <p>Road-map for replication of lessons submitted by NFIs to BCC</p> <p>Reporting on progress for replication from NFIs to BCC</p>	<p>Government and communities agree to cooperate on addressing gender related concerns within the communities</p> <p>Communities willing to alter and amend practices in order to embrace mitigation of gender-related impacts and threats</p>
			2.2.4: Active participation of the youth supported through the annual BCC Youth Summit and other activities of the Benguela Youth Ocean Network (BYON) at national level and regional levels	<p>BYON and BCC Youth Summit identify priority activities and a road-map to address youth-related concerns as part of priority SAP Implementation</p> <p>NICs approve and adopt these priorities along with a road-map for delivery (identifying responsible parties) and a budget and monitoring strategy</p>	<p>Report from Network and Youth Summit meetings to BCC</p> <p>Actual youth engagement in SAP implementation and actions undertaken, effects measured and reported back to BCC</p>	Community youth sees value and personal interest in such SAP implementation activities



Project Strategy				Verifiable Indicators	Means of Verification	Risks and Assumptions
Project Delivery		Baseline	Overall Output			
				<p>Youth engagement activities along with related environmental education and outreach delivered effectively by identified responsible parties</p> <p>Feedback from activities via NICs to BCC as best lessons and practices</p>	<p>BL&amp;P reports to BCC and further distributed to NFIs and to LME/IW:LEARN</p>	
			<p>2.2.5: Awareness raised at community levels about the Convention, BCC and the SAP and discussions stimulated on the Convention and SAP and their impacts on livelihood, food security, job creation and sustainable development of coastal communities; using appropriate platforms.</p>	<p>Active concrete evidence of information distribution at community level by BCC through NICs and Community Councils</p> <p>Discussion fora and platforms established by Community Councils and active, providing feedback to NICs</p> <p>DLIST running effectively as a technology out of BCC</p> <p>Measurable and widespread evidence of use of social media and other forms of IT being used by BCC, NFIs and Communities themselves to raise awareness at community level</p>	<p>Direct feedback from pilot communities via reports from pilot projects and through formal project Evaluation process</p> <p>Results from discussions captured by community leaders and pilot project managers</p> <p>Physical presence of IT awareness raising processes and confirmation by communities of social media as a vehicles (Evaluation)</p>	<p>Information on LME and SAP implementation is of interest at the community level and both excites and invites engagement</p>
	<p><b>Outcome 2.3:</b> Public and Private Sector Engagement strengthened through partnerships that are developed to</p>	<p>Effective SAP implementation and resource management is threatened by the weak interactive engagement between the</p>	<p>2.3.1. BCC Business Leadership Forum established, in partnership with the regional and national private sectors, to promote private sector commitments to and the establishment and adoption of their stress reduction targets to the</p>	<p>Regional BCC Business Leadership Forum (BLF) established by BCC in collaboration with business leaders and with broad representation.</p> <p>Voluntary Action Plan(s) agreed between BCC and</p>	<p>Formal BLF reports to BCC</p> <p>VAP formally adopted as per BCC MB and BLF minutes</p>	

Project Strategy				Verifiable Indicators	Means of Verification	Risks and Assumptions
Project Delivery		Baseline	Overall Output			
	support specific SAP and Convention implementation activities as identified under Component 1 and to support relevant priority national, bilateral and regional policy, institutional and management strengthening and improvement along with sectoral reforms being adopted in line with the SAP and its Implementation Plan.	public and private sector. Successful management of LME resources and a sustainable ecosystem approach can only be realised through the active and supportive involvement of industry and commerce	BCLME system.	BLF members to incorporate EBM into cooperate strategy  Realignment of corporate strategy and policy to support an EBM approach negotiated and adopted by the various key economic sectors		
			2.3.2: Ecosystem monitoring and assessment capacity strengthened through regional industry partnerships in the monitoring and assessment process Sensitisation of the value and benefits of maintaining ecosystem health to influence cooperate behaviour, operational practice and management	Partnerships established by BCC and BLF for ecosystem monitoring  Activities undertaken at industry level through BCC and BLF to raise awareness on cost-benefits of improvements in behavioural and operational practices  Documented changes within industry partners in such practices (to bring them in line with the EBM approach and SAP implementation) reported back to BLF and BCC	Partnership Agreements signed with BCC and at national levels with clearly defined aims and responsibilities  Changes in corporate practice and industrial/commercial activities to promote the EBM approach and better management and sustainability of LME resources (confirmed through company reports, BCC MB minutes and project evaluation)	Commitment from industry is genuine and Good relations can be developed and maintained at the public-private sector interface
			2.3.3: Public-Private Sector Partnership for Oil and Gas Exploration, Extraction and potential Spill Response developed and adopted.	BCC report on discussions and negotiation with industry to identify mutually agreed areas of SAP implementation improvement and coordination  5-year Plan of Action & Road-Map agreed between BCC and industry for improvements on corporate management practices (including	Formal BCC report available.  Plan of Action agreed and signed and deposited with BCC  Relative components of the PoA and associated actions	Industry is receptive to these partnerships and to make the appropriate corporate changes and improvements

Project Strategy				Verifiable Indicators	Means of Verification	Risks and Assumptions
Project Delivery		Baseline	Overall Output			
				<p>exploration and extraction)</p> <p>All National &amp; Regional Oil and Hazardous Spill Contingency Plans (OHSCP) reviewed and updated/completed and tested through the guidance and oversight of BCC and in collaboration with industry and appropriate regional and global response bodies and expert institutions (e.g. IMO, ITOF, etc.)</p> <p>OHSCP and Response needs captured by BCC and its appropriate body within CB&amp;T activities (Component 3)</p>	<p>completed as per a road-map based on date of signature (confirmed by BCC)</p> <p>OHSCP available from BCC</p> <p>Reports from national and collaborative regional response exercises available from BCC</p> <p>Best lessons and practices assessments shared with IMO and relevant conventions (Abidjan/Nairobi)</p>	
			2.3.4: Adoption of effective national ballast water management practices along with the compliance of the private sector (in particular shipping and port industries) operating in the BCLME region.	<p>Stakeholder workshop organised and successfully completed by BCC to identify constraints to ratification and actions needed to be taken</p> <p>Engagement of BCC with industry for identification of priority national/regional requirements and associated actions necessary to improve ballast water management including road-map and budgeting as well as potential partners and responsibilities</p> <p>Pilot projects undertaken and completed to demonstrate effective compliance, monitoring and enforcement</p>	<p>Report from stakeholder workshop to BCC and IMO</p> <p>Priority national/regional requirements and associated actions included in this report</p> <p>Evaluation reports from pilot projects delivered to BCC showing successful achievement of objectives</p> <p>BL&amp;P and</p>	

Project Strategy				Verifiable Indicators	Means of Verification	Risks and Assumptions
Project Delivery		Baseline	Overall Output			
				<p>of Globallast Convention requirements at selected sites in each country</p> <p>Replication of best lessons and practices of effective compliance, monitoring and enforcement (as demonstrated at pilot sites) throughout all ports within the LME with an aim to reduce uncontrolled and non-compliant ballast water release to an agreed and realistic level (a target of 50% reduction) by the end of the project</p> <p>Best lessons and practices captured and distributed through IMO and LME/IW:LEARN</p> <p>CB&amp;T priorities related to Globallast implementation identified and included under Component 3</p>	<p>Experience Notes lodged with IMO and IW:LEARN</p> <p>Training components for Globallast included in Component 3's Regional Capacity Development Programme</p>	
<b>Component 3</b> Capacity Building and Training to support sustainable SAP implementation and Convention domestication	<b>Outcome 3.1</b> Capacity Development and Strengthening of the BCC, its Secretariat and various associated Committees and Bodies.	Considerable requirement for further Capacity Development within the region to support effective SAP Implementation and Stress Reduction within the LME. Monitoring of the LME, its	3.1.1: Improved coordination, communication, planning and operations within the BCC Secretariat and its bodies and structure as per recommendations from the capacity reviews conducted by UNDP in 2011 and more recently by the Commission itself	<p>BCC budget and work-plan finalised cooperatively between Project and the Commission and with funding and road-map for filling priority BCC positions (Aligned with and supported by other partner projects such as GIZ and FAO)</p> <p>Mechanism adopted (and responsibilities defined) by BCC and partners for monitoring output and</p>	<p>All agreed BCC administrative and technical positions filled through support from countries and various partner projects by end of UNDP GEF project</p> <p>M&amp;E Specialist responsible for monitoring of performance</p>	Suitable funding allocated by partner projects with a road-map agreed for long-term non-donor funding including country commitments.

Project Strategy				Verifiable Indicators	Means of Verification	Risks and Assumptions
Project Delivery		Baseline	Overall Output			
		resources and the environmental quality objectives requires strengthening and a more comprehensive and feasible programme and platform for training is needed.		<p>outcome indicators as established in performance framework</p> <p>Formal mechanism operational for coordination and communication between BCC, MB and NICs</p>	<p>framework. Annual reports and end-of-project report lodged with BCC and reviewed by MB and Ministerial Conference as appropriate</p> <p>Management Board minutes show formal adoption of communication and coordination mechanism</p>	
			3.1.2: BCC's capacity to monitor and report the Convention and SAP implementation progress and its effectiveness strengthened, with the establishment and adoption of agreed indicators of delivery for each strategic solution (priority theme) in the SAP	<p>BCC Implementation Plan and Convention delivery requirements harmonised into one 5 –year work-plan by BCC and partners, with clear prioritisation of actions and associated measurable indicators of delivery</p> <p>Road-map for delivery of activities linked to specific partnership responsibilities and funding</p> <p>SAP Implementation Partnership/Alliance formed for completion of 5-year road-map</p> <p>Results-Based Reporting Mechanism adopted by BCC with appropriate Monitoring and Review to allow for adaptive management focused on outcomes</p>	<p>Revised single 5-year SAP/Convention implementation plan approved by MB (Minutes)</p> <p>Partnership Agreements signed and lodged with BCC</p> <p>Permanent BCC monitoring body set up under M&amp;E Specialist to monitor and report on activities of 5-year work-plan</p> <p>Annual reports on work-plan delivery from Monitoring &amp; Review Board circulated to appropriate BCC bodies and fora</p>	Projects and other activity and funding sources are prepared and committed to working together

Project Strategy				Verifiable Indicators	Means of Verification	Risks and Assumptions
Project Delivery		Baseline	Overall Output			
			3.1.3: Regional Capacity Development Programme adopted and implemented in line with agreed national and regional capacity needs for the BCC Convention and SAP implementation and as per the BCC Training and Capacity Building Policy	<p>Regional Capacity Development Programme (RCDP) for SAP Implementation agreed and adopted by BCC and partners/stakeholders,</p> <p>Regional partnerships agreed (through BCC negotiations and Management Board agreement) for more cost-effective sharing of resources and skills to deliver CB&amp;T</p> <p>Training workshops and mentoring programmes undertaken within region by these partnerships and overseen by BCC, and as part of African LME Caucus training programme</p> <p>National and regional level institutional capacities measurably strengthened (and confirmed by institutions) in priority areas related to SAP Implementation</p> <p>CB&amp;T Tracking Programme adopted by BCC and Regional Training Advisory Group, and Capacity Tracker Studies undertaken and providing annual feedback on improvements in capacity as well as gaps and future needs</p>	<p>RCDP approved in BCC MB minutes</p> <p>Regional partnership document signed to deliver RCDP</p> <p>Training workshops on SAP implementation priority issues delivered (as per work-plan) and reported back to BCC and MB other regional partners (African LME Caucus)</p> <p>Road-map for strengthening institutional capacities agreed and completed by end of project</p> <p>CB&amp;T and RCDP tracking process reported back to MB (minutes) and seen to be successful (at least 80% delivery in project lifetime)</p>	<p>Effective institutional agreements and partnerships within BCLME and African LME Caucus to deliver cost-effective regional level training</p> <p>Agreement on training priorities between countries</p>
<b>Component 4</b> Marketing and Resource	<b>Outcome 4.1</b> Sustainable long-term management	No structured financing mechanisms or resource	4.1.1: Regional Economic Valuation Studies updated/completed with a particular focus on	National Economic Valuation studies of ocean and coastal goods and services completed as overseen by	NEVs from each country formal shared with BCC and findings reported	Main risk is in ensuring that countries undertake and

Project Strategy				Verifiable Indicators	Means of Verification	Risks and Assumptions
Project Delivery		Baseline	Overall Output			
Mobilisation and Fiscal Sustainability	structures and financing mechanisms adopted by the BCC and its various national and regional institutional bodies and with full political support underpinned by both public and private sector investments.	mobilisation presently in place to support SAP implementation and BCC structure. Current dependence on donor funding and inter-related projects to deliver SAP implementation. Need for long-term investments that address stress reduction in BCLME. This will require investment pre-feasibility studies	biodiversity/living marine resources data	<p>BCC</p> <p>NEVs integrated into a single regional Economic Valuation of LME good and services through BCC and its bodies</p> <p>EVs at national and regional levels agreed and published in literature as appropriate</p> <p>Results of EVs fed into Output 1.1.7 to assist in the Science-to-Governance process being strengthened and to advise on management options</p>	<p>to MB</p> <p>Integrated regional EV for BCLME presented to Annual Science Forum and other appropriate BCC fora and shared with Management Board for formal endorsement</p> <p>BCLME EV publication available on BCC and IW:LEARN website</p>	<p>effective national EV and provide requisite information and documentation</p>
			4.1.2: Regional Cost-Benefit Analysis updated/completed to promote and facilitate the implementation of selected proposed policies related to SAP implementation.	<p>Comprehensive Cost Benefit Analysis completed by specialist team, approved by BCC, and reflecting both national and regional Cost Benefits of the EBM approach, SAP Implementation and conformity to the Convention.</p> <p>Results of CBAs fed into Output 1.1.7 to assist in the Science-to-Governance process</p> <p>CBA actively used in policy briefing document and adaptive management justifications (feedback to Outcome 1.2)</p>	<p>CBA formally adopted by countries (NICs Minutes) and BCC (MB Minutes) and available on BCC and IW:LEARN websites</p> <p>Policy level briefings and adaptive management guidelines, as distributed through Components 1 and 2) show clear reference to CBA as support and justification for action</p>	<p>No real risks – some assumption that information will be available at national level. Will require proactive national technical team/specialists to complete this exercise successfully</p>
			4.1.3: Pre-feasibility studies conducted for investment in the sustainable blue/ocean economy strategies related to sustainability of ecosystem	Investment Pre-feasibility Study (IPS) completed under BCC supervision and making full use of EV and CBA processes and results above	IPS Study reviewed by appropriate BCC bodies and MB and endorsed (See minutes and	Sufficient investment interest can be leveraged. This risk can be

Project Strategy				Verifiable Indicators	Means of Verification	Risks and Assumptions
Project Delivery		Baseline	Overall Output			
			goods and services in the BCC region.	<p>Specific investment opportunities identified by appropriate BCC partners and bodies through pre-feasibility studies and through a national investment stakeholder meeting (linked to donor and business forums)</p> <p>On-the-ground investment enterprises deliver real and measurable / verifiable stress reduction activities and developments in priority SAP implementation</p>	<p>website)</p> <p>Individual pre-feasibility proposals available for review</p> <p>Delivery Reports from Investment bodies are shared with BCC</p> <p>Physical structures and changes in operations are evident to scientific and technical review teams that are clearly linked to stress reduction and can be verified by project Evaluators</p>	mitigated by the presence of an effective institutional body/facility providing technical and financial advice and guidance
			4.1.4: Sustainable financing mechanisms for BCC identified and adopted at the national and regional level that can provide long-term sustainable support to BCC and Countries for SAP and Convention Implementation while providing an 'exit strategy' from donor reliance end.	<p>TAIF established within an existing or new regional body which is working closely with BCC</p> <p>Catalytic financial mechanism established by TAIF and tested within BCLME region to support sustainable investments related to stress reduction</p> <p>Percentage interest from investments feeding back into BCC as a financial contribution to support long-term functions of BCC</p> <p>Specific road map for long-term non-donor funding</p>	<p>TAIF formally established and running (physical presence)</p> <p>Actual investments documented and stress reduction activities showing measurable results</p> <p>BCC Annual Financial Statements show injections of funding from these investments on accomplishing their objectives</p> <p>Terminal Evaluation</p>	



Project Strategy				Verifiable Indicators	Means of Verification	Risks and Assumptions
Project Delivery		Baseline	Overall Output			
				<p>(including country commitments) adopted and implemented</p> <p>Dependence on direct funding from GEF to BCC and BCLME for core funding is phased out during the project lifetime and replaced by national contributions to support BCC's financial and administrative needs</p> <p>Dependence on funding from other donors and projects for core BCC activities is measurably reduced and gradually phased out and replaced by income from an 'accomplishment fee' from the investment process</p>	<p>confirms the presence and implementation of a long-term non-donor funding (including country commitments)</p> <p>GEF funding to support core BCC activities is phased out during the project lifetime and fully replaced by national contributions and other partner co-funding</p>	

## 4. TOTAL BUDGET AND WORK PLAN

<b>Award ID:</b>	UNDP to provide	Project	UNDP to provide
<b>Award Title:</b>	UNDP to provide		
<b>Business Unit:</b>	NAM10		
<b>Project Title:</b>	Realizing the inclusive and sustainable development in the BCLME region through the improved ocean governance and the integrated management of ocean use and marine resources (Short Title - Improving Ocean Governance and Integrated Management in the BCLME)		
<b>PIMS no.</b>	5313		
<b>Implementing Partner (Executing Agency)</b>	Benguela Current Commission		

GEF Outcome/ Atlas Activity	Responsible Party/ IA	Fund ID	Donor Name	ATLAS	Description	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	TOTAL	Note
<u>Component 1</u>  Improved Ocean and Coastal Governance through SAP Implementation and Delivery at Regional, National and Local levels	BCC	62000	GEF	71200	International Consultants	\$7 840	\$11 200	\$17 920	\$8 960	\$5 600	\$4 480	\$56 000	1
				71300	Local Consultants	\$40 530	\$57 900	\$92 640	\$46 320	\$28 950	\$23 160	\$289 500	2
				71400	Contractual Services (Individual)	\$129 834	\$185 476	\$296 762	\$148 381	\$92 738	\$74 191	\$927 382	3
				71600	Travel	\$176 330	\$251 900	\$403 040	\$201 520	\$125 950	\$100 760	\$1 259 500	4
				72100	Contractual Services (Companies)	\$283 220	\$404 600	\$647 360	\$323 680	\$202 300	\$161 840	\$2 023 000	5
				72200	Equipment and Furniture	\$490	\$700	\$1 120	\$560	\$350	\$280	\$3 500	6
				72500	Supplies	\$5 880	\$8 400	\$13 440	\$6 720	\$4 200	\$3 360	\$42 000	7
				72800	Information and Technical Equipment	\$11 900	\$17 000	\$27 200	\$13 600	\$8 500	\$6 800	\$85 000	8
				74200	Audio Visual and Printing	\$21 490	\$30 700	\$49 120	\$24 560	\$15 350	\$12 280	\$153 500	9
				74500	Miscellaneous	\$2 590	\$3 700	\$5 920	\$2 960	\$1 850	\$1 480	\$18 500	10
					Sub-Total for Component 1	\$680 104	\$971 576	\$1 554 522	\$777 261	\$485 788	\$388 631	\$4 857 882	

GEF Outcome/ Atlas Activity	Responsible Party/ IA	Fund ID	Donor Name	ATLAS	Description	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	TOTAL	Note
<u>Component 2</u>  Stakeholder Engagement and Partnership Collaboration	BCC	62000	GEF	71300	Local Consultants	\$20 160	\$28 800	\$46 080	\$23 040	\$14 400	\$11 520	\$144 000	11
				71400	Contractual Services (Individual)	\$48 402	\$69 146	\$110 633	\$55 317	\$34 573	\$27 658	\$345 729	12
				71600	Travel	\$106 036	\$151 480	\$242 368	\$121 184	\$75 740	\$60 592	\$757 400	13
				72100	Contractual Services (Companies)	\$83 160	\$118 800	\$190 080	\$95 040	\$59 400	\$47 520	\$594 000	14
				72200	Equipment and Furniture	\$3 010	\$4 300	\$6 880	\$3 440	\$2 150	\$1 720	\$21 500	15
				72500	Supplies	\$9 310	\$13 300	\$21 280	\$10 640	\$6 650	\$5 320	\$66 500	16
				72800	Information and Technical Equipment	\$32 060	\$45 800	\$73 280	\$36 640	\$22 900	\$18 320	\$229 000	17
				74200	Audio Visual and Printing	\$22 050	\$31 500	\$50 400	\$25 200	\$15 750	\$12 600	\$157 500	18
				74500	Miscellaneous	\$1 036	\$1 480	\$2 368	\$1 184	\$740	\$592	\$7 400	19
				<b>Sub-Total for Component 2</b>		\$325 224	\$464 606	\$743 369	\$371 685	\$232 303	\$185 842	<b>\$2 323 029</b>	

GEF Outcome/ Atlas Activity	Responsible Party/ IA	Fund ID	Donor Name	ATLAS	Description	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	TOTAL	Note
<u>Component 3</u>  Capacity Building and Training	BCC	62000	GEF	71200	International Consultants	\$21 000	\$30 000	\$48 000	\$24 000	\$15 000	\$12 000	\$150 000	20
				71300	Local Consultants	\$51 604	\$73 720	\$117 952	\$58 976	\$36 860	\$29 488	\$368 600	21
				71400	Contractual Services (Individual)	\$34 552	\$49 360	\$78 976	\$39 488	\$24 680	\$19 744	\$246 799	22
				71600	Travel	\$67 396	\$96 280	\$154 048	\$77 024	\$48 140	\$38 512	\$481 400	23
				72100	Contractual Services (Companies)	\$24 080	\$34 400	\$55 040	\$27 520	\$17 200	\$13 760	\$172 000	24
				72200	Equipment and Furniture	\$5 320	\$7 600	\$12 160	\$6 080	\$3 800	\$3 040	\$38 000	25
				72500	Supplies	\$7 280	\$10 400	\$16 640	\$8 320	\$5 200	\$4 160	\$52 000	26
				72800	Information and Technical Equipment	\$4 200	\$6 000	\$9 600	\$4 800	\$3 000	\$2 400	\$30 000	27
				74200	Audio Visual and Printing	\$16 100	\$23 000	\$36 800	\$18 400	\$11 500	\$9 200	\$115 000	28
				74500	Miscellaneous	\$630	\$900	\$1 440	\$720	\$450	\$360	\$4 500	29
				<b>Sub-Total for Component 3</b>		\$232 162	\$331 660	\$530 656	\$265 328	\$165 830	\$132 664	<b>\$1 658 299</b>	

GEF Outcome/ Atlas Activity	Responsible Party/ IA	Fund ID	Donor Name	ATLAS	Description	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	TOTAL	Note
<u>Component 4</u>  Marketing and Resource Mobilisation and Fiscal Sustainability	BCC	62000	GEF	71200	International Consultants	\$32 340	\$46 200	\$73 920	\$36 960	\$23 100	\$18 480	\$231 000	30
				71300	Local Consultants	\$31 640	\$45 200	\$72 320	\$36 160	\$22 600	\$18 080	\$226 000	31
				71400	Contractual Services (Individual)	\$24 303	\$34 718	\$55 549	\$27 774	\$17 359	\$13 887	\$173 590	32
				71600	Travel	\$42 924	\$61 320	\$98 112	\$49 056	\$30 660	\$24 528	\$306 600	33
				72100	Contractual Services (Companies)	\$12 320	\$17 600	\$28 160	\$14 080	\$8 800	\$7 040	\$88 000	34
				72200	Equipment and Furniture	\$2 800	\$4 000	\$6 400	\$3 200	\$2 000	\$1 600	\$20 000	35
				72500	Supplies	\$3 668	\$5 240	\$8 384	\$4 192	\$2 620	\$2 096	\$26 200	36
				72800	Information and Technical Equipment	\$1 400	\$2 000	\$3 200	\$1 600	\$1 000	\$800	\$10 000	37
				74200	Audio Visual and Printing	\$11 480	\$16 400	\$26 240	\$13 120	\$8 200	\$6 560	\$82 000	38
				74500	Miscellaneous	\$420	\$600	\$960	\$480	\$300	\$240	\$3 000	39
				<b>Sub-Total for Component 4</b>		\$163 295	\$233 278	\$373 245	\$186 622	\$116 639	\$93 311	<b>\$1 166 390</b>	

GEF Outcome/ Atlas Activity	Responsible Party/ IA	Fund ID	Donor Name	ATLAS	Description	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	TOTAL	Note
<u>Component 5</u>  Project Management and Coordination Unit	BCC	62000	GEF	71200	International Consultants			\$36 000		\$37 600		\$73 600	40
				71400	Contractual Services (Individual)	\$83 860	\$119 800	\$191 680	\$95 840	\$59 900	\$47 920	\$599 000	41
				71600	Travel	\$4 088	\$4 672	\$20 440	\$5 840	\$20 440	\$2 920	\$58 400	42
				72200	Equipment and Furniture	\$1 540	\$2 200	\$3 520	\$1 760	\$1 100	\$880	\$11 000	43
				72400	Communications & Audio Visual	\$1 610	\$2 300	\$3 680	\$1 840	\$1 150	\$920	\$11 500	44
				72500	Supplies	\$1 918	\$2 740	\$4 384	\$2 192	\$1 370	\$1 096	\$13 700	45
				72800	Information and Technical Equipment	\$2 380	\$3 400	\$5 440	\$2 720	\$1 700	\$1 360	\$17 000	46
				74100	Professional Services	\$19 440	\$19 440	\$19 440	\$19 440	\$19 440	\$0	\$97 200	47
				74200	Audio Visual and Printing	\$1 400	\$2 000	\$3 200	\$1 600	\$1 000	\$800	\$10 000	48
				74500	Miscellaneous	\$420	\$600	\$960	\$480	\$300	\$240	\$3 000	49
				<b>Sub-Total for Component 5 (PMC)</b>		\$116 656	\$157 152	\$288 744	\$131 712	\$144 000	\$56 136	<b>\$894 400</b>	

TOTAL EACH BUDGET LINE FOR ALL PROJECT COMPONENTS	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	TOTAL
	\$1 517 440	\$2 158 272	\$3 490 536	\$1 732 608	\$1 144 560	\$856 584	<b>\$10 900 000</b>

<b>TOTAL OF GEF FUNDS</b>	<b>\$10 900 000</b>
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Summary of Funds:

	Amount Year 1	Amount Year 2	Amount Year 3	Amount Year 4	Amount Year 5	Amount Year 6	Total
GEF	\$1,517,440	\$2,158,272	\$3,490,536	\$1,732,608	\$1,144,560	\$856,584	<b>\$10,900,000</b>
Participating Governments	\$18,900,000	\$27,000,000	\$43,200,000	\$21,600,000	\$13,500,000	\$10,800,000	<b>\$135,000,000</b>
UN Agency (e.g. UNDP)	\$42,000	\$60,000	\$96,000	\$48,000	\$30,000	\$24,000	<b>\$300,000</b>
Benguela Current Commission	\$300,000	\$440,000	\$652,000	\$450,000	\$286,000	\$372,000	<b>\$2,500,000</b>
EAF Nansen Programme	\$600,000	\$1,200,000	\$800,000	\$800,000	\$800,000	\$800,000	<b>\$5,000,000</b>
GIZ MARISMA	\$1,075,000	\$1,650,000	\$1,950,000	\$1,950,000	\$1,850,000	\$1,650,000	<b>\$10,125,000</b>
IGO - SEAFO	\$70,000	\$80,000	\$90,000	\$90,000	\$90,000	\$80,000	<b>\$500,000</b>
Private Sector - SADSTIA	\$125,000	\$170,000	\$160,000	\$155,000	\$150,000	\$140,000	<b>\$900,000</b>
Academic Institutions	\$1,290,000	\$1,600,000	\$1,800,000	\$1,700,000	\$1,600,000	\$1,600,000	<b>\$9,590,000</b>
<b>TOTAL</b>	<b>\$23,919,440</b>	<b>\$34,358,272</b>	<b>\$52,238,536</b>	<b>\$28,525,608</b>	<b>\$19,450,560</b>	<b>\$16,322,584</b>	<b>\$174,815,000</b>

**Budget Notes:**

NOTE	BUDGET ALLOCATIONS	ATLAS	DESCRIPTION
<b>Component 1:</b>			
1	A. Compliance Officer to assist with development of BCLME regional Protocols and Joint Assessment and Monitoring Programmes - and to oversee and monitor their implementation (including transboundary fish stock assessment and monitoring; oil, gas and mining sector monitoring and compliance; coastal development monitoring and compliance). This role is specific to this Output and will roll over into BCC staff position after 48 months; B. Contribution to Component Activities from Finance and Admin Office; Admin Assistant and Translator C. Two regional/international consultants to undertake a review and comparison of national policies and legal frameworks related to SAP implementation. This includes policies and management approaches as well as codes of conduct for fisheries, mining, oil and gas exploration and extraction, coastal development, etc.	71200	International Consultants
2	A. Local expert(s) to review BCC Implementation Plan and Preliminary Governance Baseline Assessment; B. Local/regional EAF Specialists to develop regional EAF Strategy (at local/sub-regional level); C. Local/regional EIA Specialist to develop regionally-symmetrical EIA Codes of Practices (including M&E) D. Local/regional Water Quality Standards expert E. Regional/National Specialists to assist in design of Regional Information Management System	71300	Local Consultants

	F. Specialist input to Coastal Sensitivity Atlas		
	G. Peer Review Specialist and Scientific Review Panel to review and agree changing trends for adaptive management		
	H. Expert review of, and guidance on improving, Intersectoral governance arrangements		

3	A. Contribution to Component Activities from Finance and Admin Office; Admin Assistant and Translator B. International Project Management personnel input to Component Activities	71400	Contractual Services (Individuals)
4	Travel and DSA costs to support both Regional and National level development/implementation of: A. Detailed Governance Assessment. B. Review and regional correlation of policy and legal frameworks; ecosystem monitoring programmes; water quality standards. C. Development of a State of the Ecosystem Information System and Coastal Sensitivity Atlas. D. Development of a regional mechanisms for reviewing science and knowledge and feeding into governance and adaptive management (including regular Review Body meetings and Annual Science Forum. E. Negotiation and development of partnership arrangements, gender mainstreaming in each country, etc. F. Support for community-level demos of EAF including partnership workshop.	71600	Travel
5	A. Various contractual involvement in review and development workshops and conferences/symposia (particularly venue costs). B. Contracting of individual body/institution in each country to undertake pilots for ecosystem labelling and bycatch reduction. C. Contracting of individual body/institution in each country to undertake community-level demos of EAF. D. Majority of funding under this ATLAS line to support contracting on an entity in each country to oversee the three major demos of an integrated management strategy at a pilot scale for the sustainable use of ocean and coastal resources	72100	Contractual Services (Companies)
6	Minor support for small office items to support various community and national pilot demos	72200	Equipment and Furniture
7	General office supplies for Demos and Pilots as well as SEIS/ Coastal Sensitivity Atlas plus general support to various workshops and to the national ecosystem monitoring programmes	72500	Supplies
8	A. Equipment to support regional and national monitoring programmes, including water quality. B. Equipment to support the regional information management system and Coastal Sensitivity Atlas (particularly hardware)	72800	Information and Technical Equipment
9	A. General translation/interpretation and printing costs for all activities including workshops and review board meetings and for distribution of correlated and comparable Protocols and Guidelines as well as Management and Policy Briefs B. Audio-visual and printing support to national demos and various pilots (EAF; Community-level)	74200	Audio Visual and Printing
10	To cover incidental/unexpected support costs arising (e.g. consultant incidental costs, courier, visa, additional unplanned travel costs, etc.)	74500	Miscellaneous
<b>Component 2:</b>			
11	A. Development of Stakeholder Briefing Documents; Best Lessons and Practices reports. B. Support to local experts and local community groups(Community level) C. Support to community-level stress reduction practices and associated pilot activities and workshops D. Assistance with development of Business Leadership Forum and planning Industry Fora and workshops E. Local expert input into Ballast Water management demonstrations	71300	Local Consultants
12	C. Contribution to Component Activities from Finance and Admin Office; Admin Assistant and Translator D. International Project Management personnel input to Component Activities	71400	Contractual Services (Individuals)
13	Travel and DSA costs to support both Regional and National level development/implementation of: A. Regional and National Stakeholder Engagement Fora and subsequent Stakeholder Briefing documents and exercises. B. Promotion of South-South cooperation (African LME Caucus, IW:LEARN workshops, twinning exercises, etc.)	71600	Travel

	<p>C. Developing partnerships between communities and local government as well as stress reduction activities, gender mainstreaming and youth engagement at local community level.</p> <p>D. Support Business Leadership Forum and National Industry Fora.</p> <p>E. PPP for ecosystem monitoring and other partnerships for oil and gas contingency planning and response</p> <p>F. Demonstrations of improved Ballast Water Management</p>		
14	<p>A. Contractual arrangements to support the Regional and National Stakeholder Engagement Fora (esp. Venues such as hotels and conference centres).</p> <p>B. Contractual arrangements to support local community groups and to deliver the associated community pilots projects (e.g. Financial contracts at community level with an identified entity or institutional body)</p> <p>C. Similar contractual arrangement for an entity to deliver on gender and youth related mainstreaming demo and to arrange and oversee BYOC and Youth Summit</p> <p>D. Contractual arrangements to deliver the Business Leadership Forum and National Industry Fora.</p> <p>E. Contracting to deliver SME small-level demonstrations</p> <p>F. Contracts for ecosystem monitoring activities</p> <p>G. Contracts to develop Spill Contingency and to manage equipment</p> <p>H. Ballast water management Pilot contracts</p>	72100	Contractual Services (Companies)
15	<p>Office and field equipment items to support:</p> <p>A. Various community and national pilot activities including support to local community groups and associated community stress reduction activities.</p> <p>B. Gender and youth Mainstreaming pilots (support to small office facilities)</p>	72200	Equipment and Furniture
16	<p>General supplies to support:</p> <p>A. African Caucus meetings and IW:LEARN workshops.</p> <p>B. Community pilot/demonstration projects</p> <p>C. Gender and Youth mainstreaming demos</p> <p>D. Awareness Raising, Ecosystem Monitoring, Oil Spill Contingency planning, Ballast Water Management and associated on-going activities</p>	72500	Supplies
17	<p>A. IT Equipment to support Community projects and pilots and Gender and youth Mainstreaming</p> <p>B. General IT support to BCC and Convention in awareness raising</p> <p>C. IT and technical equipment to support OSCP and Hazardous spill response</p>	72800	Information and Technical Equipment
18	<p>A. General translation/interpretation and printing costs for all activities including workshops, demos and pilots as well as Business Leadership Forum and National Industry Fora.</p> <p>B. Translation/interpretation and printing costs Stakeholder Briefing documents, Best Lessons and Practices; South-South Cooperation.</p> <p>C. Audio-visual and printing support to national demos and various pilot (community level, Gender, youth, Ballast water, etc.)</p> <p>D. Major support to Awareness raising activities about the Convention, BCC and the SAP and their impacts on livelihood, food security, job creation and sustainable development of coastal communities</p>	74200	Audio Visual and Printing
19	<p>Minor funding to cover any incidental/unexpected support costs arising (e.g. consultant incidental costs, courier, visa, additional unplanned travel costs, etc.)</p>	74500	Miscellaneous

Component 3:			
20	Regional/ International Expert/Specialist contribution to capacity building/development and training	71200	International Consultants
21	A. Local and Regional Expert/Specialist contribution to capacity building/development and training B. Support to review teams working on capacity review and delivering recommendations on Institutional Strengthening and Capacity Building to advise Management Board C. Expert input to regular M & E process to review delivery of SAP IP and Convention domestication and to report to Management Board D. Specialist guidance on donor funding programme E. Support to each country for CB&T (in-country specialists) and CB&T Partnership workshops F. Expert review on National and Regional CB&T Progress as part of Capacity Tracer Study	71300	Local Consultants
22	A. Contribution to Component Activities from Finance and Admin Office; Admin Assistant and Translator B. International Project Management personnel input to Component Activities	71400	Contractual Services (Individuals)
23	Travel and DSA costs to support both Regional and National level development/implementation of: A. Regional and National Workshops on Institutional Strengthening and Capacity Building B. Regular meetings to review delivery of SAP IP and Convention domestication progress and to report to Management Board C. Donor Funding Programme meetings and support to review body D. Support for regional and National Capacity Development Programmes Workshops and Training Activities E. Regional and National CB&T Capacity Tracer Study	71600	Travel
24	A. Contracted support to review BCC Activities and Operational Functions and to align with budget B. Contracted bodies to deliver in-house training courses (admin, finance, etc.). C. Contracted support to Donor Funding Review process D. Contracts to specialist institutions to assist in regional and national CB&T programme activities (delivering specific training needs, etc.)	72100	Contractual Services (Companies)
25	Office and field equipment support to CB&T process at regional level and for each country	72200	Equipment and Furniture
26	General supplies in support of CB&T activities at regional and national level (Classroom/lecture theatre supplies; in-field training supplies; etc.)	72500	Supplies
27	IT and other technical equipment (hardware, software, etc.) for each country to support their CB&T activities	72800	Information and Technical Equipment
28	General translation/interpretation and printing costs for all CB&T activities in-country and regionally	74200	Audio Visual and Printing
29	Minor funding to cover any incidental/unexpected support costs arising (e.g. consultant incidental costs, courier, visa, additional unplanned travel costs, etc.)	74500	Miscellaneous

Component 4:			
30	A. Regional/ International Expert/Specialist inputs to Ecosystem Valuation; Cost Benefit Analysis; Development of a Blue/Ocean Economy Strategy B. Regional/ International Expert/Specialist inputs to developing pre-feasibility studies and undertaking investment reviews	71200	International Consultants
31	A. Local/Regional Expert/Specialist inputs to Ecosystem Valuation; Cost Benefit Analysis; Development of a	71300	Local Consultants



	Blue/Ocean Economy Strategy B. Local/Regional Expert/Specialist inputs to developing pre-feasibility studies and undertaking investment reviews		
32	A. Contribution to Component Activities from Finance and Admin Office; Admin Assistant and Translator B. International Project Management personnel input to Component Activities	71400	Contractual Services (Individuals)
33	Travel and DSA costs to support both Regional and National level development/implementation of: A. National and Regional Ecosystem Valuations B. Regional Cost Benefit Analysis C. Development of pre-feasibility studies for investment in the sustainable blue/ocean economy strategies related to sustainability of ecosystem goods and services in the BCC region D. Identification of sustainable financing mechanisms for BCC at the national and regional level that can provide a reliable 'exit strategy' for GEF while providing necessary and appropriate level of support to BCC and the countries	71600	Travel
34	A. Contracted national and regional expertise to support the Ecosystem Valuation process/activities B. Contracted national and regional expertise to support the Cost-Benefit Analysis process/activities C. Contracted national and regional expertise for the development of a Blue/Ocean Economy Strategy D. Contracted national and regional expertise to assist in identifying the necessary and appropriate level of support to BCC and the countries and to establishing a Pre-Investment Research and Assessment Facility	72100	Contractual Services (Companies)
35	Equipment and furniture to support a Pre-Investment Research and Assessment Facility	72200	Equipment and Furniture
36	General supplies in support of Ecosystem Valuation process, Cost-Benefit Analysis activities, blue/ocean economy strategy development and to support a Pre-Investment Research and Assessment Facility	72500	Supplies
37	IT and Technical Equipment to support primarily the Pre-Investment Research and Assessment Facility	72800	Information and Technical Equipment
38	General translation/interpretation and printing costs for all activities including workshops and working teams on EV,CBA and Blue/Ocean Economy, Including outputs in the form of reports, documentation and other media products Audio-visual and printing support to the Pre-Investment Research and Assessment Facility	74200	Audio Visual and Printing
39	Minor funding to cover any incidental/unexpected support costs arising (e.g. consultant costs, courier, visa, etc.)	74500	Miscellaneous
<b>Component 5:</b>			
40	Mid Term and Terminal Evaluators for the Project	71200	International Consultants
41	A. Contribution to Component Activities from Finance and Admin Office; Admin Assistant and Translator B. International Project Management personnel input to Component Activities	71400	Contractual Services (Individuals)
42	Travel and DSA costs to support: A. Office Staff (not activity-specific) B. MTE and TE Evaluators	71600	Travel
43	Project Management Office Equipment and Furniture	72200	Equipment and Furniture
44	Support costs for office communications (e.g. Cellphone; fax; etc.) and use of video conference	72400	Communications & Audio Visual
45	Project Management Office Supplies for duration of Project (stationery, cleaning supplies, etc.)	72500	Supplies
46	IT equipment (computing, printing, power point projection, etc.) and other technical equipment for the project (, computer back-ups, server, cell-phones, etc.)	72800	Information and Technical Equipment
47	Annual Audit costs for project by BCC	74100	Professional Services
48	Project office equipment including audio-visual conferencing, photocopier/scanner and maintenance contract for same.	74200	Audio Visual and Printing
49	Minor office miscellaneous funds to cover contingencies.	74500	Miscellaneous

## PROJECT BUDGET BY COMPONENT AND DELIVERABLE

Outcome	Output	Budget
<b>Project Component Outcomes and Outputs</b>		GEF
<b>Component 1: Improved Ocean and Coastal Governance through SAP Implementation and Delivery at Regional, National and Local levels</b>		<b>\$4 857 882</b>
<b>OUTCOME 1.1</b> Regional Level Ocean and Coastal Governance operating effectively through cooperative commitments from the participating countries toward an ecosystem-based management approach within the defined priorities of the BCC implementation plan and the requirements of the Convention. This will include progressive transformation and strengthening at the legal, institutional and policy levels which are further reflected in day-to-day management practices	OUTPUT 1.1.1: A detailed and expanded Full Governance Assessment (building on the Interim GB undertaken during project preparation)	\$76 338
	OUTPUT 1.1.2: Regional level sectoral correlation of policy and legal frameworks (e.g. between all 3 national fisheries sectors, national mining sectors, etc.) and Development and Adoption of Regional Codes of Conduct	\$764 560
	OUTPUT 1.1.3: Regional symmetry of ecosystem monitoring programmes, to include appropriate indicators of human welfare to enhance the LME-wide monitoring programme	\$161 603
	OUTPUT 1.1.4: Regionally compatible Water Quality Standards and Monitoring Guideline for pollution and biosafety	\$97 831
	OUTPUT 1.1.5: Regional State of the Ecosystem Information System (SEIS) operational for State of Ecosystem reporting	\$95 129
	OUTPUT 1.1.6: Regional Coastal Sensitivity Atlas developed for BCC to guide coastal activities based on science	\$187 206
	OUTPUT 1.1.7: An institutional framework and adopted procedures for capturing scientific and technical information related to ecosystem health and welfare and translating this into adaptive management guidelines and actions for more proactive ocean governance.	\$487 040
<b>OUTCOME 1.2</b> National Level Ocean and Coastal Governance strengthened and supported by BCC through national institutional arrangements thereby providing support to the individual efforts within the countries that are promoting management and policy changes and improvements in line with the creation of an enabling environment for multi-sectoral ocean governance. The outputs above related to the regional correlation process for policy and legislative frameworks and codes of conduct would feed into the national level through these activities. The strengthened ocean governance will enable the countries to promote Blue/Ocean Economy in a sustainable manner.	OUTPUT 1.2.1: The effectiveness and delivery of the National Intersectoral Committees (NICs) strengthened within each country	\$192 088
	OUTPUT 1.2.2: National Strategies for SAP implementation developed for each country building on the Governance Assessment	\$23 497
	OUTPUT 1.2.3: A National Science-to-Governance process strengthened and implement using the NICs and other appropriate and nationally-agreed institutional interaction	\$114 430
	OUTPUT 1.2.4: Adoption and Implementation at the national level of regionally-developed sectoral correlation and codes of conduct as well as data and information processes (e.g. national ecosystem monitoring programmes and water quality standards)	\$115 135
	OUTPUT 1.2.5: Results and Conclusions from Regional Economic Valuation and Cost-Benefit Analysis (see component 4) translated into National Policy-Level Briefing Documents and distributed through NICs	\$257 997
	OUTPUT 1.2.6: Sustainable fisheries promoted at the national level through eco-labelling and by-catch reduction at the national level, and to identify best practices and 'pilot' partnerships/demonstrations that can be replicated as appropriate	\$150 851
	OUTPUT 1.2.7: Women' empowerment in the ocean and coastal governance field promoted through the support to the implementation of the gender mainstream strategies in respective countries in the maritime/fisheries sectors	\$106 911

OUTCOME 1.3 Local Level governance and management mechanisms (in line with the Ecosystem-Based Management approach and in support of SAP Implementation) piloted and demonstrated for further replication	OUTPUT 1.3.1: Demonstration of an integrated management strategy at a pilot scale in each country for the sustainable use of ocean and coastal resources with a potential for upscaling through the development and implementation of integrated and holistic coastal and marine planning and management.	\$2 026 614
<b>Component 2: Stakeholder Engagement and Partnership Collaboration to realise sustainable SAP Implementation and Delivery</b>		<b>\$2 323 029</b>
OUTCOME 2.1: Regional and National Level Stakeholder Engagement Activities for Delivering SAP Implementation and BCC Convention domestication	OUTPUT 2.1.1: Regional Stakeholder engagement forum established that promote interactions and inclusive management discussions	\$117 444
	OUTPUT 2.1.2: National Stakeholder engagement fora established through the NIC	\$52 850
	OUTPUT 2.1.3: Stakeholder Briefing Documents prepared and circulated widely through different means on the role of BCC and the issues and concerns surrounding the BCLME	\$29 361
	OUTPUT 2.1.4: BCC lessons learned and best practices for the improved ocean governance and the sustainable LME management shared via various outreach mechanisms and platforms	\$186 736
OUTCOME 2.2: Community Level Engagement Activities for Delivering SAP Implementation and BCC Convention domestication	OUTPUT 2.2.1: Partnerships developed between communities and local government /municipalities	\$70 466
	OUTPUT 2.2.2: Targets and actions agreed to reduce environmental and social impacts and stresses among pilot communities	\$493 264
	OUTPUT 2.2.3: Priority gender-related issues and concerns in the pilot communities identified and addressed and lessons and best practices captured for further transfer and replication in other communities	\$140 933
	OUTPUT 2.2.4: Active participation of the youth supported through the BCC Youth Summit and other activities of the Benguela Youth Ocean Network (BYON)	\$146 805
	OUTPUT 2.2.5: Awareness raised about the Convention, BCC and the SAP and regional discussions stimulated on the Convention and SAP	\$105 700
OUTCOME 2.3: Public and Private Sector Engagement strengthened through partnerships that are developed to support specific SAP and Convention implementation activities as identified under Component 1 and to support relevant priority national, bilateral and regional policy, institutional and management strengthening and improvement	OUTPUT 2.3.1: BCC Business Leadership Forum established, in partnership with the regional and national private sectors, to promote private sector commitments to and the establishment of their stress reduction targets to the BCLME system	\$70 466
	OUTPUT 2.3.2: Ecosystem monitoring and assessment capacity strengthened through regional industry partnerships in the monitoring and assessment process	\$217 271
	OUTPUT 2.3.3: Demonstration of partnership for Oil and Gas Exploration, Extraction and potential Spill Response.	\$315 102
	OUTPUT 2.3.4: Demonstration of the improved ballast water management at the pilot scale towards the compliance of the private sector operating in the BCLME region	\$375 821

<b>Component 3: Capacity Building and Training to support sustainable Implementation of the SAP and the Convention</b>		<b>\$1 658 299</b>
<b>OUTCOME 3.1</b> Capacity Development and Strengthening of the BCC, its Secretariat and various associated Committees and Bodies. Areas of focus will include strengthening monitoring capabilities (at both the ecosystem level and the institutional level); strengthening capacity for management of donor funds and activities; delivery of an overall regional and national programme of training and capacity building both for individuals and for institutions	OUTPUT 3.1.1: BCC Secretariat and Management Committee activities and operational functions supported and strengthened to improve coordination, communication, planning and operation	\$164 421
	OUTPUT 3.1.2: BCC's capacity to monitor and report the Convention and SAP implementation progress and its effectiveness strengthened	\$317 099
	OUTPUT 3.1.4: Regional Capacity Development Programme developed in line with agreed capacity needs to support the BCC Convention and SAP implementation	\$1 176 201
<b>Component 4: Marketing and Resource Mobilisation and Fiscal Sustainability</b>		<b>\$1 166 390</b>
<b>OUTCOME 4.1:</b> Sustainable long-term management structures and financing mechanisms in place for the BCC and its various national and regional institutional bodies and with full political support underpinned by both public and private sector investments	OUTPUT 4.1.1: Regional Economic Valuation Study strengthened, with a particular focus on biodiversity/living marine resources data	\$293 375
	OUTPUT 4.1.2: Regional Cost-Benefit Analysis undertaken to promote and facilitate the implementation of selected proposed policies related to SAP implementation	\$224 318
	OUTPUT 4.1.3: Pre-feasibility studies conducted for investment in the sustainable blue economy strategies related to sustainability of ecosystem goods and services in the BCC region. On-the ground pilot demonstrations implemented for various stress reduction activities.	\$483 869
	OUTPUT 4.1.4: Sustainable financing mechanisms for BCC identified at the national and regional level that can provide a reliable 'exit strategy' from donor funding while providing necessary and appropriate level of support to BCC and the countries.	\$164 421
<b>Component 5: Project Management and Coordination</b>		<b>\$894 400</b>
Outcome 5.1. Project Management and Coordination Unit	PCU Management, Equipment, Maintenance, Utilities. Project Monitoring and Evaluation	\$894 400
<b>TOTAL FOR ALL COMPONENTS</b>		<b>\$10 900 000</b>

## 5. MANAGEMENT ARRANGEMENTS

The project will be implemented by UNDP and executed by BCC. BCC's executing capacity will be assessed during the preparatory phase by UNDP based on UNDP's rules and procedures set out for selecting an inter-governmental organization as a UNDP's Implementing Partner. The countries have been providing considerable capacity building support and oversight to BCC in developing its finance and administration capacity of its Secretariat in the past few years through the Finance and Administration Committee. BCC's experience to have executed a number of donor-funded projects as well as their experience in managing the country contributions to BCC will be considered during the capacity assessment process. Further capacity needs will be identified during the assessment and will be incorporated into the project design in the project document development as necessary. Norway is scheduled to conduct the BCC's institutional capacity assessment with strong focus on fund management. The outcome of their assessment will be incorporated into the project design as well.

The Project Management staff will sit within the Commission as Commission Staff within a Project Management Unit. The Project Manager will be answerable to the Executive Secretary of the BCC but will also have reporting functions to the UNDP Country Office in Namibia. Other Project Management staff (Finance and Administration Officer; Administrative Assistant and a Translator) will be answerable to the Project Manager. Annex 5 provides the Summary Terms of Reference for the Project Staff.

A Project Steering Committee will be established alongside the BCC Management Board and with similar level representation. The PSC will thus consist of:

- Management Board level representation from each country
- The BCC Executive Secretary
- Other appropriate BCC staff as required by the national representatives and the BCC Secretariat (e.g. The Ecosystem Advisor, Finance Officer)
- UNDP Lead CO representation and UNDP Regional Technical Advisor
- The Project Manager
- Any other technical or scientific support input (on an *ad hoc* basis) as requested by the Steering Committee

### The Benguela Current Commission – Structure and Function

An Executive Secretary was appointed to the Benguela Current Commission in August 2008 and shortly thereafter, the structures and functions of the Commission that were agreed to by stakeholders at the signing of the Interim Agreement, began to take shape. Staff was appointed and administrative arrangements were put in place so that the Commission could begin to access and disburse funds

Table 4 shows the structure of the Benguela Current Commission as agreed in the recently signed Convention

**TABLE 4:      Structure of the Benguela Current Commission**



**Ministerial Conference:**

The highest policy and decision-making body of the Benguela Current Commission is the Ministerial Conference. The Conference consists of national delegations from Angola, Namibia and South Africa, led by a Minister. The Ministerial Conference meets annually.

**Benguela Current Commission Management Board:**

The Management Board coordinates and advances the common interests of the three countries. It consists of national delegations from each of the participating countries. Usually, there are representatives from each of the relevant ministries (e.g. the fisheries, mines or minerals, works and transport and the environment ministries) in each of the national delegations. The Management Board is led by a National Director, Director General or Permanent Secretary – or his or her nominee. The Management Board is responsible for:

- Coordinating the implementation by the Parties of the Strategic Action Programme and the Benguela Current Convention; and
- Advancing and representing the common interests of the Parties in matters concerning the Benguela Current Large Marine Ecosystem.

A detailed Terms of Reference and Rules of Procedure guide and direct the functions of the Management Board.

**Ecosystem Advisory Committee:** The Ecosystem Advisory Committee is one of the core structures of the Benguela Current Commission. It is comprised of senior multi-disciplinary experts which provide the Commission with the best scientific, legal and socio-economic

advice and management recommendations based on the best relevant information available as generated and presented by various technical groups. Its roles include:

- To support decision-making by the Management Board, the Ministerial Conference and the participating countries by providing them with the best available scientific, management, legal and other information, and expert advice concerning the sustainable use and development of the Benguela Current Large Marine Ecosystem.
- To build capacity within the participating countries for the purpose of generating information and providing expert advice on a sustainable basis.
- The Ecosystem Advisory Committee operates mainly through regional Joint Working Groups. These groups are the vehicle for cooperation between the scientists and managers employed by government institutions in the three countries.

Finance and Administration Committee: The Management Board oversees the Secretariat's responsibilities for financial reporting through the Finance and Administration Committee. The committee has the mandate to provide oversight over the Secretariat's audit and financial control functions. The committee provides independent assurance and support to the Management Board and the Secretariat by evaluating the Secretariat's risks, control and compliance framework, and its external accountability responsibilities.

The Committee's mandate requires that it shall assist the Management Board in ensuring the fiscal integrity of the BCC financial system. This shall be accomplished through reviews of the Secretariat's financial policies and procedures; reviewing the financial statements and recommending them to the MB for approval; keeping the MB informed on the Secretariat's financial condition in relation to donor funded projects; requirements for funds, and access to liquidity; reporting to the Management Board regarding the Secretariat sources of and use of funds. Other key responsibilities of this Committee shall include reviewing budgets, internal control procedures, investments, and advising the Management Board on auditing matters and financial reporting issues.

Compliance Committee: The Compliance Committee shall provide the Commission with information, advice and recommendations on the implementation of and compliance with the measures adopted to give effect to the objective of the Convention. In particular, it shall (a) coordinate compliance activities; and (b) coordinate with the other Committees on matters of common interests. The Compliance Committee is tasked with developing a compliance framework for each sector (e.g. fisheries compliance framework).

#### Regional Working Groups:

A number of regional working groups have been set up by the BCC as required. These have dealt with concerns and activities related to minerals and extractive resources, training and capacity development, small pelagics, data and information management, legal and policy issues, etc. Two examples of the objectives and functions of these working groups include:

- **Regional Training Advisory Group (RTAG):** This working group is entrusted to oversee the implementation of training and capacity development activities. It is

made by 16 main members with equal number of alternates representing Member States from all sectors of the BCC, namely, environment, fisheries, transport, energy, and minerals. More information about roles and responsibilities of this structure is contained within its terms of reference.

- **Data and Information Management Working Group:** The DIM working group is entrusted to oversee the implementation of the data and information management activities. It is made up by 16 main members with equal number of alternates representing Member States from all sectors of the BCC, namely, environment, fisheries, transport, energy, and minerals. More information about roles and responsibilities of this structure is contained within its terms of reference.

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#### Benguela Current Commission Secretariat:

The Secretariat of the Benguela Current Commission is located in Swakopmund, Namibia. The functions of the Secretariat, as defined in Article 13 of the Benguela Current Convention are to:

- provide services to the Ministerial Conference, the Commission and its subsidiary bodies to execute their functions;
- establish rules and procedures of operation, functioning and appointment of its staff to be approved by the Commission;
- propose the creation or termination of such positions as deemed necessary to perform its functions, with the approval of the Commission;
- source resources, additional to the contributions made by the Parties, to carry out and implement the programmes of the Commission;
- establish partnerships with other organisations; and
- perform such other functions as the Commission may determine.

The current staff of the BCC Secretariat include an:

Executive Secretary  
Ecosystem Coordinator  
Data and Information Manager  
Chief Financial Officer  
Regional Training Office  
Project Administrator  
Finance and Administration Officer  
General Worker

The Secretariat is currently in the process of hiring a Deputy Executive Secretary. Annex 3 shows the Organigram for the recently approved staffing structure for the Commission.

#### Decentralised Management at the National Level

Following on from the conclusions and recommendations of the Governance Baseline Assessment (GBA), the Commission and the countries should now also give due consideration to supporting dedicated national positions.



Although BCC projects and programmes need to be coordinated at regional level, implementation happens primarily at the national level. Therefore, rather than just strengthening the existing BCC Secretariat, the GBA recommended that the Secretariat should be more decentralised, with an office in each of the participating countries. Each country would then be responsible for funding and staffing its own BCC office. The staff member/s should be in a dedicated and permanent post/s, in contrast to the current National Focal Points who take on BCC as additional to their existing duties. They should have a broad technical expertise in the issues dealt with under the BCC, but need not be a specialist in any particular area. This would not only reduce the financial burden at regional level, but would create a more effective line of communication between the BCC Secretariat and the countries and improve accountability for BCC activities.

The regional BCC Secretariat would then be responsible for:

- Liaison with the national BCC offices
- Provision of Secretariat services to regional structures established in terms of the BC Convention, including:
  - The Ministerial Conference
  - The Commission/Management Board
- Fundraising for regional activities
- Establishment and management of a regional database/s

The national BCC offices would be responsible for:

- Liaison with the regional Secretariat
- Provision of Secretariat services to:
  - National Ministerial clusters (Coordination Committees) on BCC activities
  - Inter-Sectoral Coordinating Committees
- Development of the National Work-plan on BCC activities
- Promoting implementation of the National Work-plan
- Drafting of annual national reports to the Commission

## **6. MONITORING FRAMEWORK AND EVALUATION**

The project will be monitored through the following M&E activities. The M&E budget is provided in Table 5 below.

### **Project start:**

A Project Inception Workshop will be held *within the first 2 months* of the project, to include those with assigned roles in the project organisation structure (particularly in the BCC), UNDP country office, appropriate/feasible regional technical policy and programme advisors, as well as other stakeholders as defined in the Project Document through the roles, responsibilities and composition of the regional Project Steering Committee, including both Country Members and Observers. The Inception Workshop is crucial to building ownership

for the project results and to plan the first year annual work plan. It is anticipated that the Inception Workshop will also be the *de facto* first meeting of the Project Steering Committee.

The Inception Workshop will address a number of key issues including:

- a) Assisting all partners to fully understand and take ownership of the project. Detail the roles, support services and complementary responsibilities of BCC staff, UNDP CO and PCU staff *vis à vis* the project team. Discuss the roles, functions, and responsibilities within the project's decision-making structures, including reporting and communication lines, and conflict resolution mechanisms.
- b) Based on the project results framework and the relevant GEF Tracking Tool, finalise the first annual work plan. Review and agree on the indicators, targets and their means of verification, and re-check assumptions and risks.
- c) Provide a detailed overview of reporting, monitoring and evaluation (M&E) requirements. The Monitoring and Evaluation work plan and budget should be agreed and scheduled.
- d) Discuss financial reporting procedures and obligations.
- e) Plan and schedule Project Policy and Scientific level meetings, particularly the Regional Steering Committee meetings. Roles and responsibilities of all project organisation structures will be clarified and respective meetings and reporting requirements planned. The second Regional Steering Committee meeting should be held *within the first 12 months* following the inception workshop.

The Inception Workshop Report is a key reference document for the Project and will be prepared and shared with participants to clarify and formalise various agreements and plans decided during the meeting. Other progress reports will be required as follows:

#### **Quarterly:**

- Progress made shall be monitored in the UNDP Enhanced Results Based Management Platform.
- Based on the initial risk analysis submitted, the risk log shall be regularly updated in ATLAS. Risks become critical when the impact and probability are high. Based on the information recorded in ATLAS, a Project Progress Reports (PPR) can be generated in the Executive Snapshot.
- Where appropriate and pertinent, other ATLAS logs can be used to monitor issues, lessons learned etc. The use of these functions is a key indicator in the UNDP Executive Balanced Scorecard.

#### **Annually:**

- **Annual Project Review/Project Implementation Reports (APR/PIR):** This key report is prepared to monitor progress made since project start and in particular for the previous

reporting period (30 June to 1 July). The APR/PIR combines both UNDP and GEF reporting requirements.

The APR/PIR includes, but is not limited to, reporting on the following:

- Progress made toward project objective and project outcomes - each with indicators, baseline data and end-of-project targets (cumulative)
- Project outputs delivered per project outcome (annual).
- Lesson learned/good practice.
- Annual Work Programme and other expenditure reports
- Risk and adaptive management
- ATLAS Quarterly Performance Review
- Portfolio level indicators (i.e. GEF focal area tracking tools) are used by most focal areas on an annual basis as well.

➤ **Annual Progress-Chasing Consultancy:**

An independent consultant with experience in International Waters projects will be engaged to provide an independent 3<sup>rd</sup> party view-point and facilitate the collation of project information into both internal progress-chasing reports and annual inputs into the UNDP APR/PIR and GEF IW Tracking Tools. The consultant is expected to liaise with the Project Director, key project staff members and other stakeholders as necessary. This will be an internal 'evaluation' process to ensure the Project is following its Results Framework requirements and deliverables on an annual basis (i.e. it does not replace the requisite mid-term and final independent evaluations).

This Annual Review/Evaluation process (which will report back to the Project Steering Committee) will also assess the delivery of the various national and regional structures associated with SAP implementation and provide advice and guidance to the regional Steering Committee and the BCC.

The Project Document anticipates a number of vital national-level activities. The achievements and outcomes of these structures will be regularly (annually) assessed and monitored by the Project Steering Committee through reports and further evaluated during the MTE and TE process.

**Periodic Monitoring through site visits:**

UNDP CO and the UNDP RCU will conduct visits to project pilot/demo sites based on the agreed schedule in the project's Inception Report/Annual Work Plan to assess first hand project progress. Other members of the Regional Steering Committee may also join these visits. A Field Visit Report/BTOR will be prepared by the CO and UNDP RCU and will be circulated no less than one month after the visit to the project team and Project Board members.

**Mid-term of project cycle:**

The project will undergo an independent Mid-Term Evaluation (MTE) at the mid-point of project implementation. The Mid-Term Evaluation will determine progress being made toward the achievement of outcomes and will identify course correction if needed. It will focus on the effectiveness, efficiency and timeliness of project implementation; will highlight issues requiring decisions and actions; and will present initial lessons learned about project design, implementation and management. Findings of this review will be incorporated as recommendations for enhanced implementation during the final half of the project's term. The organisation, terms of reference and timing of the mid-term evaluation will be decided after consultation between the parties to the project document. The Terms of Reference for this Mid-term evaluation will be prepared jointly by the BCC and UNDP CO based on guidance from the UNDP-GEF M&E. The management response and the evaluation will be uploaded to UNDP corporate systems, in particular the [UNDP Evaluation Office Evaluation Resource Center \(ERC\)](#).

The relevant GEF Focal Area Tracking Tools will also be completed during the mid-term evaluation cycle.

**End of Project:**

An independent Terminal Evaluation (TE) will take place in sufficient time to be able to deliver its findings one month prior to the final Project-related Management Board meeting and will be undertaken in accordance with UNDP and GEF guidance. The final evaluation will focus on the delivery of the project's results as initially planned (and as corrected after the mid-term evaluation, if any such correction took place). The final evaluation will look at impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental benefits/goals. The Terms of Reference for this evaluation will be prepared by the BCC and UNDP CO based on guidance from UNDP-GEF.

The Terminal Evaluation (TE) should also provide recommendations for follow-up activities and requires a management response which should be uploaded to PIMS and to the [UNDP Evaluation Office Evaluation Resource Center \(ERC\)](#).

The relevant GEF Focal Area Tracking Tools will also be completed during the final evaluation.

During the last three months, the project team will prepare the Project Terminal Report. This comprehensive report will summarise the results achieved (objectives, outcomes, outputs), lessons learned, problems met and areas where results may not have been achieved. It will also lay out recommendations for any further steps that may need to be taken to ensure sustainability and replicability of the project's results.

**Learning and knowledge sharing:**

Results from the project will be disseminated within and beyond the project intervention zone through existing information sharing networks and forums.

The project will identify and participate in as relevant and appropriate, scientific, policy-based and/or any other networks, which may be of benefit to project implementation though

lessons learned. The project will identify, analyse, and share lessons learned that might be beneficial in the design and implementation of similar future projects.

Finally, there will be a two-way flow of information between this project and other projects of a similar focus. In particular, the Project will participate within the GEF IW:LEARN network, (contributing a minimum of 1% of project budget to IW portfolio learning), the African LME Caucus and other appropriate regional and global initiatives in an effort to network between International Waters projects both regionally and globally, sharing lessons learned, and developing and deploying innovative ocean governance tools and methods. Other relevant networks will be harnessed where appropriate.

## Communications and Visibility Requirements

The project will comply with UNDP's Branding Guidelines, which can be accessed at: <http://intra.undp.org/coa/branding.shtml>.

Specific guidelines on UNDP logo use can be accessed at: <http://intra.undp.org/branding/useOfLogo.html>.

Amongst other requirements, these guidelines describe when and how the UNDP and the logos of donors to UNDP projects are used. For the avoidance of any doubt, when logo use is required, the UNDP logo needs to be used alongside the GEF logo. The [GEF logo](http://www.thegef.org/gef/GEF_logo) can be accessed at: [http://www.thegef.org/gef/GEF\\_logo](http://www.thegef.org/gef/GEF_logo)

Full compliance will also be observed with the GEF's Communication and Visibility Guidelines (the "GEF Guidelines"), which can be accessed at: [http://www.thegef.org/gef/sites/thegef.org/files/documents/C.40.08\\_Branding\\_the\\_GEF%20final\\_0.pdf](http://www.thegef.org/gef/sites/thegef.org/files/documents/C.40.08_Branding_the_GEF%20final_0.pdf).

These guidelines describe when and how the GEF logo needs to be used in project publications, vehicles, supplies and other project equipment. These Guidelines also describe other GEF promotional requirements regarding press releases, press conferences, press visits, visits by Government officials, productions and other promotional items. Where other agencies and project partners have provided support through co-financing, their branding policies and requirements will be similarly applied.

**TABLE 5: Monitoring and Evaluation Work-Plan and Budget**

Type of activity	M&E	Responsible Parties	Budget US\$ <i>Excluding project team staff time</i>	Time frame
Inception Workshop Report	and	<ul style="list-style-type: none"> <li>Project Manager</li> <li>UNDP CO, UNDP GEF</li> </ul>	Indicative cost: <b>\$50,000</b>	Within first two months of project start up
Measurement of Means Verification	of of	<ul style="list-style-type: none"> <li>UNDP GEF RTA/Project Manager will oversee the hiring of specific studies and</li> </ul>	Through Annual Review of Project Delivery ( <b>\$25,000</b> )	Start, mid and end of project (during

Type of M&E activity	Responsible Parties	Budget US\$ <i>Excluding project team staff time</i>	Time frame
project results.	institutions, and delegate responsibilities to relevant team members.		evaluation cycle) and annually when required.
Measurement of Means of Verification for Project Progress on output and implementation	<ul style="list-style-type: none"> <li>▪ Oversight by Project Manager</li> <li>▪ Project team</li> </ul>	To be determined as part of the Annual Work Plan's preparation.	Annually prior to ARR/PIR and to the definition of annual work plans
ARR/PIR	<ul style="list-style-type: none"> <li>▪ Project manager and team</li> <li>▪ UNDP CO</li> <li>▪ UNDP RTA</li> <li>▪ UNDP/GEF M&amp;E</li> </ul>	<b>\$15,000</b> (Use inputs from Annual Progress-Chasing Consultant)	Annually
Periodic status/ progress reports	<ul style="list-style-type: none"> <li>▪ Project manager and team</li> </ul>	Also see above from Annual Project Review	Quarterly
Mid-term Evaluation	<ul style="list-style-type: none"> <li>▪ Project manager and team</li> <li>▪ UNDP CO</li> <li>▪ UNDP RCU</li> <li>▪ External Consultants (i.e. evaluation team)</li> </ul>	Indicative cost: <b>\$30,000</b>	At the mid-point of project implementation.
Final Evaluation	<ul style="list-style-type: none"> <li>▪ Project manager and team,</li> <li>▪ UNDP CO</li> <li>▪ UNDP RCU</li> <li>▪ External Consultants (i.e. evaluation team)</li> </ul>	Indicative cost : <b>\$30,000</b>	At least three months before the end of project implementation
Project Terminal Report	<ul style="list-style-type: none"> <li>▪ Project manager and team</li> <li>▪ UNDP CO</li> <li>▪ local consultant</li> </ul>	None	At least three months before the end of the project
Audit	<ul style="list-style-type: none"> <li>▪ UNDP CO</li> <li>▪ Project manager and team</li> </ul>	<b>\$15,000</b> (Indicative cost per year: \$3,000)	Yearly
Visits to field sites	<ul style="list-style-type: none"> <li>▪ UNDP CO</li> <li>▪ UNDP RCU (as appropriate)</li> <li>▪ Government representatives</li> </ul>	For GEF supported projects, paid from IA fees and operational budget	Yearly
<b>TOTAL indicative COST</b> Excluding project team staff time and UNDP staff and travel expenses		<b>US\$ 165,000</b> (+/- 5% of total budget)	

### Auditing

Auditing will be conducted according to the BCC Financial Regulations and Rules.

## 7. LEGAL CONTEXT

*“This project forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the “Project Document” instrument referred to in: (i) the respective signed SBAAAs for the specific countries; or (ii) in the [Supplemental Provisions](#) attached to the Project Document in cases where the recipient country has not signed an SBAA with UNDP, attached hereto and forming an integral part hereof*

*This project will be implemented by UNDP in accordance with its financial regulations, rules, practices and procedures.*

*To ensure its responsibility for the safety and security of the UNDP personnel and property, UNDP shall: (a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried; (b) assume all risks and liabilities related to UNDP’s security, and the full implementation of the security plan.*

*The UNDP shall undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.”*

### **ANNEXES:**

- Annex 1: Synthesis and consolidation of Governance Baseline Reports for the BCLME Region
- Annex 2: National demonstrations of integrated management mechanisms and strategies at a pilot scales in each country
- Annex 3: Organigram of the Benguela Current Commission structure as approved by the Management Board
- Annex 4: Regional and International Organisations for closer collaboration with the BCC
- Annex 5: Terms of References for PSC and Key Project Staff
- Annex 6: Risk Log

## **ANNEX 1: SYNTHESIS AND CONSOLIDATION OF GOVERNANCE BASELINE REPORTS FOR THE BCLME REGION**



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### **SUMMARY REPORT**

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By:

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#### **I. Background**

The attached Governance Baseline Assessment (GBA) report and supporting documents were produced by consultants to UNDP in support of ongoing preparations for a proposed 3<sup>rd</sup> phase of the BCLME program. The project title is “Realizing the inclusive and sustainable development in the BCLME region through the improved ocean governance and the integrated management of ocean use and marine resources” Short Title – Improving Ocean Governance and Integrated Management in the BCLME.

The report details the present state of regional and national conditions for ecosystem governance following 3 previous cycles of program-structured investment from the GEF over a 20-year period, providing conclusions and recommendations for consideration in the design of the proposed project. The assessment necessarily had some limitations in scope due to time constraints, and therefore focused primarily on the priority fisheries components with some discussion related to other management sectors. In view of the value of this process in assessing and monitoring effectiveness in SAP implementation and improvements in institutional and policy reforms, it is recommended that a more detailed and comprehensive GBA process should be undertaken during the early stages of the proposed 3<sup>rd</sup> phase project.

National consultations were conducted with key stakeholders, generating national profiles, assessment of various capacities, and a review of regional and international organizations and projects of relevance.

The assessment established the core BCLME ecosystem management baseline conditions as based on the structure of 1<sup>st</sup> - 4<sup>th</sup> order outcomes (indicators) detailed below, and



generated a set of recommendations to help ensure that the 3<sup>rd</sup> project phase design and implementation adequately compliments and addresses the regional priorities.

**1<sup>st</sup> order** - Enabling conditions for ecosystem governance

**2<sup>nd</sup> order** - Changes in behaviour of resource users, including implementation of program policies

**3<sup>rd</sup> order** - Improvements in environmental and social well-being, consistent with program goals

**4<sup>th</sup> order** - Sustainability of ecosystem conditions

## **II. Findings relative to 1<sup>st</sup> order outcomes (Process Indicators)**

At national and regional levels the general enabling conditions for comprehensive ecosystem governance are apparent. Institutions and legislation have been put in place, and there is broad support for the programme goals from government, resource users, and the research and NGO communities.

### ***Regional***

The establishment of the Benguela Current (BC) Commission and the subsequent signing of the BC Convention have emerged as demonstrations of the national commitments to a regional ecosystem management framework. Recognition of the transitional political and social issues that have dominated the three countries in the region over the past couple decades further highlights the progress made in prioritizing ecosystem and transboundary approaches to management. The BC Convention provides the long-term sustainable legal basis for the Commission, as well as a mechanism for funding support from the countries and associated donors. The Commission answers to the Ministerial Conference which serves to evaluate implementation of the Convention. The Commission may agree on measures, including setting priorities and strategies and adopting policies related to the LME resource use, which require unanimous approval by the three countries at the ministerial level. The Commission is functioning well as a regional advisory and management body, however further project interventions may be instrumental in facilitating its evolution into the strong regional management platform originally intended.

The BCLME falls within the geographic scope of both the Southern African Development Community (SADC) and the Abidjan Convention (UNEP), with implications for overlap in some management sectors, as well as potential for collaboration. The SADC protocol on fisheries and aquaculture, as well as its intended Regional Fisheries Monitoring, Control and Surveillance Centre, are seen as opportunities for potential collaboration with the BCLME program. Although historically there has been limited progress in the harmonization of these governance structures, there has been recent improvement in terms of alignment with the Abidjan Convention (including steps by Namibia to become Party to the Convention). With respect to high seas fisheries, there is evidence of strong collaboration with the South East

Atlantic Fisheries Organization (SEAFO) whose area of jurisdiction complements that of the BCLME.

Progress has been made towards the generation of regional assessments on the condition of fishery resources of commercial value, including annual transboundary surveys. Associated management plans for the transboundary fisheries have recently proceeded through formal approval and into implementation.

### ***National***

The three countries of the Benguela Current region have the basic frameworks in place to support the implementation of ecosystem governance, including institutions and legal mechanisms for sector-based management. There have been varying levels of success with regard to implementation of management initiatives within each country, as detailed in the national profiles. There has however been a general trend towards integration of the ecosystem approach and principles into national policies and management frameworks.

The GBA highlighted the absence of national intersectoral committees and associated national action plans to domesticate the BCLME regional priorities and program goals (e.g. SAP Implementation), and serve as long-term bodies supporting the BCC. Such steps would lay the groundwork for further institutionalization of the “decentralized nested governance system” that has been a central objective of the BCLME program. This is seen as a key priority to be addressed in the next phase.

Effective integrated coastal management systems and practices are being implemented in South Africa and Namibia, with over-arching supportive legislation either in place or under development. Associated efforts to increase capacity for marine spatial planning (MSP) are also underway throughout the region. Well designed and functioning marine protected area networks have been established in South Africa and Namibia. Similarly, there has been national progress towards integrated approaches to the mitigation of marine pollution. One priority, therefore, for the next phase would be to demonstrate and evolve more specific marine spatial planning alongside MPA identification/designation within Angola.

With respect to fisheries management, substantial progress has been made in support of the enabling conditions for the practice of Ecosystem Approach to Fisheries (EAF). Some variability remains between the countries, although all three have formally adopted the EAF to guide their management regimes, and have relatively comprehensive legislation and policies in place. Due to some of the differences between the national approaches, a notable concern to be addressed in the coming project phase is the need to harmonize these across the region. The region has consistently demonstrated strong capacity in fisheries science, however management capacity remains a priority concern, especially as regards the inshore and small-scale fisheries. As a starting point, South Africa has developed a small-scale fisheries policy and is addressing issues of rights allocations as well as transparency and participation in management structures.

All three countries have developed legislation to regulate management and the exploitation of mineral resources, including a requirement for Environmental Impact Assessments (EIAs).

Regulatory frameworks for oil and gas activities have also been expanded throughout the region (e.g. Angola's National Oil Spill Contingency Plan and legislation requiring EIAs).

### **III. Findings relative to 2<sup>nd</sup> order outcomes (Stress Reduction Indicators)**

The GBA highlighted significant progress in 2<sup>nd</sup> order conditions throughout the region, while recognizing that a range of gaps and concerns continue to persist as priorities looking towards the next project phase. As the anticipation of significant and extensive 3<sup>rd</sup> and 4<sup>th</sup> order outcomes is currently premature and unrealistic, the ability of a further (likely final) cycle of GEF investment in the region should be designed to complement these findings and ensure a comprehensive and committed approach to 2<sup>nd</sup> order implementation is put in place and achieved.

The major commercial fisheries are demonstrating acceptance of and commitment to the EAF, with indications of voluntary compliance with management measures from within the export industries. Feedback from the respective government agencies also indicates that collaboration has been developing between agencies management sectors.

Some indicative examples of progress in 2<sup>nd</sup> order outcomes include:

- South African Deep-Sea Trawling Industry Association (SADSTIA) have received Marine Stewardship Council (MSC) certification for the hake trawl fishery
- Scientific evidence that overfishing of the offshore commercial stocks has been reduced in South Africa
- A measured and significant reduction in by-catch (e.g. hake fishery in Namibia) due to the imposition of by-catch levies

Despite the significant progress at national and regional levels, the following priority gap areas related to 2<sup>nd</sup> order outcomes were identified:

- There is no evidence of outcomes related to small-scale and artisanal fisheries, as well as the challenges associated with curbing illegal inshore fishing activity.
- Formal mechanisms to support intersectoral and inter-ministerial collaboration are lacking.
- The fisheries compliance and monitoring systems related to catch data and vessel tracking (VMS) are inconsistent and/or inadequate.

### **IV. Findings relative to 3<sup>rd</sup> and 4<sup>th</sup> order outcomes (Environmental and Social Indicators)**

The GBA process did not realistically anticipate extensive outcomes related to social and environmental well-being and sustainability. However some encouraging feedback is noted below, which indicates successful trends stemming from the fisheries regulatory and management regimes in the region. Noting this, the GBA concludes that the important social

aspects of ecosystem management have been largely neglected in the past approaches. Some understanding of the need to increase integration of social parameters (including capacity) in management and monitoring frameworks is apparent in the region, as is the anticipation that this will form a major component of the next project phase. The recognized need to increase management attention on the small-scale fishing sector provides an opportunity for integrating the social dimension in the next project phase.

Examples of 3<sup>rd</sup> order outcomes in the region include:

- Evidence of fish stock recovery (e.g. Anchovy)
- Drastic decreases in seabird bycatch in longline and trawl fisheries

The fact that there is limited monitoring for such indicators in the region renders the detection, delineation and quantification of such parameters more challenging. It also emphasizes the need for a more focused and effective monitoring and evaluation programme, as detailed further in the GBA report. This would allow the monitoring framework to function with coastal community engagement, and thereby assist in identifying 3<sup>rd</sup> order changes. Similarly, alignment of the monitoring and evaluation system with the project goals and implementation documents would strengthen the delivery of institutional and management reform through the formal feedback cycle of the BC Commission.

## **V. Recommendations**

The abridged GBA report details 5 over-arching recommendations with implications for the design and implementation of further GEF-funded program support to the region. These aim to build on the significant progress in the region, while addressing residual capacity gaps and areas of overlap, as well as identifying mechanisms for achieving ongoing sustainability of program goals.

### ***1. Strengthening the Decentralized, Nested Governance System***

- a. The role of the BC Commission may be strengthened by extending the presence of the Secretariat into the responsible government agencies within each country. This may be achievable by integrating the National Focal Points into the Secretariat, through whom the development, endorsement and implementation of national action plans can be facilitated.

### ***2. Development and Application of a Monitoring and Evaluation system***

- a. The GBA has highlighted attributes of a potential monitoring and evaluation system to document baseline conditions with implications for tracking progress and prioritizing ongoing action in the region, including appropriate indicators of change. The general goal of the system would be to provide a broad and detailed measure of the regional transition from 1<sup>st</sup> order enabling conditions to 2<sup>nd</sup> and 3<sup>rd</sup> order implementation indicators and outcomes. Such a monitoring system is now critically important for any effective management

of resources in the LME and should include indicators of social parameters and dimensions. Alignment of the monitoring and evaluation system with project goals and a harmonised SAP and Convention implementation document would assist in strengthening the delivery of institutional and management realignments and reforms.

**3. *Strengthen capacity in the governance dimensions of the ecosystem at both the national and regional scales***

- a. The major capacity advances in the region have focused more on the scientific aspects and less on the associated applications and translations to management. The retention of well trained staff has also been problematic throughout the region. A comprehensive programme to develop capacity in management sectors, including the societal concerns pervading the ecosystem approach to governance, should be developed and implemented as a priority.

**4. *Strengthen governmental commitment and constituencies among resource users and NGOs***

Although the BCLME SAP is well understood and supported within the scientific communities, the general lack of stakeholder awareness within government agencies, industry and the public presents a barrier to long-term integration and success of the regional goals. Mechanisms for increasing the fundamental understanding and involvement in stakeholder communities may include a range of informative outreach opportunities. The buy-in of such communities as participants and custodians of the region's resources ultimately hinges on the ability to integrate and communicate the scientific, management and societal information in a meaningful way.

**5. *Strengthen collaboration with regional and international partners***

The BCLME Program has a long legacy of engagement and collaboration with numerous institutions and organizations. A coordinated and coherent network of collaborative partnerships should be maintained and facilitated in a programmatic manner (e.g. capacity development) for the region. Alignment and collaboration with other regional bodies such as the Abidjan Convention and SADC, will assist with the program aims of harmonizing various legislative instruments within the region.

Further to these over-arching recommendations, a number of more specific requirements are also highlighted by the GBA which should be given attention in the current proposal. These include:

- F. Undertaking a more detailed and comprehensive Governance Baseline Analysis during the initial stages of a 3<sup>rd</sup> phase project with sufficient time and consultation

that would allow for broader stakeholder engagement. This detailed GBA would aim to deliver a more specific set of recommendations and priorities at both national and regional levels to support SAP implementation. The expansion of this preliminary GBA, would support a single work-plan and budget for long-term SAP implementation and domestication of the Convention with a focus on fully institutionalising the 2<sup>nd</sup> order outcomes and starting to deliver more specific 3<sup>rd</sup> and 4<sup>th</sup> order outcomes (i.e. stress reduction in the LME followed by measurable improvements in environmental, social and economic status and well-being).

- G. Demonstrations in each country that pilot 2<sup>nd</sup> order, stress reduction activities that are a priority to the demonstrating country and which are replicable throughout the BCLME region. A particular emphasis can be placed on linking marine spatial planning with coastal zone management for improved sustainable economic development within the ecosystem-based management approach.
- H. Harmonization of management practices, water quality standards, codes of conduct and an overall conformity in the ecosystem approach (including EAF).
- I. Demonstration(s) of 2<sup>nd</sup> order, stress reduction activities related to small-scale and artisanal fisheries, as well as addressing the challenges associated with curbing illegal inshore fishing activities.
- J. Strengthen and deliver effective fisheries compliance and monitoring systems with a view to improving both catch data and vessel tracking (VMS).

**Annex 2: National Governance Pilots for the Development and Implementation of Integrated Management Mechanisms in support of SAP Implementation**

Country: **Angola**

Title of National Governance Pilot Process:

**Improving management practices in Angola to reduce stress on fisheries while enhancing fisheries community welfare.**

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Overall Objective of National Governance Pilot Process:

The fisheries sector plays a very important role in the Angolan economy, as do agriculture and forestry. Taken together, they are a source of livelihood for about 85 percent of the population. Food security issues remain of paramount concern in the country, as about 80 percent of the country's food requirements are imported. Given this, increasing domestic fish supply through improved aquaculture – a sector in which the country has tremendous potential – would have far-reaching positive effects on food and nutrition security.

The overall governance pilot process will focus on the protection of vulnerable species as well as recruitment and spawning areas for fisheries, while developing effective coastal mariculture to improve community level food security and livelihoods/welfare of coastal communities. This will be demonstrated/proven through three targeted interventions areas.

Governance Pilot Outputs:

- A. Improving the income and welfare of coastal communities by more efficient economic development of sustainable fisheries and fisheries practices. This will look at the potential (and adopt as appropriate) for rights-based management and stock quotas. This will also focus on promoting synergy between supporting economic development alongside social and environmental/ecosystem improvements and stress reduction. Improving income from fisheries and quality of product through cooperatives. Improving gender involvement and support to women in fisheries processing. Improved monitoring of nearshore fishery and changes in gear usage (restrictions and exchanges)
- B. Small-scale sustainable community level Mariculture for *Crassostrea gigas* to increase food security and reduce dependence and impact on nearshore fisheries, as well as improving livelihoods. The activities will focus on developing shared farming (government and communities) at the level of cooperatives.
- C. Community level use and preservation of resources: Identifying sensitive coastal areas and species including areas critical for fisheries recruitment and spawning; developing effective management plans and protection; involve local communities in management processes; elaborate and implement management plans at community level. Focus will be on balancing use and conservation of marine and coastal resources for the benefit of local communities and to improve social welfare.

## **ANGOLA PILOT ONE**

Responsible Agency(s): **Angola to Confirm**

### **Pilot Objective**

Improving the income and welfare of coastal communities in the Luanda Province by more efficient economic and social development of sustainable fisheries and fisheries practices. Improving income from fisheries and quality of product through cooperatives. Improving gender involvement and support to women in fisheries processing. Improved monitoring of nearshore fishery. Close collaboration with the FAO GEF Project on Climate Change Resilience. That project also recognises the importance of resilience at the community level and that changes to the management of fisheries in this respect need to be agreed with these communities.

### **Definition of Geographical Area/Community/Extent**

17 fishing communities in Luanda province at the coastal municipalities of Cacuo, Belas and Kissama. The communities that will benefit from the project are:

Cacuaco district: Cacuo Headquarters (World), Otanganga and Barra do Bengo.

### **Intended Outputs and Deliverables from Pilot One**

**Output 1.1:** Community development enhanced through more efficient economic structures and organisational improvement leading to an integrated sustainable development and environmental management model at the community and municipality level (emphasis on stress reduction to coastal area through reduced wastewater and pollution impacts; improved and more efficient fishing practices, etc.).

**Deliverable(s):** Identified and articulated community development needs through socio-economic data collection and community consultation within the 17 communities

A managed process of transformation of the community-level business and economic systems

Establish community-level organizations in particular to provide durable services of a financial nature to producers, processors and fish merchants

**Output 1.2:** Communities are provided with the means they need to improve their basic infrastructure and services and to pilot and promote improved techniques of production and processing of fish.

**Deliverables(s):** Ecosystems Services mapping and localised spatial planning completed

Introduction of better fish handling and processing practices to ensure improvement of the quality of the final product

**Output 1.3:** More durable systems developed and adopted for monitoring of fishing and related activities with the participation of fishing communities.

**Deliverables(s):** Community-supported fisheries monitoring negotiated, agreed and implemented



Capacity building for communication and awareness in the use of more eco-friendly fishing gear and practices (e.g. nets with larger mesh sizes allowing the capture of larger species)

#### End-of-Pilot Landscape

This specific objective and its outputs can be summarized as promoting a development approach based on community and to ensure that members of coastal communities of Luanda and the sub operators sector of artisanal fisheries in particular, identify and articulate their development needs and effectively manage the process of transforming their activities and their economic systems while managing their physical environment.

At the end of the project when all activities are successfully completed, it will be replicated in other fishing communities and encourage training courses on leadership and development of cooperatives.

Specific community members will have the responsibility to monitor and control fishing activities on the ground, in order to ensure compliance with best practices for women processors of fish and fishery regulations and safety-on-board for fishermen. More than 263 women in the Luanda area alone are processors that, in collaboration with more than 1,500 fishermen, work on the increase and quality of fishery products.

#### SAP Implementation Priorities being addressed

##### **a. Living Marine Resources**

**Ecosystem Quality Objective:** The impacts of harvesting transboundary living marine resources on the marine ecosystem are minimised and mitigation procedures implemented; harvesting is sustainable and depleted stocks are recovering.

Implement ecosystem-based management.

Develop, implement and monitor ecosystem approaches to management, especially joint management including precautionary approach, risk assessment, adaptive management and improving participation in management by a broad base of stakeholders.

Prepare a cost-benefit analysis of the fishing industry to assess its environmental impact against socio-economic benefits in order to compare with cost/benefits of other sectors and to assess socio-economic factors that may prevent coastal communities from gaining fully from marine resources.

Evaluate the long-standing fishing over-capacity problem (too many fishers, boats and processing plants) to find national and regionally acceptable solutions.

#### Description of expected Stress Reduction arising from the Pilot Component

- Reduced fishing pressure
- Improved use of fish gear/techniques
- Improvements in fishing practices and compliance, including the reduction of fishing stress through mariculture
- Greater involvement of women in management of fishing and fish-processing in the coastal communities of Luanda

- Municipal wastewater pollution reduction
- Industrial wastewater pollution reduction
- Agriculture pollution reduction practices

## **ANGOLA PILOT TWO**

Responsible Agency(s): National Aquaculture Directorate

### Pilot Objective

A case study in experimental farming focusing on small-scale community level mariculture of oysters (*Crassostrea gigas*) in coastal communities in Benguela province. The overall aim will be to increase food security and reduce dependence and impact on nearshore fisheries, as well as improving livelihoods. The activities will focus on developing shared farming (government and communities) at the level of cooperatives. Close collaboration is intended with the FAO GEF Project on Climate Change Resilience. That project also recognises the potential importance of the currently under-developed mariculture sector in Angola and aims to undertake a vulnerability analysis of the sensitivity and adaptation capacity of ecosystems and social systems along the Angolan coastline in order to assist in identifying areas for potential climate-proofed mariculture development. This Governance Pilot will collaborate closely with this FAO GEF process

### Definition of Geographical Area/Community/Extent

The Pilot study area will be in North, Central and Southern coast of Benguela Province located south of Angola, and area of 39827 km<sup>2</sup>

Oyster culture has been implemented in these areas due to the existence of natural oyster banks, their rapid growth and their high tolerance to the environmental conditions in these areas make it a prime candidate location for this Pilot Component.

### Intended Outputs and Deliverables from Pilot Two

**Output 2.1:** Government-Community Cooperative Partnerships

Deliverable(s): Working partnership agreements for fish-culture and shared farming cooperatives

**Output 2.2:** Increased food and livelihood security option identified and coupled with reduced stress on fisheries and coastal environment

Deliverable(s): Review and summary report on alternatives for new sources of protein through the more efficient provision of fresh fish and other marine products

Review and report on viability of various potential species for community-level mariculture

**Output 2.3:** An experimental station(s) for *C. gigas* culture and other selected species to 'prove' the case study objectives

Deliverable(s): Select appropriate sites for mariculture experimentation

Design and construct appropriate mariculture facilities at selected sites

Monitoring and review of the experimental culture process and production to assess the efficiency of community level culture of the experimental species

Monitor and review activities to ensure stress reduction at the level of potential waste products and invasive species

**Output 2.4:** Expand and enhance sustainable mariculture at the community level, ensuring better living conditions for coastal populations

Deliverable(s): Capture best lessons and practices from experimental case studies on community level mariculture

Identify appropriate sites and funding sources for replication

Provide final report and advisory summary to government and to BCC

#### End-of-Pilot Landscape

Appropriate species and techniques for community level mariculture identified through shared cooperative partnerships. These are then assessed for possible expansion in appropriate areas to involve more communities in the long-term project aims. Potential investment opportunities and funders also identified for expansion of community level mariculture.

#### SAP Implementation Priorities being addressed

**Ecosystem Quality Objective:** Degraded, threatened and critical marine habitats are restored, conserved and maintained; populations of threatened species are protected and recovering

Review and implement the regional aquaculture policy to minimise the likelihood of introducing alien invasive species through mariculture. Develop policies to minimise the introduction of invasive alien species and pathogens through other sources.

**Ecosystem Quality Objective:** The understanding of social-ecological interdependencies is improved such that this knowledge can be integrated into the management process

Investigate the impact of changes in harvest levels on the various stakeholders in the fishing industry and coastal communities in general.

**Ecosystem Quality Objective:** The ecosystem that is providing goods and services through blue economic initiatives for the sustainable livelihood of the people of the region.

Establish a funding mechanisms to address challenges in financing the aquaculture and  
Improve market accessibility

#### Description of expected Stress Reduction arising from the Pilot Component

- Reduced fishing pressure
- Improvements in fishing practices and compliance, including the reduction of fishing stress through mariculture
- Greater involvement of women in management of fishing and fish-processing in the coastal communities of Luanda
- Municipal wastewater pollution reduction
- Industrial wastewater pollution reduction
- Promoting increased family income and economic level, thus contributing to the eradication of hunger and poverty

### **ANGOLA PILOT THREE**

**Responsible Agency(s):** National Fisheries Management and Protection of Fish Resources (DNPPRP) the MinPescas

#### **Pilot Objective**

Community level use and preservation of resources through identification of sensitive coastal areas and species (including areas critical for fisheries recruitment and spawning): the development, elaboration and implementation of management plans and protective measures at community level; the direct involvement of local communities in the management processes. The overall aim would be to balance the use and conservation of marine and coastal resources for better community benefit while preserving and protecting the vulnerable and biological integrity of coastal ecosystems species, preventing habitat destruction, avoiding pollution and overexploitation, and promoting the rational and sustainable development of coastal fisheries. Again, close collaboration will be established with the FAO GEF project on Climate resilience which also aims to ensure that MPAs and other fish refugia, breeding areas or protected areas in estuaries and coastal areas are designed and managed to be resilient to the impacts of climate change.

#### **Definition of Geographical Area/Community/Extent**

The Pilot Area selected is Baia dos Tigres, which is an isolated and unpopulated island in the Namibe Province in the southwestern region of Angola with a land mass of 98 square kms. It is the largest island of Angola which was formed in 1962 when the sea broke through a small sand causeway connecting it to the mainland. The inhabitants abandoned the Island in 1974 to escape the strong wind, lack of drinking water and the transportation difficulties to the mainland. The Island was once a thriving commercial fishing community. As the largest and only sandy island off the coast of the 2000 km-long Namib Desert, the waters surrounding the island are very rich in fish stocks, while the location is renowned for its birdlife. Two surveys of the Island region in 1999 and 2001 indicated a rich wetland bird diversity consisting of 25 species and a bird density of 33 birds per square kilometre. Recently, the Island has only been visited now by adventure-seeking tourist groups and it remains the least known coastal wetland along desert coast, rich in shorebirds.

#### **Intended Outputs and Deliverables from Pilot Three**

**Output 3.1:** Assessment of Biological and Socioeconomic Importance of the Pilot Area

**Deliverable(s):** Comprehensive report on the area as an Ecologically and Biologically Sensitive Area, including listing and details of species present or visiting (migratory)

Detailed report on study of previous, present and potential fisheries (including gear and techniques used) as well as further potential for economic development (e.g. tourism)

**Output 3.2:** Development and Implementation of a management plan for the area to ensure the sustainable development and use of resources.

**Deliverable(s):** Spatial Mapping to identify potential protected/managed areas and fishing communities

Spatial mapping to identify potable water and wastewater management needs as well as solid waste management requirements (especially plastics) necessary for a sustainable development process alongside management of living marine resources

Formation of an intersectoral, stakeholder Baia Tigres Development Advisory Board (to include MINPESCAS, MINAMB, MINPET, MINTRANS, MINTUR), with representation from community members and local government, as well as any other local stakeholders.

Identification of investment opportunities and pre-feasibility studies for investment in sustainable development

Local Economic Development Plan for sustainable development and use of resources completed and implemented for the Baia Tigres communities

A coastal monitoring strategy implemented for Baia Tigres addressing biological, physical, chemical and socioeconomic indicators as well as measuring any climate-related trends or changes

**Output 3.3:** Training, Awareness and Capture of Lessons

Deliverable(s): An implemented training programmes for communities in ecosystem-based fisheries and sustainable community development and management

Awareness campaigns for local communities and Management/Policy Level briefing Documents for Government

Capture of best lessons and practices in a Final Report from the Pilot Component, including Experience notes for IW:LEARN and LME:LEARN

End-of-Pilot Landscape

A job creation and community improvement scheme that functions alongside and in parallel with the sustainable management of resources, including protected areas that are sensitive and including eco-friendly fisheries practices. Greater involvement of fishing communities in management practices alongside a strong intersectoral management ethos and greater Involvement of stakeholders in the marine and coastal ecosystems

SAP Implementation Priorities being addressed

**Ecosystem Quality Objective:** The impacts of harvesting transboundary living marine resources on the marine ecosystem are minimised and mitigation procedures implemented; harvesting is sustainable and depleted stocks are recovering.

Develop, implement and monitor ecosystem approaches to management, especially joint management including precautionary approach, risk assessment, adaptive management and improving participation in management by a broad base of stakeholders.

**Ecosystem Quality Objective:** A greater understanding of the variability and productivity of the ecosystem such that this knowledge can be incorporated into the decision-making process.

Implement coastal monitoring stations in Angola to provide long-term monitoring of the physical environment

Assess vulnerability of coastal ecosystems, including communities, to climate change/variability

**Ecosystem Quality Objective:** Coastal and marine pollution and water quality are controlled and managed to meet agreed standards for human and ecosystem health.

Develop and expand the monitoring of coastal water quality in the vicinity of coastal developments (pollution "hotspots"), new potential hotspots to be monitored and existing ones to be extended beyond the immediate vicinity (currently usually only within bays).

Implement measures to minimise dispersal of macro-plastics in order to reduce incidents of ingestion and entanglement of threatened species causing mortality in already stressed populations.

Introduce and implement policies to reduce discarded or lost fishing gear and hence incidences of ghost fishing and entanglement of threatened species.

**Ecosystem Quality Objective:** Degraded, threatened and critical marine habitats are restored, conserved and maintained; populations of threatened species are protected and recovering.

Incorporate biodiversity considerations into coastal planning (marine spatial planning / coastal zone management), including identifying threatened coastal and marine habitats/threatened species (such as spawning and nursery areas like mangroves and lagoons), developing coastal reserves/MPAs, training of personnel, etc.

Identify key habitats and develop mitigation policies and practices to reduce alteration/destruction (habitats include vulnerable coastal habitats, mangroves, salt pans).

**Ecosystem Quality Objective:** The understanding of social-ecological interdependencies is improved such that this knowledge can be integrated into the management process

Promote multi-sectorial management approaches and develop mechanisms to support collaboration between non-government people including university, NGOs, civil society, etc.

#### Description of expected Stress Reduction arising from the Pilot Component

- Reduced fishing pressure
- Conserved/protected wetland, MPAs, and fish refugia habitat
- Improvements in fishing practices and compliance, including the reduction of fishing stress through mariculture
- Greater involvement of women in management of fishing and fish-processing coastal communities
- Effective wastewater and solid waste pollution management
- Water use efficiency measures
- Promoting increased family income and economic level, thus contributing to the eradication of hunger and poverty
- Integrated Coastal Management

### Management and Monitoring for all Angola Governance Pilot Activities

The Benguela Current Commission Secretariat will monitor the progress of the Pilot. Angola will appoint its own Pilot Project Manager to oversee and manage the day-to-day Pilot site activities and various partnerships and collaborations as well as cooperation between the various government departments. A small Pilot steering group will be assigned by the responsible agencies to manage the project and ensure it is meeting its targets and objectives.

The Angolan Government will align the Pilot project with its on-going national and municipal level coastal management activities and overall policies for socioeconomic development community / municipal level management practices.

Regular, three-monthly brief progress reports will be provided by the Project Manager to the Pilot steering committee and then to the BCC and the overall BCLME UNDP GEF Project Management. The Pilot Project Manager will also provide updates in project activities to the overall BCLME Project Steering Committee when it meets.

A final Pilot Evaluation Report (DER) will provide an evaluation of overall delivery and success, a final budget breakdown and, importantly, a review of lessons and best practices focusing on the options for replicability.

### Linkages to and coordination with other closely related projects and funded activities related to all Pilot Components

#### **A. The GIZ MARISAM Project**

The main Objectives of this on-going project is to ensure that the sustainable management of the marine biodiversity and resources of the Benguela Current Large Marine Ecosystem (BCLME) is strengthened by improving the capacities of the Benguela Current Commission (BCC) and its member states in relation to Ecologically or Biologically Significant Marine Areas (EBSAs) and Marine Spatial Planning (MSP). In this context it has three main components/outputs, A. To provide support to the BCC member states to describe, recognize and manage EBSAs, B. Assisting the member states to implement and institutionalise marine spatial planning, and C. Ensuring that the concepts and instruments for the sustainable management of marine biodiversity and natural marine resources are widely known, accessible and used in the BCLME region and internationally. The UNDP GEF BCLME III Project and the GIZ MARISMA Project have worked closely with the countries in parallel development of their two support projects, their expected outputs and their deliverables. Their over-riding agreement and understanding is that both projects can provide the most cost-effective inputs and activities within a collaborative framework. In particular, with GIZ MARISMA focusing on marine spatial planning at the ocean level, and UNDP GEF BCLME III focusing on integrated Coastal Management (Including watershed impacts), the possibilities and options for harmonising and integrating these two geographically (and, in Namibia's case, administratively) distinct responsibilities become very real and achievable.

#### **B. FAO - Spatial Planning of Aquaculture Zones in the Republic of Angola:**

The Food and Agriculture Organization of the United Nations (FAO) is providing technical support to Angola on the project "Spatial Planning of Aquaculture Zones in the Republic of Angola". This project aims to facilitate investment and promote an effectively governed aquaculture development sector that is socially inclusive, equitable and environmentally responsible. The Government of Angola has provided USD 200 000 to implement the first

phase of the project within the ambit of the Country Programming Framework, which is a tool for the FAO country office's strategic prioritization and overall medium-term programming.

**C. Enhancing Climate Change Resilience in the Benguela Current Fisheries System**

This is a five-year GEF-funded project which aims to build resilience and reduce vulnerability of the Benguela Current marine fisheries systems to climate change through strengthening adaptive capacity and implementation of participatory and integrated adaptive strategies in order to ensure food and livelihood security.

**Pilot Stress Reduction objectives at 'site' level as part of this pilot process:**

Reduced fishing pressure = 10-20 tonnes/year in pilot area

Improved use of fish gear/techniques = 50% of fleet in pilot area

Alternative livelihoods introduced = 300-400 persons

Integrated Coastal Management = 800-1200 ha in pilot area

**Overall National Indicators - Best Lessons and Practices for National Adoption/Replication:**

Lessons and practices from Pilot 1 used to develop and adopt a national strategy for economic and social development of sustainable fisheries practices with a programme of support throughout the country

Lessons and practices from Pilot 2 used to develop and adopt a national strategy and programme of support for small-scale, community level mariculture aimed at increasing food security and reducing dependence and impact on nearshore fisheries, as well as improving livelihoods.

Lessons and practices from Pilot 3 used to develop a national strategy for identification of sensitive coastal areas and a parallel national development and implementation of community-level management and protection/conservation measures

All pilots to be assessed for the cost-benefit and efficiency of stress reduction measures versus 'business-as-usual'

All pilots to take into consideration any climate resilience measures and options that need to be incorporated into management strategies and LEDS (in close collaboration with the FAO GEF project on Enhancing Climate Change resilience in the Benguela Current Fisheries System)

All adopted national strategy include clear targets (timeframe and quantitative) for stress reduction (reduced by-catch, eco-labelling through MSC, gear restrictions, sustainable fishing gear introductions and removal of obsolete gear, reduced fishing pressure through protected or replenishment zones, right-based fisheries management, stock quotas, etc.)

Final Report with government and available to BCC

Experience Notes on IW:LEARN and LME:LEARN websites



**SUB-ANNEX 1: RESULTS FRAMEWORK FOR THREE ANGOLA PILOT PILOTS**

OUTPUT	KEY ACTIVITIES	EXPECTED DELIVERABLE	MEASURABLE INDICATOR	INTENDED DEADLINE (36 month lifecycle)
<b>PILOT COMPONENT ONE</b>				
<b>Output 1.1:</b> Community development enhanced through more efficient economic structures and organisational improvement leading to an integrated sustainable development and environmental management model at the community and municipality level (emphasis on stress reduction to coastal area through reduced wastewater and pollution impacts; improved and more efficient fishing practices, etc.).	Local national consultancy to liaise with communities on socioeconomic needs	Identify and articulate community development needs through socio-economic data collection and community consultation	Consultancy report on community needs	By Month 6
	Development of and integrated sustainable development and environmental management model (LED)	Manage the process of transformation of the community-level business and economic systems	Community level management organisations established	By Month 9
	Review of water and wastewater management needs and pollution mitigation measure	Establish community-level organizations in particular to provide durable services of a financial nature to producers, processors and fish merchants	Detailed reviews submitted and received on various management practices related to water and wastewater management and fisheries	By Month 12
	Review of improved fishing practices		A Sustainable Economic Development Strategy submitted to Municipal government	By Month 24
<b>Output 1.2:</b> Communities are provided with the means they need to improve their	Specialist group created for mapping services	Ecosystems Services mapping and localised spatial planning	Spatial mapping and planning documentation finalised	By Month 12

basic infrastructure and services and to pilot and promote improved techniques of production and processing of fish	Spatial mapping and planning report delivered to communities and municipality	completed  Introduction of better fish handling and processing practices to ensure improvement of the quality of the final product	Report on improved fish handling and process delivered to communities and municipalities and appropriate fisheries agencies	By Month 16
	Experts on fish handling and processing recruited  Improvements to fish processing and handling implemented		On-the-ground improvements and up-scaling for better fish processing and handling	By Month 20
<b>Output 1.3:</b> More durable systems developed and adopted for monitoring of fishing and related activities with the participation of fishing communities.	Development and adoption of a community-level fishery monitoring programme	Community-supported fisheries monitoring negotiated, agreed and implemented	On-going monitoring of fisheries by community	By Month 12
	Development and implementation of a capacity building and training programme within the communities for more eco-friendly fishing practices and gear	Capacity building for communication and awareness in the use of more eco-friendly fishing gear and practices (e.g. nets with larger mesh sizes allowing the capture of larger species)	Regular reports submitted to appropriate national agency through municipality	By Month 15
			Training given in use of more eco-friendly fishing practices	By Month 18
			Gear exchanges as appropriate	By Month 20
<b>PILOT COMPONENT TWO</b>				
<b>Output 2.1:</b> Government-Community Cooperative	Negotiation and adoption of Agreements	Working partnership agreements for fish-culture	Formal agreements signed for community cooperatives for	By Month 4

Partnerships		and shared farming cooperatives	mariculture	
<b>Output 2.2:</b> Increased food and livelihood security option identified and coupled with reduced stress on fisheries and coastal environment	<p>Consultancy to develop and finalise a fisheries production efficiency report</p> <p>Consultancy to develop and finalise a species viability report</p>	<p>Review and summary report on alternatives for new sources of protein through the more efficient provision of fresh fish and other marine products</p> <p>Review and report on viability of various potential species for community-level mariculture</p>	Final reports delivered to the Cooperatives and shared with appropriate government agencies	By Month 8
<b>Output 2.3:</b> An experimental station(s) for <i>C. gigas</i> culture and other selected species to ‘prove’ the case study objectives	<p>Site Selection criteria and site selection team in place.</p> <p>Sites Selected and agreed by all stakeholders</p> <p>Mariculture stations built and ‘up-and-running’</p> <p>On-going monitoring of productivity of stations and species</p> <p>Monitoring and reporting on</p>	<p>Select appropriate sites for mariculture experimentation</p> <p>Design and construct appropriate mariculture facilities at selected sites</p> <p>Monitoring and review of the experimental culture process and production to assess the efficiency of community level culture of the experimental species</p>	<p>Appropriate Sites Selected</p> <p>Mariculture stations in place and functional</p> <p>Monitoring reports on productivity and efficiency from mariculture stations are shared with appropriate government agencies</p> <p>Monitoring reports on stress reduction measures and levels</p>	<p>By Month 6</p> <p>By Month 18</p> <p>By Month 22</p> <p>By Month 22</p>

	stress reduction arising from new mariculture stations	Monitor and review activities to ensure stress reduction at the level of potential waste products and invasive species	are shared with appropriate government agencies	
<b>Output 2.4:</b> Expand and enhance sustainable mariculture at the community level, ensuring better living conditions for coastal populations	Final Pilot Component report captures all lessons and practices from the Pilot sites and recommends replication methods and sites  Experience Notes shared with IW:LEARN and LME:LEARN	Capture best lessons and practices from experimental case studies on community level mariculture  Identify appropriate sites and funding sources for replication  Provide final report and advisory summary to government and to BCC	Final Report with government and available to BCC  Experience Notes on IW:LEARN and LME:LEARN websites	By Month 36  By Month 33
<b>PILOT COMPONENT THREE</b>				
<b>Output 3.1:</b> Assessment of Biological and Socioeconomic Importance of the Pilot Area	EBSA survey report undertaken  Fisheries potential and feasibility report undertaken	Comprehensive report on the area as an Ecologically and Biologically Sensitive Area, including listing and details of species present or visiting (migratory)  Detailed report on study of previous, present and	Final EBSA report with communities and Government  Fisheries potential and feasibility report with communities and government	By Month 6  By Month 6

		potential fisheries (including gear and techniques used) as well as further potential for economic development (e.g. tourism)		
<b>Output 3.2:</b> Development and Implementation of a management plan for the area to ensure the sustainable development and use of resources.	Spatial Planning Mapping process undertaken	Spatial Mapping to identify potential protected/managed areas and fishing communities	Spatial Maps completed and available to community groups and government	By Month 15
	Formation of Intersectoral Stakeholder Development Advisory Board (DAB) negotiated and completed	Spatial mapping to identify potable water and wastewater management needs as well as solid waste management requirements (especially plastics) necessary for a sustainable development process alongside management of living marine resources	Intersectoral stakeholder DAB formally adopted with minutes from meetings	By Month 9
	Local/national consultancy on investment studies and pre-investment feasibility assessment		Investment pre-investment feasibility studies formally reported to intersectoral DAB and other appropriate government agencies as well as shared with industry and private sector investors	By Month 12
	Consultancy to work with DAB on Local Economic Development Plan			
	Coastal Monitoring Strategy developed and adopted by DAB	Formation of an intersectoral, stakeholder Baia Tigres Development Advisory Board (to include MINPESCAS, MINAMB, MINPET, MINTRANS, MINTUR), with representation from community members and local government, as well as	Local Economic Development Plan formally agreed by DAB and other appropriate government agencies  Coastal monitoring on-going	By Month 18

		<p>any other local stakeholders.</p> <p>Identification of investment opportunities and pre-investment feasibility studies for investment in sustainable development</p> <p>Local Economic Development Plan completed for the Baia Tigres communities, including potential new sustainable development</p> <p>A coastal monitoring strategy implemented for Baia Tigres addressing biological, physical, chemical and socioeconomic indicators as well as measuring any climate-related trends or changes</p>	<p>and reports reviewed and acted on by DAB and other government agencies</p>	By Month 16
<b>Output 3.3:</b> Training, Awareness and Capture of Lessons	<p>Training programme developed and agreed by DAB and government</p> <p>Consultancy to develop an</p>	An implemented training programmes for communities in ecosystem-based fisheries and sustainable community development and	<p>Training programme underway with reports back to DAB</p> <p>Awareness Campaign</p>	<p>By month 22</p> <p>By Month 22</p>

	<p>awareness campaign</p> <p>Awareness campaign delivered</p> <p>Final Pilot Component report captures all lessons and practices from the Pilot sites and recommends replication methods and sites</p> <p>Experience Notes shared with IW:LEARN and LME:LEARN</p>	<p>management</p> <p>Awareness campaigns for local communities and Management/Policy Level briefing Documents for Government</p> <p>Capture of best lessons and practices in a Final Report from the Pilot Component, including Experience notes for IW:LEARN and LME:LEARN</p>	<p>completed and successful</p> <p>Final Report with government and available to BCC</p> <p>Experience Notes on IW:LEARN and LME:LEARN websites</p>	<p>By Month 30</p> <p>By Month 30</p>
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**SUB-ANNEX 2: BUDGET FOR THREE PILOT COMPONENTS**

OUTPUT	KEY ACTIVITIES	ITEM	ITEM/DETAIL	BUDGET (US\$)	COFINANCING
<b>PILOT COMPONENT ONE</b>					
<b>Output 1.1:</b> Community development enhanced through more efficient economic structures and organisational improvement leading to an integrated sustainable development and environmental management model at the community and municipality level (emphasis on stress reduction to coastal area through reduced wastewater and pollution impacts; improved and more efficient fishing practices, etc.).	<p>Local or national consultancy to liaise with communities on socioeconomic needs</p> <p>Development of and integrated sustainable development and environmental management model (LED)</p> <p>Review of water and wastewater management needs and pollution mitigation measure</p> <p>Review of improved fishing practices</p> <p>Economic development strategy finalised</p>	<p>Local Consultants</p> <p>International Consultant</p>	<p>Hiring local consultant for 20 days @ 400 = \$8,000 x 3 = \$24,000</p> <p>Hiring international Consultant for 20 days @\$600 = \$12,000 x 2 = \$24,000</p> <p>Travel Costs = \$4,000</p>	\$52 000	



<b>Output 1.2:</b> Communities are provided with the means they need to improve their basic infrastructure and services and to pilot and promote improved techniques of production and processing of fish	<p>Specialist group created for mapping services</p> <p>Spatial mapping and planning report delivered to communities and municipality</p> <p>Experts on fish handling and processing recruited</p> <p>Improvements to fish processing and handling implemented</p>	<p>Mapping Consultancy Group</p> <p>Support to MSP/Mapping Process</p> <p>Experts on fisheries and fish-handling/processing recruited</p> <p>Support costs for improvements</p>	<p>Technical support for Mapping Group = \$8,000</p> <p>Other Mapping support = \$8,000</p> <p>Fisheries and fish handling / Processing experts = 30 days @ \$600 per day = \$18,000</p> <p>Support to improvements = \$40,000</p>	\$74 000	
<b>Output 1.3:</b> More durable systems developed and adopted for monitoring of fishing and related activities with the participation of fishing communities.	<p>Development and adoption of a community-level fishery monitoring programme</p> <p>Development and implementation of a capacity building and training programme within the communities for more eco-friendly fishing practices and gear</p>	<p>Development and implementation of monitoring including equipment = \$8,000</p> <p>Training support on methods, techniques and fishing gear training in communications and awareness</p> <p>Training in entrepreneurship and small business management</p>	<p>Support costs for development and implementation of monitoring including equipment = \$8,000</p> <p>Training support costs = \$40,000</p> <p>Travel for Training = \$3,000</p>	\$51 000	
Pilot Component Management Costs	Overall Management of the Pilot Component	Small office cost to run demo pilot component	<p>Travel costs = \$8,000</p> <p>Office and Admin costs = \$12,000</p> <p>Technical expertise costs = \$10,000</p>	\$30 000	
PILOT COMPONENT ONE SUB-BUDGET				\$207 000	0

PILOT COMPONENT TWO					
Output 2.1: Government-Community Cooperative Partnerships	Negotiation and adoption of Agreements	Workshop	Workshop cost = \$8,000	\$8 000	
Output 2.2: Increased food and livelihood security option identified and coupled with reduced stress on fisheries and coastal environment	Consultancy to develop and finalise a fisheries production efficiency report  Consultancy to develop and finalise a species viability report	Consultant hired for fisheries production efficiency assessment  Consultant hired for species viability report	two consultants for 25 days each @ \$600 per day = \$30,000	\$30 000	
Output 2.3: An experimental station(s) for C. gigas culture and other selected species to 'prove' the case study objectives	Site Selection criteria and site selection team in place.  Sites Selected and agreed by all stakeholders  Mariculture stations built and 'up-and-running'  On-going monitoring of productivity of stations and species  Monitoring and reporting on stress reduction arising from new mariculture stations	Site Selection process  Building of Mariculture experimental station  Monitoring for productivity  Monitoring for stress levels and mitigation from mariculture facility	Site Selection = \$5,000  Construction of Experimental Station = \$75,000  Monitoring for productivity = \$20, 000  Monitoring of impacts and stress reduction measures = \$20,000	\$120 000	
Output 2.4: Expand and enhance sustainable mariculture at the community level, ensuring better living conditions for coastal populations	Final Pilot Component report captures all lessons and practices from the Pilot sites and recommends replication methods and sites  Experience Notes shared with IW:LEARN and LME:LEARN	Report writing and experience notes preparation	Reporting and writing costs = \$12,000	\$12 000	

Pilot Component Management Costs	Overall Management of the Pilot Component	Small office cost to run demo pilot component	Travel costs = \$8,000 Office and Admin costs = \$12,000 Technical expertise costs = \$10,000	\$30 000	
PILOT COMPONENT TWO SUB-BUDGET				\$200 000	0

PILOT COMPONENT THREE					
<b>Output 3.1:</b> Assessment of Biological and Socioeconomic Importance of the Pilot Area	EBSA survey report undertaken  Fisheries potential and feasibility report undertaken	EBSA Survey  Fisheries potential/feasibility survey	Consultancy for surveys at 25 days x \$600 x 2 = \$30,000	\$30 000	
<b>Output 3.2:</b> Development and Implementation of a management plan for the area to ensure the sustainable development and use of resources.	Spatial Planning Mapping process undertaken  Formation of Intersectoral Stakeholder Development Advisory Board (DAB) negotiated and completed  Local/national consultancy on investment studies and pre-investment feasibility assessment  Consultancy to work with DAB on Local Economic Development Plan  Coastal Monitoring Strategy developed and adopted by DAB	Mapping consultants and experts hired  DAB Intersectoral committee set up  Investment pre-feasibility study  Local Economic Development Plan  Coastal Monitoring Strategy	Consultants and technical experts = 30 days @ \$600 = \$15,000  Support to formation and meetings of DAB = \$4,000  Pre-Feasibility Studies for Investment = \$15,000  LED Plan written = consultant for 30 days x \$600 = \$18,000  Coastal monitoring support = \$10,000	\$62 000	

<b>Output 3.3:</b> Training, Awareness and Capture of Lessons	<p>Training programme developed and agreed by DAB and government</p> <p>Consultancy to develop an awareness campaign</p> <p>Awareness campaign delivered</p> <p>Final Pilot Component report captures all lessons and practices from the Pilot sites and recommends replication methods and sites</p> <p>Experience Notes shared with IW:LEARN and LME:LEARN</p>	<p>Development of Training Programme</p> <p>Awareness Campaign Delivered</p> <p>Final Report and Experience Notes</p>	<p>Training Programme Developed by Consultant = 20 days x \$500 = \$10,000</p> <p>Support for training (costs, travel etc.) = \$15,000</p> <p>Awareness campaign design and delivery = \$15,000</p> <p>Support to write final report and Experience Notes = \$6,000</p>	\$46 000	
Pilot Component Management Costs	Overall Management of the Pilot Component	Small office cost to run demo pilot component	<p>Travel costs = \$8,000</p> <p>Office and Admin costs = \$12,000</p> <p>Technical expertise costs = \$10,000</p>	\$30 000	
PILOT COMPONENT TWO SUB-BUDGET				\$168 000	0
TOTAL BUDGET FOR PILOT (ALL THREE PILOT COMPONENTS)				\$575 000	\$0

**Outcome 1.3: Local level integrated governance and management mechanisms (in line with the Ecosystem-Based Management approach and in support of SAP Implementation) piloted and demonstrated for further replication**

Country: Namibia

Responsible Agency(s): Ministry of Fisheries & Marine Resources and the Ministry of Environment & Tourism

Contact Person: Dr. J.A. Holtzhausen

Title of National Governance Pilot Project:

**Demonstrating and piloting integrated and harmonised coastal and marine planning and management for Namibia in line with BCLME SAP implementation**

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Objective of National Governance Pilot Project:

To pilot and develop harmonisation of the marine spatial planning process and the coastal management process. This will aim to bridge the High Water – Low Water interface currently perceived as the boundary for these two processes and will work to enhance interaction and collaboration between the mandated government institutions and departments as well as other concerned stakeholders. This integration and harmonisation strategy will be of enormous value at the national level and will be demonstrated initially, in parallel with a process of Local Economic Community Development, at appropriate locations including a river mouth (estuarine) environment as well as in area close to one of the major ports. The Pilot will provide lessons and practices that will then be used to develop a national approach to an overall and holistic ‘blue ‘economy’ based ocean governance. Ultimately the Pilot and subsequent, appropriate adoption of lessons and best practices at the national level would help to create an environment of inter-sectoral and inter-ministerial collaboration for ocean governance in line with the implementation of the BCLME Strategic Action Programme. This will then help to guide the Commission and its various bodies in implementing more effective integrated coastal and marine governance across the BCLME region. This approach will also allow the German-funded BCC-GIZ Project and the UNDP GEF project to collaborate closely and cost-effectively on areas of mutual interest and objectives. GIZ support will focus on the marine spatial planning component below the high water mark and UNDP GEF support will focus on intertidal management and impacts and influence on the coastal/hinterland areas. Both projects will work together to assist in the delivery of a single coastal and marine spatial planning product with appropriate zoning, regulatory systems, compliance and monitoring, etc. that covers both the coastal and marine environments. The overall process will further support the achievements of NACOMA and help to build in NACOMA’s objectives. NACOMA was tasked to pave the way for an Integrated Coastal Zone Management System in Namibia. This process will consolidate and expand NACOMA’s original mandate.

Definition of Geographical Area/Community/Extent

**Pilot Site One: The Orange River Mouth.** The Orange River is South Africa’s largest river and forms the border with Namibia. The Orange River mouth wetland became the first transboundary Ramsar site in Southern Africa in 1995. This is a delta type wetland with a braided channel system. The Orange River Mouth wetland has been identified as being of international importance because A. It is an example of a rare wetland in its particular biogeographical region, B. It supports an appreciable assemblage of rare, vulnerable or endangered species. Of the 57 wetland bird species recorded, 14

can be considered either to be rare or endangered. The site also supports 33 mammal species (including the Cape clawless otter) and the Namaqua barb, a red data species fish found only in the lower reaches of the Orange River, and C. It regularly supports substantial numbers of particular waterfowl, indicative of wetland productivity and diversity. Its welfare came into question in the late 1990's following the collapse of the salt marsh component of the system, as a result of a combination of impacts, both at and upstream of the wetland. These impacts included adjacent diamond mining activities, flow regulation of the Orange River as a result of dam construction, mosquito control measures and poor management of the mouth. These impacts resulted in a significant decrease in the number of waterfowl utilizing the system. The impact of the decline in ecological functioning on fish species utilizing the estuary and salt marsh is unknown. It is however suspected that the loss of such an integral component of the wetland system cannot fail to impact on these species. The area on the immediate south of the river is irrigated farmland for supply of produce while diamond mining companies hold a concession to most of this land. The north bank of the Orange River forms the border between South Africa and Namibia. The township of Alexander Bay is situated on the slopes behind the belt of farmland to the South of the river mouth and immediately outside the former floodplain area. The closest settlement is that of Alexander Bay (South Africa) and Oranjemund (Namibia). Seaward of the meadows along the northern shore of the mouth, the floodplain is under "natural" vegetation on the river side of the dyke, with developments taking place near Oranjemund, notably a golf course. The area is also a popular tourist destination. The Orange-Senqu River Commission (ORASECOM) promotes the equitable and sustainable development of the resources of the Orange-Senqu River. ORASECOM provides a forum for consultation and coordination between the riparian states to promote integrated water resources management and development within the basin. ORASECOM. Supported by UNDP and GE, ORASECOM has recently completed its TDA-SAP process and is now about to engage in SAP implementation. This highlights the need for close collaboration between ORASECOM and BCC and this governance pilot is one obvious area for developing such close collaboration, both at the Commission/Secretariat level and on-the-ground with activities.

**Pilot Site Two: Walvis Bay Lagoon.** This wetland is considered the most important coastal habitat of its kind in Southern Africa and amongst the top 3 in Africa. It stands out as a birding paradise because of its vast quantities and varied species of shorebirds that congregate here in the Walvis Bay wetlands from September to April each year. In view of this importance, the Walvis Bay Wetlands were declared a Ramsar Site in June 1995. The bay itself is a safe haven for sea vessels because of its natural deep-water harbour, Lüderitz to the south is also a natural harbour although smaller in size. Many different fishing and fish processing companies are based in Walvis Bay and this accounts for a major part of the economy of this area. Walvis Bay Salt Holdings (Pty) Ltd, through its various subsidiaries, is the largest producer of solar sea salt in sub-Saharan Africa. The group process 50 million tons of seawater to produce in excess of 700 000 tons of high-quality salt per annum. The total operation covers an area of 4500ha. In addition to producing salt for the chemical industry and other general purposes the Group also produce high quality table salt for the Southern Africa market. Concessions for aquaculture in the form of oyster rafts have been granted within the salt works area during the past decade. Oyster production in Walvis Bay has been a financial success, and extensions of this activity are expected. However, sedimentation of the lagoon has become a cause for concern as there have been indications that the lagoon could be silting up. The main source is wind-blown sand and dust, with very small and infrequent contributions from the bay and floods in the Kuiseb River. Following sedimentation, pollution from activities in the Walvis Bay harbour has the largest impact on the functioning of the Walvis Bay Lagoon. Pollutants affecting the water column have been identified as petroleum products, fish processing waste, ore dust, cargo packaging waste, heavy metal waste, toxic waste, galley waste and dredged material. In contrast to the severe effects of water-borne pollutants, air and ground pollutants originating in the harbour have a relatively small impact on the lagoon. Similarly, the organic load produced from the fish factory

outfalls in the harbour leads to accumulation and decomposition of organic matter on the bottom, which, in turn, causes sulphur eruptions. These eruptions are more common in summer than in winter and may kill fish in the harbour and lagoon, turning the water a variety of colours and producing an unpleasant sulphurous smell. In addition to the reduction in total area of the lagoon caused by surrounding development, the Walvis Bay Lagoon is directly and indirectly affected by a variety of influences originating in the surrounding area. Currents entering and flowing from the lagoon carry sediments that are deposited, mainly at the mouth of the lagoon. The water-borne sediment load has apparently been augmented by dredging in the harbour. Windblown sand is the other major source of sedimentary input into the lagoon.

#### Intended Outputs and Deliverables

**Output 1:** An Ecosystem Valuation of the two Pilot areas to identify and confirm the value of the goods and services provided by the coastal and marine ecosystems (in relation to both living and non-living marine resources).

**Deliverable(s):** An Ecosystem Valuation Report for the Orange River Mouth and the Walvis Bay Lagoon

**Output 2:** Extrapolation of Ecosystem Valuation along with input from the commercial and private sector (on the value of both living and non-living marine resources to the commercial sectors) to deliver a Cost-Benefit Analysis for more effective zoning, planning, management and governance in order to catalyse political support and ownership and to encourage appropriate and sustainable investment

**Deliverable(s):** A Cost-Benefit Review Report for the Orange River Mouth and the Walvis Bay Lagoon.

**Output 3:** Direct involvement of ORASECOM and the Orange-Senqu River SAP Implementation initiative (UNDP GEF Project) in any planning and strategies developed for the Orange River Mouth

**Deliverable(s):** BCC Management Board to consider adopting ORASECOM as an Observer

Appropriate technical and managerial input from ORASECOM and the Orange-Senqu River SAP Implementation project into the Outputs for this governance pilot

**Output 4:** Interpret the value of investments into a broader 'blue economy' approach that identifies and highlights the return on investments that support stress reduction and environmental-social benefits at the ecosystem level (e.g. reversal of habitat degradation; restoration/rehabilitation; responsible fisheries stewardship;) This process will aim to demonstrate ecosystem-based community development at a localised level through Local Economic Development at the Orange River Mouth and Walvis Bay lagoon. This process will also integrate with the activities and work of the FAO GEF Project on Enhancing Climate Resilience to ensure that this 'blue/ocean economy' approach captures this need for resilience.

**Deliverable(s):** Local Economic Development Plans/Strategies implemented at the pilot sites focusing on Community development and sustainability for both Pilot Areas.

**Output 5:** A Review of the coastal management and the marine spatial planning arrangements of the subtidal and offshore EEZ in order to harmonise and facilitate more efficient ocean management and governance for Namibia

**Deliverable(s):** A stakeholder-driven Report that clearly defines a harmonisation and integration process for Coastal management and marine spatial planning for review and adoption by Cabinet

**Output 6:** A Private-Public Sector partnership(s) for areas of commercial and economic interest both current and for future potential development within an ecosystem-based sustainable (blue economy) management strategy. These partnerships will also focus on stress reduction needs such as improved wastewater management and reduced pollution input and threat at the 'Pilot' sites.

**Deliverable(s):** Formal partnership agreements (bilateral/multilateral) for local economic development between private and public sector based on the overall concept of sustainable marine spatial planning and the welfare of the BCLME.

Private-Public Partnerships for development of specific stress reduction actions including improved wastewater treatment and pollution reduction as well as mitigating the impacts from non-ecosystem friendly development.

**Output 7:** A sustainable Coastal and Marine Management Authority with intersectoral membership and involvement

**Deliverable(s):** A formal government White Paper presented to Cabinet for adoption of a Management Authority that includes both CZM and MSP.

**Output 8:** A training and capacity development programme and appropriate capacity building activities related to the above.

**Deliverable(s):** Targeted training and capacity building of individuals and institutions based on national priorities and using centres of excellence within the region and internationally if necessary.

**Output 9:** Capture of lessons and best practices from the above to develop an appropriate national ocean zoning and management strategy, which can ultimately be adopted at the policy level.

**Deliverable(s):** Final report on achievements lessons and best practices sent to BCC and 'Experience Notes' provided to IW:LEARN and LME:LEARN

#### End-of-Pilot Landscape

By the end of the Pilot, two 'pilots' will have been completed which demonstrate how Local Economic Development can be promoted using A. harmonised CZM and MSP and B. using an ecosystem-based sustainable management approach which recognises the importance of economic development in harmony with sustainable management of resources. Based on the lessons from this process a new institutional and legal approach will have been developed and submitted to government for adoption which integrates ICM and MSP into one coastal and marine spatial planning process.

#### SAP Implementation Priorities being addressed

##### **Ecosystem health and biodiversity**

**Ecosystem Quality Objective:** Degraded, threatened and critical marine habitats are restored, conserved and maintained; populations of threatened species are protected and recovering.

Reduce threats to species and habitats and incorporate biodiversity considerations into coastal planning (marine spatial planning / coastal zone management), including identifying threatened coastal and marine habitats/threatened species (such as spawning and nursery areas such as intertidal pools and lagoons), developing coastal reserves/MPAs, training of personnel, etc.

##### **Enhance the economic development potential**

**Ecosystem Quality Objective:** The ecosystem that is providing goods and services through blue economic initiatives for the sustainable livelihood of the people of the region.



Managed competition of shared resources space by employing adequate spatial planning. Enhancing key economic sectors, i.e. marine transport & manufacturing; offshore oil & gas and fisheries, integrated ocean governance & protection to achieve sustainable oceans development through integrated ocean governance framework and marine spatial planning. Develop and implement a series of marine spatial management plans in priority national and transboundary ocean areas.

#### Description of expected Stress Reduction arising from the Pilot

It is intended that these two pilots of local economic development within an ecosystem-based management approach will improve coastal planning in the context of setbacks, mitigation of habitat degradation or loss, reduction in site-specific coastal erosion, reduced point and chronic pollution, better upstream environmental flow management and generally balancing the socio-economic and environmental requirements. Although much of this falls within 'Process' rather than 'Stress Reduction' that process at the local and community level is currently absent and without it stress reduction will be difficult to realize. However, Output 5 addressing partnerships between the public and private sector will focus specifically on demonstrating stress reduction through wastewater management and pollution control.

#### Management and Monitoring

These two demo 'pilot' projects are intended to last for 3 years.

The Benguela Current Commission Secretariat will collaborate with the Namibian Government and the responsible Agency to contract and appoint a Pilot Project Manager to oversee and manage the day-to-day Pilot site activities and various partnerships and collaborations as well as cooperation between the various government departments. BCC will monitor the progress of the Pilot closely along with the responsible national agency. In view of the close linkages to the GIZ MARISAM project, the possibilities of sharing a full-time management position for the demo will be considered and discussed.

A small Pilot steering group will be assigned by the responsible agencies to manage the project and ensure it is meeting its targets and objectives. This Steering group should, where possible, include appropriate stakeholders or interact with stakeholders during the demo project inception and implementation through a stakeholder workshop.

Regular, three-monthly brief progress reports will be provided by the Project Manager to the Pilot steering committee and then to the BCC and the overall BCLME UNDP GEF Project Management. The Pilot Project Manager will also provide updates in project activities to the overall BCLME Project Steering Committee when it meets.

A final Pilot Evaluation Report (DER) will provide an evaluation of overall delivery and success, a final budget breakdown and, importantly, a review of lessons and best practices focusing on the options for replicability.

#### Linkages to and coordination with other closely related projects and funded activities

##### **D. The GIZ MARISAM Project**

The main Objectives of this on-going project is to ensure that the sustainable management of the marine biodiversity and resources of the Benguela Current Large Marine Ecosystem (BCLME) is strengthened by improving the capacities of the Benguela Current Commission (BCC) and its member states in relation to Ecologically or Biologically Significant Marine Areas (EBSAs) and Marine Spatial Planning (MSP). In this context it has three main components/outputs, A. To provide support to the BCC member states to describe, recognize and manage EBSAs, B. Assisting the member states to implement and institutionalise marine spatial planning, and C. Ensuring that the concepts and instruments

for the sustainable management of marine biodiversity and natural marine resources are widely known, accessible and used in the BCLME region and internationally. The UNDP GEF BCLME III Project and the GIZ MARISMA Project have worked closely with the countries in parallel development of their two support projects, their expected outputs and their deliverables. Their over-riding agreement and understanding is that both projects can provide the most cost-effective inputs and activities within a collaborative framework. In particular, with GIZ MARISMA focusing on marine spatial planning at the ocean level, and UNDP GEF BCLME III focusing on integrated Coastal Management (Including watershed impacts), the possibilities and options for harmonising and integrating these two geographically (and, in Namibia's case, administratively) distinct responsibilities become very real and achievable.

#### **E. The NACOMA Project**

The Namibian Coast Conservation and Management Project is tasked to pave the way for an Integrated Coastal Zone Management System in Namibia. This is a GEF-funded initiative which started in March 2006 under the auspices of the Ministry of Environment and Tourism and which should be completed by the end of 2015. The project aims to:

- Enable Namibians to agree on a common vision for the management of the coastal zone;
- Develop & support the implementation of the Government's coastal policy;
- Clarify the legal and regulatory framework for coastal zone development planning;
- Harmonize institutional mandates and roles for the management of the coastal zone;
- Provide required training & practical skills to key stakeholders responsible for managing the coast;
- Improve awareness about the coastal biodiversity, environmental problems and the coastal value.

Clearly, NACOMA's work and legacy feeds directly into the aims of this demo project.

#### **F. SEMP (Strategic Environmental Management Plan of the Uranium Province)**

The Strategic Environmental Management Plan (SEMP) for the central Namib Uranium province is an over-arching framework addressing cumulative impacts of existing and potential developments through monitoring and management. The SEMP arises from the Strategic Environmental Assessment (SEA) for the uranium province, an initiative that provides vision and generates a culture of collaboration within the mining industry, government, and the public. Such mining is often associated with positive synergies such as employment, infrastructures and various socio-economic benefits; however, the potentially negative effects (e.g. air quality and radiation, effect on tourism as some of these mines are situated in National Parks) are amongst the major public concerns. Where there are linkages at the pilot sites and in the overall harmonisation of coastal and marine management, SEMP will be taken into account.

#### **G. Namibia Seabed Environmental Assessment Project (Project on cumulative impact of seabed mining and co-existence)**

Under the supervision of the Ministry of Fisheries and Marine Resources, this project is undertaking an investigation of cumulative impacts on the marine ecosystem from mining of phosphorites off the Namibian coast within the EEZ. The project will identify and

develop the scientific procedures and studies necessary to compile a Strategic Environmental Assessment of the cumulative impacts on the marine ecosystem from seabed mining of industrial minerals, focusing on phosphorites, along the Namibian coast. Again, where such impacts are relevant to the demo project objectives (e.g. in the harmonisation of ICM and MSP) the project will interact and collaborate with SEAP and its activities and findings.

#### **H. Enhancing Climate Change Resilience in the Benguela Current Fisheries System**

This is a five-year GEF-funded project which aims to build resilience and reduce vulnerability of the Benguela Current marine fisheries systems to climate change through strengthening adaptive capacity and implementation of participatory and integrated adaptive strategies in order to ensure food and livelihood security

#### **I. Second UNDP GEF Orange-Senqu River Project**

The Orange-Senqu River Commission (ORASECOM) promotes the equitable and sustainable development of the resources of the Orange-Senqu River. ORASECOM provides a forum for consultation and coordination between the riparian states to promote integrated water resources management and development within the basin. UNDP GEF supported an initial Transboundary Diagnostic Analysis for the Basin leading to a Strategic Action Programme. They are now planning a second phase to implement this SAP and the Orange River Mouth will be an important area in that SAP Implementation. Consequently, this Demo Project will interact closely with this UNDP GEF supported project for the Orange Senqu River SAP implementation process.

#### **J. Coastal Environmental Trust of Namibia (Walvis Bay Lagoon)**

The Coastal Environmental Trust of Namibia (CETN) aims to promote sustainable development, to conserve the fragile coastal wetlands and desert environment and to promote environmental education, awareness and understanding. CETN partnered with the Government in the Walvis Bay Local Action for Biodiversity project and produced a Biodiversity Report for the Municipality of Walvis Bay in 2008. The Namibian Dolphin Project is a partner with CETN and was started in 2008 and has grown from strength to strength since then. Their core focus is research on coastal dolphins and whales in Namibian waters with the ultimate aim of generating high quality data that is useful to both science and management. They work closely with local NGO's, the marine tourism industry and the Namibian government to ensure that their results get to the right people. The Namibian Dolphin Project is now managed as part of the Sea Search Africa group. It is hoped that this current demo project can use the work already started as a partnership between CETN and government in relation to the Walvis Bay Lagoon as a foundation for some of the Local Economic Development planning.

#### **K. Gobabeb research and training centre**

The Gobabeb Training and Research Center is an internationally recognised centre for dry land training and research in Namibia. It is located in the Namib Desert, 120 km south-east of Walvis Bay. Gobabeb conducts research in the fields of climate, ecology and geomorphology. It further tests, demonstrates and promotes Appropriate Technologies. By conducting training courses Gobabeb aims to improve the public awareness and knowledge of dry land ecology and environmental issues. The station hosts permanent researchers,

students, and interns, as well as short time visitors such as school and university groups, and tourists. Gobabeb also occasionally hosts film crews, journalists and artists.

**Pilot Stress Reduction objectives at 'site' level as part of this pilot process:**

Conserved/protected wetland, MPAs, and fish refugia habitat = Approx. 100-130 sq. km

Demonstration of Restored Habitat mechanisms, including wetlands = Approx. 5-10 sq. km.

Agriculture pollution reduction practices = 40% reduction from pilot inception baseline in pesticides and fertilizer levels at point-of-contact with coastal waters within Pilot lifetime.

40% reduction from pilot inception baseline in heavy metals (as measured at final discharge) within Pilot lifetime.

< 10mg/l of BOD in all rivers and river mouths in the pilot area (where baseline is above this value at start of project)

Municipal wastewater pollution reduction = Approx. 500 kg/yr. collectively across the pilot area and = or < 20mg/l of BOD at all outfalls

Integrated coastal management introduced = across entire coastline of 1,500 km

**National Indicators - Best Lessons and Practices for National Adoption/Replication:**

Ecosystem Valuation Methodology

Cost Benefit Analysis Methodology

A proven methodology submitted to national government (for their adoption) for the development and implementation of Local Economic Development plans that integrate community development and ecosystem sustainability

Investments by government and commercial partners that support stress reduction and environmental-social benefits at the ecosystem level (e.g. reversal of habitat degradation; restoration/ rehabilitation; responsible fisheries stewardship;) and capture climate resilience needs

Public/Private partnership agreements negotiated and implemented for local economic development based on the overall concept of sustainable marine spatial planning and the welfare of the BCLME

A formal government White Paper presented to Cabinet for adoption of a Management Authority that includes both CZM and MSP

Clear targets adopted and monitored for stress reduction (timeframe and quantitative) within local economic development plans and by the Management Authority as well as in any partnership stress reduction activities

Targeted training and capacity building of individuals and institutions to support this Management Authority and harmonised spatial planning approach

Experience Notes produced by the Project and delivered to IW:LEARN and LME:LEARN

**ANNEX 1: RESULTS FRAMEWORK**

OUTPUT	KEY ACTIVITIES	EXPECTED DELIVERABLE	PILOT LEVEL MEASURABLE INDICATOR	INTENDED DEADLINE (36 month lifecycle)
<b>Output 1:</b> An Ecosystem Valuation of the two Pilot areas to identify and confirm the value of the goods and services provided by the coastal and marine ecosystems (in relation to both living and non-living marine resources).	Specific geographical extent of pilot areas agreed. National/regional expert(s) recruited to undertake an EV and assessment under the leadership of a Project Manager appointed by the BCC. Workshop at local / community level to capture necessary EV information. Interaction with private sector also to capture necessary EV information.	An Ecosystem Valuation Report for the Orange River Mouth and the Walvis Bay Lagoon	Report delivered to National Focal Institution (for dissemination and review within government) and to BCC	By Month 5
<b>Output 2:</b> Extrapolation of Ecosystem Valuation along with input from the commercial and private sector (on the value of both living and non-living marine resources to the commercial sectors) to deliver a Cost-Benefit Analysis for more effective zoning, planning, management and governance in order to catalyse political support and ownership and to encourage	National/regional expert(s) recruited to expand the EV into a Cost-Benefit Analysis that identifies the social and economic advantages of a more effective sustainable management process under the leadership of a Project Manager appointed by the BCC. Specific advantages highlighted in relation to	A Cost-Benefit Review Report for the Orange River Mouth and the Walvis Bay Lagoon sites. The CBA will have a specific focus on investment for stress reduction	Report delivered to National Focal Institution (for dissemination and review within government) and to BCC	By Month 10

appropriate and sustainable investment	<p>planning and zoning as a management tool.</p> <p>Identification of investment opportunities that would support sustainable development alongside ecosystem-based management</p>			
<b>Output 3:</b> Direct involvement of ORASECOM and the Orange-Senqu River SAP Implementation initiative (UNDP GEF Project) in any planning and strategies developed for the Orange River Mouth	<p>ORASECOM representatives attending BCC Management Board meetings (and vice versa as appropriate)</p> <p>Direct involvement of BCC and ORASECOM technical staff in each other's activities, including ORASECOM representation on the BCC Ecosystem Advisory Committee</p>	<p>BCC Management Board to consider adopting ORASECOM as an Observer</p> <p>Appropriate technical and managerial input from ORASECOM and the Orange-Senqu River SAP Implementation project into the Outputs for this governance pilot</p>	Physical presence and interaction between BCC and ORASECOM at Commission level and Technical level in developing and implementing the outputs from this governance pilot	Immediate at Inception
<b>Output 4:</b> Interpret the value of investments into a broader 'blue economy' approach that identifies and highlights the return on investments that support stress reduction and environmental-social benefits at the ecosystem level (e.g. reversal of habitat degradation; restoration/rehabilitation;	<p>Create appropriate team for development of LEDs (Local Economic Development plans)</p> <p>Identify potential investments that can support stress reduction alongside clearly demonstrable socio-economic benefits</p>	<p>Local Economic Development Plans/Strategies focusing on Community development and sustainability for both Pilot Areas</p> <p>Investment feasibility studies linked to LEDs</p>	<p>LEDs discussed and agreed by appropriate communities and municipalities</p> <p>IFS discussed and agreed by appropriate communities and</p>	<p>By Month 12</p> <p>By Month 15</p>

responsible fisheries stewardship;) This process will aim to demonstrate ecosystem-based community development at a localised level through Local Economic Development at the Orange River Mouth and Walvis Bay lagoon.	Pilot inception of LED plans at Pilot sites with full stakeholder/community engagement and steering	Launch inception process for LED plan implementation at pilot sites	municipalities  Report from first Inception / Steering Committee for LED Plan Implementation	By Month 18
<b>Output 5:</b> A Review of the coastal management and the marine spatial planning arrangements of the subtidal and offshore EEZ in order to harmonise and facilitate more efficient ocean management and governance for Namibia	Implement a formal review process with leading stakeholders (especially Fisheries and Environment Ministries which have key mandates over coastal and oceanic management)  Aim to identify possible options / scenarios to harmonize ICM and MSP within one integrated approach	A stakeholder-driven Report that clearly defines a harmonisation and integration process for Coastal management and marine spatial planning for review and adoption by Cabinet	Report circulated within government through appropriate formal process for feedback. This needs input also from Ecosystem Valuation and Cost Benefit Analysis examples from Pilot Sites	By Month 15
<b>Output 6:</b> A Private-Public Sector partnership(s) for areas of commercial and economic interest both current and for future potential development within an ecosystem-based sustainable (blue economy)	Initial commercial / economic stakeholder conference to outline intentions and initiate feedback from the private sector  Develop partnerships with private sector bodies that are	Formal partnership agreements (bilateral or multilateral) for local economic development between private and public sector based on the overall concept of sustainable marine	Initial bilateral broad agreements for cooperation adopted between appropriate government departments and private sector entities	By Month 10

management strategy. These partnerships will also focus on stress reduction needs such as improved wastewater management and reduced pollution input and threat at the 'Pilot' sites	<p>keen to collaborate</p> <p>Identify stress reduction practices of mutual interest and value (both commercially and from the ecosystem point-of-view)</p> <p>Negotiate and adopt formal partnership agreements between private and public sector to deliver 'on-the-ground' stress reduction actions and enterprises</p>	<p>spatial planning and the welfare of the BCLME.</p> <p>Private-Public Partnerships for development of specific stress reduction actions including improved wastewater treatment and pollution reduction as well as mitigating the impacts from non-ecosystem friendly development</p>	Formal agreements of cooperation and collaboration (with established work-plans and funding) between government and private sector on specific projects and enterprises that will deliver stress reduction to the communities and the ecosystem within a positive 'investment' context and framework	By Month 15
<b>Output 7:</b> A sustainable Coastal and Marine Management Authority with intersectoral membership and involvement	Based on the delivery from Output 4 (Report on harmonising ICM and MSP), negotiate a workable agreement/partnership between the mandated bodies dealing with coastal and ocean affairs	A formal government White Paper or similar formal presentation of potential working practices presented to Cabinet for adoption of a Management Authority that includes both CZM and MSP	<p>Draft Paper or similar circulated within government for review and feedback</p> <p>Final output presented to Cabinet</p>	<p>By Month 21</p> <p>By Month 24</p>
<b>Output 8:</b> A training and capacity development programme and appropriate capacity building activities related to the above	<p>Identify priority CB&amp;T requirements related to more effective coastal and marine spatial planning</p> <p>Adopt and deliver a training programme and other capacity building requirements (hardware and</p>	Targeted training and capacity building of individuals and institutions based on national priorities and using centres of excellence within the region and internationally if necessary	A capacity building and training programme adopted by the relevant government bodies/departments and appropriate NGOS	By Month 18



	software as required)			
<b>Output 9:</b> Capture of lessons and best practices from the above to develop an appropriate national ocean zoning and management strategy, which can ultimately be adopted at the policy level.	<p>‘End-of-Pilot’ symposium to present lessons and best practices to appropriate stakeholders (Gov’t, NGO, Private sector)</p> <p>Experience Notes prepared for sharing with other LME projects and other coastal/marine management initiatives</p>	Final report on achievements lessons and best practices sent to BCC and ‘Experience Notes’ provided to IW:LEARN and LME:LEARN	<p>Final Report as well as individual presentations given to an in-country symposium on coastal and ocean management and governance</p> <p>Experience Notes produced by the Project and delivered to IW:LEARN and LME:LEARN</p>	<p>By Month 34</p> <p>By Month 24</p>

**ANNEX 2: BUDGET**

OUTPUT	KEY ACTIVITIES	ITEM	ITEM/DETAIL	BUDGET (US\$)	COFINANCING
Output 1: An Ecosystem Valuation of the two Pilot areas to identify and confirm the value of the goods and services provided by the coastal and marine ecosystems (in relation to both living and non-living marine resources).	Specific geographical extent of pilot areas agreed. National/regional expert(s) recruited to undertake an EV and assessment. <b>Workshop at local / community level to capture necessary EV information.</b> Interaction with private sector also to capture necessary EV information.	Site Visits; on-site community workshops; Stakeholder/Demo Steering Committee Meeting for agreement  Experts Recruited  EV Community level workshop	Two community workshops @ \$4000 = \$8000; Stakeholder meeting = \$12,000  Consultancy contract of 50 days x \$600 = \$30,000  Travel = \$2,000  Community workshop = \$4,000	\$48 000	
Output 2: Extrapolation of Ecosystem Valuation along with input from the commercial and private sector (on the value of both living and non-living marine resources to the commercial sectors) to deliver a Cost-Benefit Analysis for more effective zoning, planning, management and governance in order to catalyse political support and ownership and to encourage appropriate and sustainable investment	National/regional expert(s) recruited to expand the EV into a Cost-Benefit Analysis that identifies the social and economic advantages of a more effective sustainable management process.  <b>Specific advantages highlighted in relation to planning and zoning as a management tool.</b>  Identification of investment opportunities that would support sustainable development alongside ecosystem-based management	Experts Recruited	Consultancy contract of 40 days x \$600 = \$24,000  Travel as required = \$5000	\$29 000	

<p>Output 3: Interpret the value of investments into a broader 'blue economy' approach that identifies and highlights the return on investments that support stress reduction and environmental-social benefits at the ecosystem level (e.g. reversal of habitat degradation; restoration/rehabilitation; responsible fisheries stewardship;) This process will aim to demonstrate ecosystem-based community development at a localised level through Local Economic Development at the Orange River Mouth and Walvis Bay lagoon.</p>	<p>Create appropriate team for development of LEDs (Local Economic Development plans)</p> <p>Identify potential investments that can support stress reduction alongside clearly demonstrable socio-economic benefits</p> <p>Pilot inception of LED plans at Pilot sites with full stakeholder/community engagement and steering</p>	<p>Local Community-Based Team plus national and/or regional experts</p>	<p>Costs to support local meetings and travel = \$3,000 x 4 meetings = \$12,000</p> <p>Costs for national/regional expert inputs = 25 days x 2 persons x \$600 = \$30,000</p> <p>Travel costs for experts \$4,000</p>	<p>\$46 000</p>	
<p>Output 4: A Review of the coastal management and the marine spatial planning arrangements of the subtidal and offshore EEZ in order to harmonise and facilitate more efficient ocean management and governance for Namibia</p>	<p>Implement a formal review process with leading stakeholders (especially Fisheries and Environment Ministries which have key mandates over coastal and oceanic management)</p> <p>Aim to identify possible options / scenarios to harmonize ICM and MSP within one integrated approach</p>	<p>Experts identified to undertake review process (ideally with input from mandated ministries plus senior government legal advisors)</p> <p>At least three working meetings / workshops with appropriate stakeholders and government advisors</p>	<p>Reimbursement to Experts @ \$8,000 each x 4 = \$32,000</p> <p>High-Level Workshop support @ \$5,000 x 3 = \$15,000</p> <p>Travel costs = \$3,000</p>	<p>\$50 000</p>	

Output 5: A Private-Public Sector partnership(s) for areas of commercial and economic interest both current and for future potential development within an ecosystem-based sustainable (blue economy) management strategy. These partnerships will also focus on stress reduction needs such as improved wastewater management and reduced pollution input and threat at the 'Pilot' sites	<p>Initial commercial / economic stakeholder conference to outline intentions and initiate feedback from the private sector</p> <p>Develop partnerships with private sector bodies that are keen to collaborate</p> <p>Identify stress reduction practices of mutual interest and value (both commercially and from the ecosystem point-of-view)</p> <p>Negotiate and adopt formal partnership agreements between private and public sector to deliver 'on-the-ground' stress reduction actions and enterprises</p>	<p>Private Sector - Public Sector Stakeholder Conference</p> <p>Working groups / meetings for partnerships</p> <p>Project Support to Stress Reduction activities at pilot sites (wastewater management improvement, more effective monitoring, etc.)</p>	<p>Conference costs including venue, travel, etc. = \$70,000</p> <p>3 working group meetings @ \$4,000 = \$12,000</p> <p>Support for 'on-the-ground' Stress Reduction activities at \$90,000 per pilot site = \$180,000</p>	\$262 000	
Output 6: A sustainable Coastal and Marine Management Authority with intersectoral membership and involvement	Based on the delivery from Output 4 (Report on harmonising ICM and MSP), negotiate a workable agreement/partnership between the mandated bodies dealing with coastal and ocean affairs	<p>Stakeholder Meetings to present and discuss</p> <p>Legal and Policy Advisory Consultancy</p>	<p>Two Stakeholder Meetings at \$15,000 = \$30,000</p> <p>Legal and Policy Consultancy inputs = \$20,000</p>	\$50 000	
Output 7: A training and capacity development programme and appropriate capacity building activities related to the above	<p>Identify priority CB&amp;T requirements related to more effective coastal and marine spatial planning</p> <p>Adopt and deliver a training programme and other capacity building requirements (possibly hardware and software as required)</p>	<p>Targeted in-country Training Workshops</p> <p>Attendance at other appropriate CB&amp;T venue</p>	<p>2 Training workshops @ \$10,000 each = \$20,000</p> <p>Training Attendance costs = \$25,000</p> <p>Possible hardware and software support = \$6,000</p>	\$51 000	

Output 8: Capture of lessons and best practices from the above to develop an appropriate national ocean zoning and management strategy, which can ultimately be adopted at the policy level.	'End-of-Pilot' symposium to present lessons and best practices to appropriate stakeholders (Gov't, NGO, Private sector) Experience Notes prepared for sharing with other LME projects and other coastal/marine management initiatives	Specialists to write Experience Notes	3 x Experience notes @ \$3,000 each = \$9,000	\$9 000	
Management Costs	Support to a Pilot Management Team	Office Supplies; printing; hardware and software; travel and fuel costs; courtesy costs (refreshments, etc.)	Office Supplies = \$3,000 Printing costs = \$3,000 Hardware and Software = \$10,000 Travel/fuel = \$14,000	\$30 000	
TOTAL BUDGET FOR PILOT				\$575 000	\$0

Country:

**South Africa**

Responsible Agency(s):

Department of Environmental Affairs (DEA) in collaboration with Department of Water and Sanitation Affairs (DWS), Department of Agriculture Forestry & Fisheries, Provincial Department of Environmental Affairs; South African National Biodiversity Institute (SANBI); South African National Parks; Provincial Parks/Biodiversity Institutions and Local community organisations, etc.

Title of National Governance Pilot Project:

**Investigating the causes and impacts of impaired water quality on the living marine resources and associated dependent communities in order to develop/improve national standards and guidelines for water quality maintenance in line with SAP implementation and domestication of the BC Convention**

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Objective of National Governance Pilot Project:

A number of primary sources of pollutants are affecting the marine ecosystem around South Africa and also potentially impacting on the 'users' of the coastal and marine environment. Some of the main sources of pollution come from sewage and effluents from municipalities, other effluent and pollutant discharges from a number of different industries (e.g. fertilizer factories, pulp/paper mills, chemical and explosive factories, oil refineries, sugar mills, fish factories, textile factories, food canning, aluminium smelters, power stations, dredging and sand-mining). Types of discharges vary widely from surf zone and estuarine discharges of municipal sewage or industrial wastewater to discharges through well designed offshore marine outfalls fitted with hydraulically efficient diffusers operating in water depths of more than 20 metre.

The overall Objective of this Pilot project will be to ensure that marine water quality is 'fit for use' for different users (marine aquaculture, seafood processing plants, recreational and tourism, and conservation) with the possibility of setting thresholds for multi-users in a stressed environment. This will provide a conducive environment in terms of good water quality for sustainable local economic development while minimizing environmental and social impacts associated with poor water quality. This governance pilot will also work with the FAO GEF project on enhancing Climate Resilience to ensure such climate-related issues as changes in surface water temperatures and potential declines in oxygen concentration as well as acidification and sea level rise are addressed within this overall water quality management strategy

Specific objectives will include:

- (1) Better understanding of the importance of marine water quality, and its impacts through improved monitoring, data collection and analysis leading to options and scenarios for management
  - a. Developing standards and adopting a recommended schedule of monitoring,
  - b. Strengthening national, provincial and local capacity to collect manage and analyse marine water quality information
  - c. Improve monitoring technology, including real time *in situ* monitoring, expanding the number and types of indicators monitored, and reducing costs while improving reliability of sampling tools and analysis;

- (2) More effective communication, education and training. This would be achieved through:
  - a. Linking and connecting information on water quality with local education, social marketing and awareness building campaigns to trigger behavioural change,
  - b. Increasing local culturally sensitive education and awareness building programmes
  - c. Building the capacity of local government to make improvements in wastewater management.
- (3) Improve technology and infrastructure by promoting cleaner production industries for efficiency of water and other material, thereby preventing and reducing water pollution at source.

#### Definition of Geographical Area/Community/Extent

The site(s) selected for investigation will be chosen on the basis of a number of criteria as agreed by the responsible agencies. In developing these criteria, the following concerns will be taken into consideration.

A number of mariculture operations are currently undertaken in estuaries. These include mussel farming, oyster farming, commercial harvesting of seaweed, and commercial harvesting of wild mussels. Many of these are undertaken by local communities in collaboration with South African National Parks (SANParks). Additional areas have also been earmarked for future mariculture operations as well as some having been identified as 'hot-spot' for targeting economic development.

#### Intended Outputs and Deliverables

**Output 1:** Select Areas for Investigation based on agreed Criteria

**Deliverable(s):** Selection Criteria adopted (these will include specific targeting of primary pollutant sources) Specific Area(s) agreed and documented (location, extent, linkages to significant living marine resources, linkages to dependent communities, etc.)

**Output 2:** Stakeholder involvement/consultation: A review of current practices and gaps, challenges to current monitoring initiatives, other 'best lessons and practices' available, summary of options

**Deliverable(s):** Review Report on various options and approaches made available to responsible Agencies steering the demo project

**Output 3:** Mapping of the existing sources of marine water quality pollution including categorizing the sources of pollution per sector. Determination of the aggregated impacts on water quality.

**Deliverable(s):** Diagnostic Analysis of Threats and Causes including A. Demo Site maps of point-sources and other impacts as well as their 'origins', and B. Quantitative report on the magnitude and extent of individual impacts

**Output 4:** Interventions to address the identified impacts and to reduce the threats to water quality at the demo site(s) and adjacent areas. Based on the information captured through Outputs 1-3 above, identify and summarise those management scenarios and monitoring strategies most applicable to the Pilot area(s) and implement new or enhanced management strategies and on-the-ground improvements

Deliverable(s): i) Adoption of standard water quality monitoring indicators and monitoring techniques (including selected monitoring sites and frequency of monitoring; analysis and statistical techniques to be used to ensure comparable outputs)  
ii) Strategy for delivery of results and analysis to appropriate government bodies for management decisions.  
iii) identify improvements to wastewater treatment and mitigation of point-source and chronic pollution that can be adopted to improve stress reduction (see also Output 5)

**Output 5:** Improve coastal water quality through the implementation of six integrated and simultaneous actions:

- A. Supporting community-based Initiatives to address environmental concerns.
- B. Improving operations and maintenance of municipal wastewater works.
- C. Improving environmental practices of industries and commercial establishments (e.g. marine aquaculture) through an Environmental Audit Program.
- D. Developing partnerships with the existing Trust to expand and standardize coastal water quality monitoring.
- E. Improving coordination of coastal zone management activities among Government Departments and NGOs
- F. Providing education and awareness (e.g. in performance and environmental monitoring)

Deliverable(s): i) Communities actively engaged in water quality monitoring activities  
ii) Operational and maintenance guidelines for wastewater treatment improved/strengthened (where appropriate) to address enhanced water quality parameters  
iii) Environmental Audit Program operational and reporting back to responsible agencies and government bodies  
iv) Agreed partnerships in place and standard coastal water quality monitoring indicators adopted by partners  
v) Stronger intersectoral coordination and sharing of information/activities between government stakeholders and NGOs in relation to water quality maintenance  
vi) Training programmes and awareness campaigns implemented

**Output 6:** Capture all lessons, practices and guidelines from this demo for use 'in-country' and for distribution through BCC to other countries with a view to them being able to replicate as appropriate.

Deliverable(s): Review of best lessons and practices and development/adoption of a formal water quality management strategy at national government level (and for distribution through BCC to other countries with a view to them being able to replicate as appropriate)

#### End-of Pilot Landscape

It is anticipated that, by the end of this Pilot, the current water quality status will have improved and the local water quality infrastructure strengthened in order to more effectively monitor and report on the status of estuaries and support adaptive management processes for their conservation and sustainable use. The project will build on the existing national oceans and coasts water quality



monitoring programme and will receive the necessary support and co-financing through that programme.

#### SAP Implementation Priorities being addressed

This Pilot Project conforms to the requirements of the BCC SAP Implementation Plan through the Ecosystem Quality Objectives on Pollution (EQO 2.4)

**Ecosystem Quality Objective:** Coastal and marine pollution and water quality are controlled and managed to meet agreed standards for human and ecosystem health.

#### **4.1 Monitor and manage coastal water quality around ‘hotspot’ locations.**

4.1.1 Develop and expand the monitoring of coastal water quality in the vicinity of coastal developments (pollution "hotspots"), new potential hotspots to be monitored and existing ones to be extended beyond the immediate vicinity (currently usually only within bays).

#### Description of expected Stress Reduction arising from the Pilot

The Pilot aims not only to develop water quality monitoring standards and practices to maintain such quality as ‘fit-for-purpose’ but also to improve the operation of wastewater treatment and to improve the environmental practices of industries and commercial establishments. The overall intent is to mitigate or remove the effects of impacts on water quality through ‘concrete’ stress reduction activities such as recycling of wastewater, removal of pollutants before discharge, better management practices by industry and commercial interest. Existing wastewater treatment will be adapted to meet specific and higher standards. Wastewater treatment will also be expanded for more effective water quality management, communities will monitor water quality for their own welfare, agricultural run-off and sedimentation will be more strictly monitored and controlled, and the potentially harmful impacts from aquaculture will be addressed through better treatments and controls, etc.

Stress Reduction will further include the investment in technology and infrastructure on the treatment of polluted water that will focus on low technology, low energy, biological and ecological sensitive approaches. The management actions identified will result in the improvement of the water quality from estuaries and provide a conducive environment for growth in the marine aquaculture sector, thus reducing pressure on the natural stocks.

#### Management and Monitoring

The Benguela Current Commission Secretariat will monitor the progress of the Pilot. South Africa will appoint its own Pilot Project Manager to oversee and manage the day-to-day Pilot site activities and various partnerships and collaborations as well as cooperation between the various government departments. A small Pilot steering group will be assigned by the responsible agencies to manage the project and ensure it is meeting its targets and objectives.

The South African Government aims to align the Pilot project with Operation Phakisa and utilise the personnel already involved. Where there is a need for additional support with management or associated Pilot activities this can be agreed by the responsible parties and catered for through the Pilot budget.

Regular, three-monthly brief progress reports will be provided by the Project Manager to the Pilot steering committee and then to the BCC and the overall BCLME UNDP GEF Project Management. The Pilot Project Manager will also provide updates in project activities to the overall BCLME Project Steering Committee when it meets.

A final Pilot Evaluation Report (DER) will provide an evaluation of overall delivery and success, a final budget breakdown and, importantly, a review of lessons and best practices focusing on the options for replicability.

#### Linkages to and coordination with other closely related projects and funded activities

The Pilot project will be linked with the Marine Governance and Protection component of the Operation Phakisa especially the water quality monitoring programme initiative.

#### Pilot Stress Reduction objectives at 'site' level as part of this pilot process:

Reduction in levels of primary pollutants in Municipal wastewater (nutrients, BOD, COD, E.coli, oil, cleaning fluids, etc.) by 30% from Pilot inception baseline within lifetime of Pilot project

Reduction in levels of primary pollutant in Industrial wastewater (BOD, COD, oil, surfactants, persistent organic pollutants, sediments, thermal pollution, etc.) by 30% from Pilot inception baseline within lifetime of Pilot project

Agriculture pollution reduction practices = 40% reduction from pilot inception baseline in pesticides and fertilizer levels at point-of-contact with coastal waters, such as river mouths and environmental flow discharges, within Pilot lifetime.

40% reduction from pilot inception baseline in heavy metals (as measured at final discharge) within Pilot lifetime.

< 10mg/l of BOD in all rivers and river mouths in the pilot area

Alternative livelihoods introduced = Approx. 50-100 persons at pilot

Integrated Coastal Management adopted across entire pilot area – at least 1000 Ha

#### National Indicators - Best Lessons and Practices for National Adoption/Replication:

The governance pilot to be assessed for the cost-benefit and efficiency of stress reduction measures versus 'business-as-usual' and this cost-benefit analysis of individual stress reduction actions and their indicators to be included as part of the water quality management strategy

The governance pilot to take into consideration any climate resilience measures and options that need to be incorporated into a national marine water quality management and monitoring strategy (in close collaboration with the FAO GEF project on Enhancing Climate Change resilience in the Benguela Current Fisheries System)

National marine water quality management and monitoring strategy developed/revised based on lessons from governance pilot and formally adopted.

Government and private sector (and other appropriate stakeholders) negotiate partnerships for stress reduction activities and projects to improve water quality

Clear targets adopted and monitored for stress reduction (timeframe and quantitative) within water quality monitoring strategy and partnership stress reduction activities

Targeted training and capacity building of individuals and institutions to support this national marine water quality management approach

Experience Notes produced by the Project and delivered to IW:LEARN and LME:LEARN

## **Annex 1: Results Framework**

OUTPUT	KEY ACTIVITIES	EXPECTED DELIVERABLE	MEASURABLE INDICATOR	INTENDED DEADLINE (36 month lifecycle)
Output 1: Select Areas for Investigation based on agreed Criteria	Selection Criteria adopted. Specific Area(s) agreed and documented (location, extent, linkages to significant living marine resources, linkages to dependent communities, etc.)	Formal agreement on selected Pilot area(s)	Document identifying demo area discussed in Pilot Steering Committee and agreement captured in Minutes of same	End of Month 1
Output 2: Stakeholder involvement/consultation: A review of current practices and gaps, challenges to current monitoring initiatives, other 'best lessons and practices' available, summary of options	Stakeholder Agreement on current practices, associated challenges, gaps, best lessons and possible options for improvement of water quality management	Review of various options and approaches in a final report	Final Report approved by Demo Steering Committee (DSC) and made available to responsible Agencies and appropriate stakeholders (including BCC)	End of Month 3
Output 3: Mapping of the existing sources of marine water quality pollution including categorizing the sources of pollution per sector. Determination of the aggregated impacts on water quality.	Mapping of demo site for appropriate parameters  Baseline quantitative data collected on impacts (and their origins) that threaten water quality	Diagnostic Analysis of Threats and Causes including A. Demo Site maps of point-sources and other impacts as well as their 'origins', and B. Quantitative report on the magnitude and extent of individual impacts	A Diagnostic Analysis report presented to the DSC and approved	End of month 5
Output 4: Interventions to address the identified impacts and to reduce the threats to water quality at the demo site(s) and adjacent areas. Based on the information captured through	Review process by appropriate stakeholders/government departments to agree on water quality and associated socioeconomic indicators	i) Adoption of standard water quality monitoring indicators and monitoring techniques (including selected monitoring sites and frequency of monitoring; analysis and statistical techniques to be	A regular water quality monitoring program and activities underway and reports available from appropriate government agencies	End of Month 9

<p>Outputs 1-3 above, identify and summarise those management scenarios and monitoring strategies most applicable to the Pilot area(s) and implement new or enhanced management strategies and on-the-ground improvements</p>	<p>Review and agreement on monitoring sites and frequency as well as analysis techniques</p> <p>Review and agreement on strategy for delivering results to managers/ decision-makers (including at community/local government levels)</p> <p>Initial stakeholder discussions and conclusions on mitigation and reduction options that should be tested</p>	<p>used to ensure comparable outputs)</p> <p>ii) Strategy for delivery of results and analysis to appropriate government bodies for management decisions.</p> <p>iii) identify improvements to wastewater treatment and mitigation of point-source and chronic pollution that can be adopted to improve stress reduction (see also Output 5)</p>	<p>Formal reporting strategy in use (or adopted if newly-established) advising senior management and decision-makers on definition and meaning of monitoring results</p> <p>Formal reports (associated with outcomes of monitoring process) providing managers and decision-makers with possible adaptive management requirements and steps that can be taken to reduce stress from measured impacts</p>	<p>End of Month 12</p> <p>End of Month 15</p>
<p>Output 5: Improve coastal water quality through the implementation of integrated and simultaneous actions:</p>	<p>Supporting community-based Initiatives to address environmental concerns.</p> <p>Improving operations and maintenance of municipal wastewater works.</p> <p>Improving environmental practices of industries and commercial establishments (e.g. marine aquaculture) through an Environmental Audit Program.</p> <p>Developing partnerships with the existing Trust to expand and standardize coastal water</p>	<p>Communities actively engaged in water quality monitoring activities</p> <p>Operational and maintenance guidelines for wastewater treatment improved/ strengthened (where appropriate) to address enhanced water quality parameters</p> <p>Environmental Audit Program operational and reporting back to responsible agencies and government bodies</p> <p>Agreed partnerships in place</p>	<p>Basic water quality measuring equipment supplied to local communities along with training in recording/ reporting practices</p> <p>Local community water quality monitoring reports submitted regularly to Demo Management and local municipality. Guidelines updated and improvements formal noted</p> <p>Environmental Audit reports available from appropriate agencies</p>	<p>End of Month 9</p> <p>End of Month 24 and on-going</p> <p>End of Month 18 and on-going</p> <p>End of Month 12</p>

	<p>quality monitoring.</p> <p>Improving coordination of coastal zone management activities among Government Departments and NGOs</p> <p>Providing education and awareness (e.g. in performance and environmental monitoring)</p>	<p>and standard coastal water quality monitoring indicators adopted by partners</p> <p>Stronger intersectoral coordination and sharing of information/activities between government stakeholders and NGOs in relation to water quality maintenance</p> <p>Training programmes and awareness campaigns implemented</p>	<p>Partnerships for monitoring recorded in formal bilateral agreements</p> <p>Intersectoral bodies identified for sharing information</p> <p>Training and capacity building workshops and other practices recorded in formal end-of-activity reports</p> <p>Media evidence (written and visual)</p>	<p>End of Month 9</p> <p>End of Month 15</p> <p>End of Month 18</p>
Output 6: Capture all lessons, practices and guidelines from this demo for use 'in-country' and for distribution through BCC to other countries with a view to them being able to replicate as appropriate.	Project Manager and staff to assimilate all the lessons and practices and to provide a full report (with Executive summary) for the responsible agencies in-country as well as for BCC	<p>National marine water quality monitoring strategy developed/revised based on lessons from governance pilot and formally adopted</p> <p>Government and private sector (and other appropriate stakeholders) negotiate partnerships for stress reduction activities and projects to improve water quality</p> <p>Final and formal report on best lessons and practices (for sharing with BCC and other</p>	<p>New National Marine Water Quality Management Strategy drafted and discussed with stakeholders and formally adopted</p> <p>Partnerships agreed between public and private sector for stress reduction investments</p> <p>Final Report available through website and BCC</p>	End of Month 36

		BCLME countries as well as UNDP GEF IW:LEARN and LME:LEARN)		
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## **Annex 2: Budget**

<b>OUTPUT</b>	<b>KEY ACTIVITIES</b>	<b>ITEM</b>	<b>DETAIL</b>	<b>BUDGET (US\$)</b>	<b>COFINANCING</b>
Output 1: Select Areas for Investigation based on agreed Criteria	Selection Criteria adopted. Specific Area(s) agreed and documented (location, extent, linkages to significant living marine resources, linkages to dependent communities, etc.)	Site Visits; on-site community workshops; Stakeholder/Demo Steering Committee Meeting for agreement	Two community workshops @ \$4000 = \$8000; Stakeholder meeting = \$12,000	\$15 000	
Output 2: Stakeholder involvement/consultation: A review of current practices and gaps, challenges to current monitoring initiatives, other 'best lessons and practices' available, summary of options	Stakeholder Agreement on current practices, associated challenges, gaps, best lessons and possible options for improvement of water quality management	Consultative review of current practices and gaps. Capture of best lessons and options	Consultancy on review of current practices, gaps and best practices = 45 days x \$600 = \$27,000	\$27 000	
Output 3: Mapping of the existing sources of marine water quality pollution including categorizing the sources of pollution per sector. Determination of the aggregated impacts on water quality.	Mapping of demo site for appropriate parameters; Baseline quantitative data collected on impacts (and their origins) that threaten water quality	mapping exercise (GPS and GIS); baseline surveys; monitoring equipment	Cost of Mapping (GIS/GPS) = \$20,000 Baseline monitoring surveys = \$15,000 Equipment for Monitoring = \$ 40,000 Travel costs and other incidentals = \$8,000	\$83 000	
Output 4: Interventions to address the identified impacts and to reduce the threats to water quality at the demo site(s) and adjacent areas. Based on the	Review process by appropriate stakeholders/government departments to agree on water quality	Stakeholder workshop to select Indicators	Stakeholder Workshop = \$25,000	\$25 000	

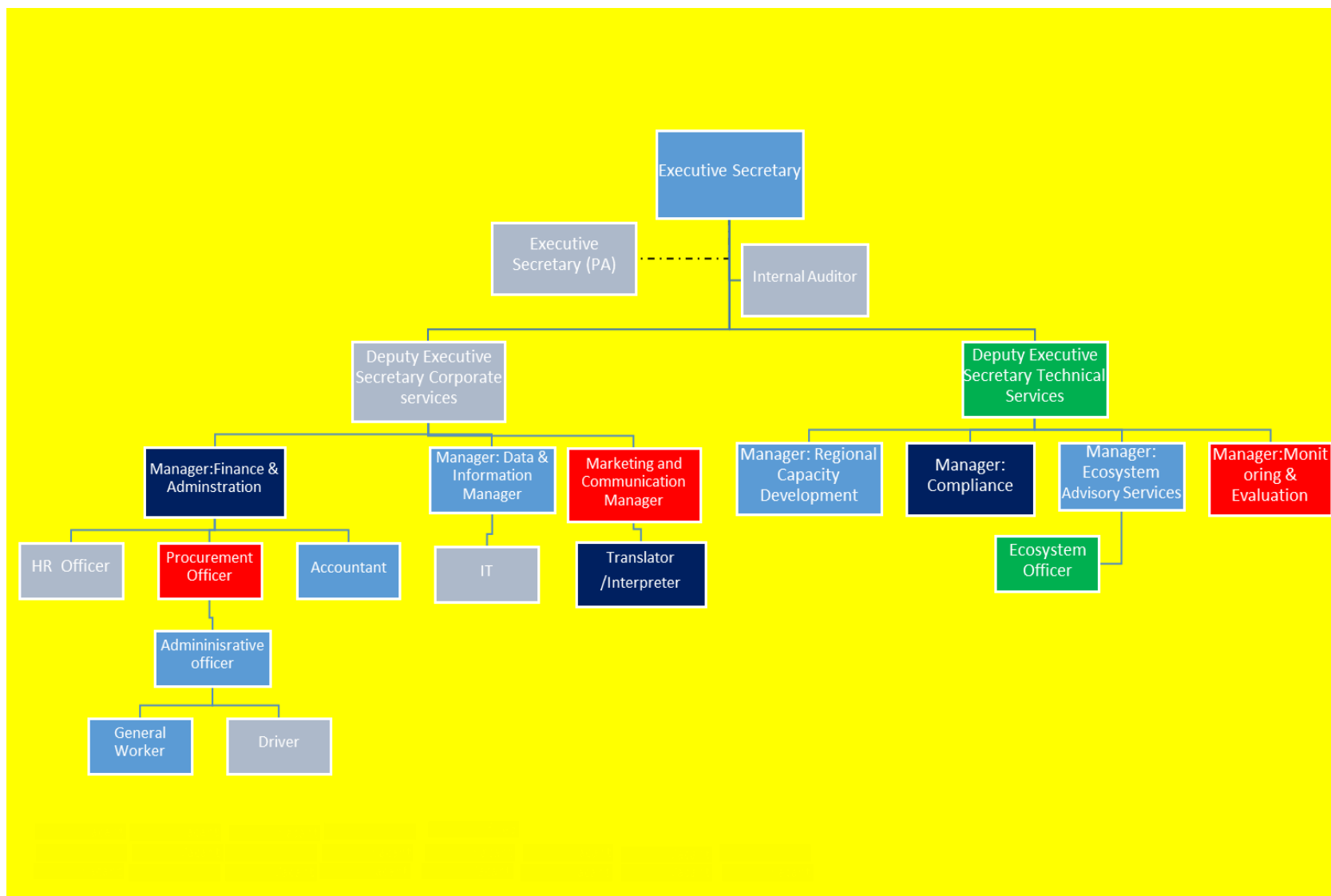


information captured through Outputs 1-3 above, identify and summarise those management scenarios and monitoring strategies most applicable to the Pilot area(s) and implement new or enhanced management strategies and on-the-ground improvements	and associated socioeconomic indicators				
	Review and agreement on monitoring sites and frequency as well as analysis techniques	Same Workshop	Same Workshop	\$0	
	Review and agreement on strategy for delivering results to managers/ decision-makers (including at community/local government levels)	Stakeholder workshop on delivery of results for adaptive management	Stakeholder Workshop = \$20,000	\$20 000	
	Initial stakeholder discussions and conclusions on mitigation and reduction options that should be tested	Stakeholder workshop to agree on mitigation and stress reduction measures, priorities and estimated costs	Stakeholder Workshop = \$25,000 (requires more detailed input and expertise on costs)	\$25 000	
Output 5: Improve coastal water quality through the implementation of integrated and simultaneous actions:	Supporting community-based Initiatives to address environmental concerns.	Community Workshops and funding support	Community workshops x 2 @\$4,000 each = \$8,000 Support to community initiatives arising = \$60,000	\$68 000	
	Improving operations and maintenance of municipal wastewater works.	Direct Support to improvements	Actual on-the ground improvements	\$200 000	
	Improving environmental practices of industries	Support to Localised Cost-benefit analysis and Environmental	support for CBA and Environmental Audit = \$20,000	\$30 000	

	and commercial establishments (e.g. marine aquaculture) through an Environmental Audit Program.	Audit Present results in a partnership Conference	Partnership Conference to present results = \$10,000		
	Developing partnerships with the existing Trust to expand and standardize coastal water quality monitoring.	Working with Partners. Partnership symposium (to present science and priorities and finalise partnerships)	Local level science and partnership symposium = \$8,000 x 2 = \$16,000	\$16 000	
	Improving coordination of coastal zone management activities among Government Departments and NGOs	Intersectoral workshops/ meetings	Support for intersectoral meetings and gatherings = \$2,000 x 4 = \$8,000	\$8 000	
	Providing education, training and awareness (e.g. in performance and environmental monitoring)	Training workshops and awareness campaigns	Training workshops x 2 @ \$5,000 each = \$10,000 Community and Municipality level awareness programmes X 2 @ \$5,000 each = \$10,000	\$20 000	
Output 6: Capture all lessons, practices and guidelines from this demo for use 'in-country' and for distribution through BCC to other countries with a view to them	Project Manager and staff to assimilate all the lessons and practices and to provide a full report	Final Report costs and printing (including translation)	Printing and Translation = \$5,000	\$5 000	

being able to replicate as appropriate.	(with Executive summary) for the responsible agencies in-country as well as for BCC				
Management Costs	Support to a Pilot Management Team	Office Supplies; printing; hardware and software; travel and fuel costs; courtesy costs (refreshments, etc.)	Office Supplies = \$3,000 Printing costs = \$3,000 Hardware and Software = \$13,000 Travel/fuel = \$14,000 Courtesy Costs = \$3,000	\$33 000	
TOTAL BUDGET FOR DEMONSTRATION				\$575,000	

ANNEX 3: ORGANIGRAM OF THE BENGUELA CURRENT COMMISSION STRUCTURE AS APPROVED BY THE MANAGEMENT BOARD



## ANNEX 4: REGIONAL AND INTERNATIONAL ORGANISATIONS FOR CLOSER COLLABORATION WITH THE BCC

### **1. Other regional institutions**

#### 1.1 Abidjan Convention

The Convention for Co-operation in the Protection and Development of the Marine and Coastal Environment of the West and Central African Region (Abidjan Convention) and its associated protocol concerning Cooperation in Combating Pollution in Cases of Emergencies together with the Action Plan for the Protection and Development of the Marine Environment and Coastal Areas of the West and Central African Region were adopted in 1981. The Convention came into force in 1984, while the Protocol entered into force in 1996.

The geographical area of the Convention covers the following countries: Angola, Benin, Cameroon, Cape Verde, Congo (Democratic Rep of), Congo (Rep of), Côte d'Ivoire, Equatorial Guinea, Gabon, Gambia (The), Ghana, Guinea, Guinea-Bissau, Liberia, Mauritania, Namibia, Nigeria, Sao Tome e Principe, Senegal, Sierra Leone, South Africa and Togo. However, only the following have ratified the Convention: Benin, Cameroon, Congo, Cote d'Ivoire, Gabon, Gambia, Ghana, Guinea, Guinea Bissau, Liberia, Mauritania, Nigeria, Senegal, Sierra Leone, South Africa and Togo. However, Namibia is currently considering ratification.

On June 22, 2012, a second Protocol concerning the Cooperation in the Protection and Development of the Marine and Coastal Environment from Land-Based Sources and the Activities (LBSA) in the Western, Central and Southern Africa Region was signed and officially adopted by the Contracted Parties, in Grand-Bassam, Ivory Coast.

A number of new protocols are currently being considered, including:

- Protocol on Sustainable Management of Mangroves is planned
- Protocol on Environmental Standards for Offshore Oil and Gas Activities/Mineral Resources
- Protocol for the establishment of the Guinea Current Commission

The geographic area of the Convention encompasses three LME systems: Canary Current LME, the Guinea Current LME and the Benguela Current LME. Of these, only the BCLME has established a separate formal agreement and Commission, while the GCLME is considering the establishment of a Commission through a Protocol under the Convention.

While the Abidjan Convention does not address fisheries *per se*, there is significant overlap between it and the BCC in other activities, including:

- Oil spill response
- Management of land-based sources of marine pollution

- Environmental aspects of offshore oil and gas activities
- Protection of marine biodiversity and habitats (MPA's and EBSA's)
- Integrated coastal zone management

With respect to oil spill response, it is also noted that a Regional Oil Spill Contingency Plan was adopted by the Contracting Parties at COP 9 in 2011. The plan includes Angola and Namibia despite the fact that they are not Parties to the Convention. Moreover, in terms of the plan, a Decision was taken at COP 11 in 2014, that Nigeria would host a Regional Emergency Coordination Centre for Marine Pollution.

It is further noted that the Abidjan Convention signed a Memorandum of Understanding with the Regional Fisheries Commission for the Gulf of Guinea (or COREP) in March 2014.

## **Conclusions and recommendations**

Given the overlap of both geographic areas and issues, there is significant potential for duplication of effort. Seen from a different perspective, the BCC could make a significant contribution to the implementation of the Abidjan Convention. Yet, while the GCLME and CCLME Programmes effectively operate under the umbrella of the Abidjan Convention – and in fact the GCLME Commission will be set up as a Protocol to the Abidjan Convention – there appears to be relatively limited collaboration between the BCC and the Abidjan Convention, although there are links to the LME Programs.

The PIF for Phase 3 proposes the development of a number of codes of conduct/protocols/standards etc. While, in principle, these are important in terms of giving the BCC “teeth”, in practice, many of them duplicate what has been done – or is proposed - under the Abidjan Convention. It is therefore recommended that a rationalisation exercise is undertaken to agree on what is strictly necessary for the BCC, and where codes of conduct/protocols under the Abidjan Convention can be used.

South Africa is already a Contracting Party to the Abidjan Convention, while Namibia is currently considering ratifying it. Angola was reported to be taking steps to ratify it in 2007 but to date, does not seem to have done so. They should be encouraged to do so.

If a closer working relationship was established, the BCC could be considered as the mechanism to implement the objectives of the Abidjan Convention in the BCLME sub-region

## **1.2 SADC**

The **Southern African Development Community (SADC)** is a Regional Economic Community comprising 15 Member States; Angola, Botswana, Democratic Republic of Congo, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Swaziland, Tanzania, Zambia and Zimbabwe. Established in 1992, SADC is committed to Regional

Integration and poverty eradication within Southern Africa through economic development and ensuring peace and security.

SADC recognises the important role of fisheries in the social and economic well-being and livelihood of the people of the region, in ensuring food security and alleviating poverty. Therefore to support national initiatives taken and international conventions for the sustainable use and protection of the living aquatic resources and aquatic environment of the region, SADC Member States signed the Protocol on Fisheries in 2001.

The Protocol emphasizes the responsibilities of Member States, international relations as well as the effective management of shared resources. In signing this Protocol the Member States agree to harmonise their domestic legislation with particular reference to fisheries and the management shared resources, to take adequate measure to optimize fisheries law enforcement resources and thus protect aquaculture and the aquatic environment and safeguard the livelihood of fishing communities.

Following ratification in 2008, the Protocol on Fisheries implementation strategy was approved in 2010, and prioritises the following aspects of fisheries:

- Aquaculture (farmed fish);
- Management of shared fisheries resources; and
- Combating illegal, unregulated and unreported fishing.

The Protocol on Fisheries further defines national and regional responsibilities for legislative and policy harmonisation, information sharing, and protection of fisheries from over-exploitation in the SADC region. Special attention is given to law enforcement, as illegal fishing has serious socio-economic consequences, and can compromise sustainable management efforts.

In 2008, SADC signed a **Statement of Commitment** on illegal, unregulated and unreported fishing, with the aim of strengthening inter-regional cooperation, fisheries governance, and monitoring, control and surveillance measures. There is currently a proposal to establish a Regional Fisheries Monitoring, Control and Surveillance Centre to coordinate the following activities:

- Improving regional and inter-regional cooperation with a view to eradicating IUU fishing;
- Strengthening fisheries governance and legal frameworks to eliminate illegal fishing;
- Developing a regional MCS strategy and a regional plan of action in relation to IUU fishing;
- Strengthening fisheries MCS capacity.

## Conclusions and recommendations

Again, it would seem there is an overlap between the SADC programme on fisheries and that of the BCC, although it is noted that the intention of SADC is to establish the Regional Centre in Mozambique.

Discussions should be held with SADC to rationalise their activities in such a way as to complement one another and avoid duplication.

### 1.3 Fisheries bodies

There are a number of other fisheries bodies operating in the region including:

- **African Union - International Bureau for Animal Resources/AU-IBAR:** implements the *Pan African Fisheries and Aquaculture Policy and Reform Strategies* adopted by the Conference of African Ministers in charge of Fisheries and Aquaculture (CAMFA);
- **Regional Economic Commissions (RECs):** develop regional fisheries programmes and collaborate with AU-IBAR in the implementation of the Pan African Fisheries and Aquaculture Policy and Reforms Strategies. They include the Economic Community of West African States/ECOWAS, the Common Market for Southern-Eastern Africa/COMESA, the Economic Community of Central African States/ECCAS, and the East Africa Community/EAC, Inter-Governmental Authority for Development/IGAD). They are interlinked with regional fisheries bodies.
- **Regional Fisheries Organizations (RFBs, RFMO):** implement regional fisheries programmes.
  - Regional Fisheries Bodies – advisory/implementation: Ministerial Conference on Fisheries Cooperation among African States Bordering the Atlantic Ocean/ATLAFCO; Aquaculture Network for Africa/ANAF);
  - Regional Fisheries Management Organizations – can adopt binding management measures (SE Atlantic Fisheries Organization/SEAFO).

The South East Atlantic Fisheries Organisation (SEAFO) is an intergovernmental fisheries science and management body established in the South East Atlantic Ocean in line with the provisions of the United Nations Law of the Sea (Article 118) and United Nations Fish Stocks Agreement (UNFSA). SEAFOs primary purpose is to ensure the long-term conservation and sustainable use of all living marine resources in area covered by the Convention on the Conservation and Management of Fisheries Resources the South East Atlantic Ocean, and to safeguard the environment and marine ecosystems in which the resources occur. The Convention Area excludes exclusive economic zones of the coastal states in the region and thus complements the BCC and SADC Protocol.



## 1.4 AEWA

The African-Eurasian Migratory Waterbird Agreement (AEWA) is an intergovernmental treaty dedicated to the conservation of migratory waterbirds and their habitats across Africa, Europe, the Middle East, Central Asia, Greenland and the Canadian Archipelago. During 2014 an AEWA meeting was held to initiate development of a multi-species action plan for the Benguela's seabirds. It is hoped that SA, Namibia, Angola, BCC, SEAFO and AEWA will participate on this.

## **2. International Organisations**

### 2.1 FAO

The FAO has been closely involved with the development of the EAF in the BCLME initially through a cooperative effort with the BCLME PCU and the 3 national fisheries management agencies which was implemented between 2004 and 2006. The main objective of the project was to investigate the feasibility of EAF management in the BCLME region through examining the existing issues, problems and needs related to EAF, and considering different management options to achieve sustainable management of the resources at an ecosystem level. The approach followed was to focus on ten of the major fisheries in the three countries. The project used a structured and participatory approach, attempting to engage the range of stakeholders in the countries, in order to identify and prioritize the gaps in the existing, largely conventional, approaches to fisheries management and to describe potential management actions necessary to address those gaps.

FAO is well placed to play an ongoing advisory role in the implementation of the EAF in the BCLME region.

In addition, a Concept Note developed by the BCC in collaboration with FAO on *Enhancing Climate Change Resilience in the Benguela Current Fisheries System* was approved by Global Environmental Facility (GEF) for funding and started in 2014.

### 2.2 IMO

#### 2.2.1 IMO/IPIECA: GI WACAF

The IMO/IPIECA Global Initiative has a long history of supporting the development of National Oil Spill Contingency Plans in West African countries. Activities have included the development of coastal sensitivity maps for oil spill planning and training exercises/workshops. The NOSCPs for both Namibia and Angola are currently in the process of being updated through this initiative, and there is also a possibility of transboundary exercises. Further workshops are planned in all 3 countries during 2015.

### 2.2.2 Ballast water management

South Africa was a participating country in the first phase of the IMO-UNDP-GEF GloBallast Project (2000 – 2004) and subsequently ratified the Ballast Water Management Convention. A Bill to domesticate the Convention is currently under consideration.

Namibia is at present considering becoming Party to the BWM Convention, while the position in Angola is unknown.

Although the second phase of GloBallast is now coming to an end, funding to promote ballast water management through training and other support can be sourced through the IMO's Technical Cooperation Division.

## 3. Parallel Projects

### 3.1 The Norway –FAO EAF Nansen Project

A partnership between the Benguela Current Commission and the EAF-Nansen project made provision for the funding of three projects aimed at facilitating the implementation of an EAF in the Benguela. The projects were:

- Implementing a process which allows the review (auditing) and tracking of an ecosystem approach to fisheries management;
- Integrating the human dimension of an EAF into fisheries management in the BCC region; and
- Guidance on institutional arrangements that support an ecosystem approach to fisheries management.

The first project adapted the tracking tool that was originally developed for South Africa by the global conservation organisation, WWF. The tool is used to monitor and assess progress with the implementation of EAF and it is being developed for the use of the three countries of the Benguela region. Ecological risk assessments (ERAs) are being updated so that comprehensive lists of the problems, weaknesses and oversights experienced in a wide range of fisheries may be identified and prioritised on the basis of the magnitude of risk they pose to the optimal and sustainable use of ecosystem resources. The tracking tool is used to assess the implementation of the management actions recommended by the ERAs.

Special attention is being paid to building the capacity of scientists and managers so that they are able to participate fully in this and other EAF projects in the Benguela.

The goal of the second project was to ensure that social and economic factors are included in the fisheries management decision process, thereby reducing the subjective and often unstructured way in which social and economic considerations are included in fisheries management in the Benguela region. It involves the collation and organisation of existing

information and knowledge and the identification of knowledge gaps with respect to the social, cultural, economic, political and governance dimensions of fisheries management. The project aims to introduce a more holistic and integrated approach to fisheries management in the Benguela region.

The third project was intended to assist the three countries of the Benguela region to make the adjustments necessary for the practical implementation of an EAF. It identified what the participating countries required in order to effectively manage fisheries in accordance with EAF principles.

All three projects are expected to strengthen the regional implementation of an EAF by building the necessary institutional arrangements. Moreover, the EAF projects implemented by the BCC are expected to make valuable contributions to the growing body of international experience with the application of an ecosystem approach.

### 3.2 ACP Fish II Programme

**The ACP FISH II Programme** is a 4.5-year programme financed by the European Development Fund on behalf of ACP (African, Caribbean and Pacific Group of states) countries. The aim of the programme is to improve fisheries management in ACP countries so as to ensure that fisheries resources under the jurisdiction of these countries are exploited in a sustainable manner.

EU-funded ACP Fish II Programme outputs relevant to the BCLME area include

- 1st draft of Joint Management Plan for Horse Mackerel (Namibia and Angola) – important in commercial and subsistence sectors;
- The elaboration of a Management Plan for the Hake Fishery, thus strengthening its capacity to ensure the ecological, economic, financial and social sustainability of the fishery;
- Guidelines for establishing a SADC Regional Fisheries MCS Coordination Centre which addresses the institutional set up options, the role of the Centre and the key services to be delivered as long as sustainability considerations and options in long term;
- A study of the informal markets of Luanda province, identifying appropriate actions to enhance the artisanal fisheries supply chain.

This Project has produced national management plans (Angola and Namibia) for shared horse mackerel fish stocks which will form the basis for future joint regional management plans under BCC.

### 3.3 Norad-funded NansClim Project

Objective: to identify and describe possible trends and variability in ocean climate and corresponding changes in marine biodiversity and fisheries in the BCLME using data collected through the Nansen Programme. Expected outputs:

- Marine Ecosystem indicators
- Future scenarios of climate change impacts on marine resources
- Capacity building on the ecosystem effects of climate change

Expected outcomes include:

- A better understanding of the effects of climate change on the marine ecosystem in the Benguela Current
- Suggestions for marine Ecosystem Indicators
- Future scenarios of climate effects on marine resources
- Strengthened regional cooperation
- Regional capacity building on ecosystem effects of climate change and variability
- Increased public awareness of climate change and variability in relation to fisheries and the marine environment

See [www.nansclim.org](http://www.nansclim.org) for further information.

### 3.4 ECOFISH (2011-2016)

The ECOFISH project is a partnership project between the BCC, local scientists and specialists from Technical University of Denmark. It is supported with EC funds. The overall objective of the project is to promote the implementation of the ecosystem approach to fisheries in the BCLME and support the conservation of marine resources.

The project has four components, each with a number of tasks:

- Development of Regional Stock Assessment methods
- Input to Stock Assessment Models
- Incorporation of stakeholder's knowledge in data collection and analysis
- Training and capacity building.

The work has been undertaken in collaboration with the Small Pelagic and Demersal Working Groups established under the BCC. Some of the tasks which have immediate implications for the BCLME include:

- It was found that the distributions of *Sardinella* and *Cunene* horse mackerel imply that an appreciable proportion of their biomasses extent into Gabon and Congo waters. Therefore it seems far from optimal to focus only on a Namibian-Angolan transboundary assessment;
- Delineation of realistic hake stock structure in an attempt to provide the basis for joint SA-Namibian hake assessments;
- Genetic studies on hake stocks;
- Analysis of catch in relation to environmental parameters;
- Development of social and economic indicators;
- Training course in stock assessment to build requisite capacity for local scientists.

## **ANNEX 5: TERMS OF REFERENCES FOR PSC AND KEY PROJECT STAFF**

### **The Project Steering Committee**

#### **Context:**

The Project will be overseen at a policy level by a Project Steering Committee. The PSC will be the main project organ for overall policy decisions and for approval of work-plans and budgets as well as any adaptive management decisions necessary to realign the project and its activities for more appropriate implementation of the SAP and domestication of the Convention. Project funds will be administered as per the Standard Basic Assistance Agreement between UNDP and the Programme countries, which govern the use of UNDP funds. UNDP maintains accountability for the administration of project funds.

#### **General Responsibility:**

The PSC will serve in a project management advisory capacity. UNDP, as the Implementing Agency, will ordinarily act on PSC recommendations, but will apply due discretion, as needed to ensure compliance with operational rules and procedures of the Executive Board of UNDP, and to maintain accountability to the GEF Executive Council.

#### **The Project Steering Committee will have Permanent Members, as follows:**

- One representative from each GEF eligible participating country: Angola, Namibia and South Africa
- One Representative from BCC (Executive Secretary)
- One representative from UNDP;
- One representative from UNDP-GEF;

#### **The PSC will also include members with observer status and invited experts, such as:**

- Donor agencies providing co-financing and/or working on related initiatives (e.g. GIZ, FAO, Norway)
- Technical experts (e.g. BCC Ecosystem Advisor, BCC Finance Officer, BCC regional Capacity Development Officer, BCC, Compliance Officer – as required by the PSC)
- Relevant representatives of the Private Sector and NGOs may be invited to attend PSC meetings whenever required

#### **Steering Committee Rules of Procedure:**

- (i) The Project Steering Committee will be chaired on a rotational basis as agreed by the BCC Management Board
- (ii) The PSC will meet at least once annually and more frequently as considered necessary by the BCC Management Board or as requested by the BCC Secretariat or UNDP

- (iii) Meetings of the PSC will rotate between the participating countries when and where possible and in line with Management Board arrangements, taking into account logistical and resource considerations.
- (iv) The PSC will make decisions as far as possible through a consensus. Permanent members of the steering committee 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 requested by UNDP.
- (vi) Permanent members of the PSC will appoint an alternate to attend PSC meetings, in the event that the designated representative is unable to attend.
- (vii) An Annual Tripartite Review of the project will be chaired by UNDP, as part of a regular PSC meeting. The TPR will approve the Annual Project Review (APR) and Work Plan

**The Specific Functions of the PSC shall be to:**

- review and recommend approval of Annual Work Plans and budgets;
- monitor progress in project implementation against agreed Outcomes and Outputs
- provide strategic guidance, to ensure the timely and cost effective realization of project objectives;
- validate Project Outputs and, where appropriate, project documents;
- resolve conflicts and problem areas as needed to facilitate project delivery; and
- ensure that country commitments, including of co-financing, technical and operational support are met.
- The PSC may bring into effect various technical and scientific working groups as deemed necessary to support the work of the PSC and the project.

As the PSC represents the senior decision-making body for the project it will not expected to deal with day-to-day management and administration of the project. This will be handled by the Project Manager (PM), and in coordination with the Executing Agency (BCC Secretariat).

**Project Coordination Unit**

**Location:**

Within the BCC Secretariat, Swakopmund, Namibia

**Background:**

The PCU will provide a coordination and management structure for implementation of the UNDP-GEF BCLME Project in accordance with the rules and procedures of UNDP as executed through the Benguela Current Commission, under the day-to-day direction of the Project Manager, and based on the general guidance provided by the Project Steering Committee (PSC). The PCU is comprised of the Project Manager, Finance and Administration Officer, Administrative Assistant, Compliance Manager, and local and international consultants as may be required.

**Tasks:**

- Organization of technical cooperation activities and general coordination between and among the various Project partners that are part of the GEF BCLME Programme, creation and coordination of capacity-building activities, management and donor activities;
- Assistance in networking between and among project entities such as the PSC, national officials (all participating countries), Implementing Agency personnel, cooperating partners such as GIZ, FAO, UNDP Country Offices, National Focal Points, existing and potential co-financers, other related GEF and non-GEF projects, and others as appropriate and necessary;
- Organization of project related consultative meetings for introducing and implementing the project and, as necessary, programme activities (including arrangements for such necessities as simultaneous translation and the production of documents in various languages as may be necessary);
- Collection and dissemination of information on policy, economic, scientific and technical issues related to the BCLME Project/Programme;
- Preparation of progress reports (administrative and financial) concerning program activities and outputs;
- Preparation and arrangements for hosting annual Review Meetings and Mid-Term and Terminal Evaluation processes;
- Establishment of and assistance in networking between specialized institutions in participating countries and technical specialists from elsewhere; and
- General Project management (financial, logistical and strategic).

**Project Manager****Location**

Offices of the Programme Coordination Unit within the BCC Secretariat, Swakopmund, Namibia, and travel in the project region as necessary, and travel to regional and other International locations consistent with these Terms of Reference.

**Background**

The Project Manager shall be in overall charge and have overall responsibility for the staff and day-to-day running of the PCU, under the supervision of the BCC and UNDP. The Project Manager is ultimately responsible for organising and overseeing delivery on all aspects and activities of the Project.

**General Responsibilities**

The Project Manager (PM) shall be responsible for the overall coordination of all aspects of the UNDP-GEF BCLME Project, in general and in particular. He/she shall liaise directly with designated officials of the Participating Countries, other Members of the PSC, the Implementing Agency, the Executing Agency, UNDP Country Offices, existing and potential additional project donors, National Focal Points, and others as deemed appropriate and necessary by the PSC or by the PM him/herself. The budget and associated work plan will provide guidance on the day-to-day implementation of the approved Project Document and on the integration of the various



donor funded parallel initiatives. He/she shall be responsible for delivery of all substantive, managerial and financial reports from and on behalf of the Project. He/she will provide overall supervision for all GEF staff in the Program Coordination Unit, as well as guiding and supervising all external policy relations, especially those related to other Projects within the BCLME Programme.

### **Specific Duties**

The PM will have the following specific duties:

- Manage the GEF Components of the PCU, its staff, budget and imprest fund;
- Prepare an Annual Work Plan of the program on the basis of the Project Document, under the general supervision of the Project Steering Committee and in close consultation and coordination with related Projects in the BCLME Programme, National Focal Points, GEF Partners and relevant donors;
- Coordinate and monitor the activities described in the work plan;
- Direct the project monitoring and evaluation processes including the regional and demonstration components, and the design of the replication strategy to be developed from the demonstration projects;
- Oversee the development of information management tools to ensure evaluation, monitoring and replication activities;
- Ensure project compliance with all UN and GEF policies, regulations and procedures;
- Ensure consistency between the various programme elements and related activities provided or funded by other donor organisations;
- Assure preparation of Terms of Reference for consultants and contractors;
- Coordinate and oversee preparation of the substantive and operational reports from the Program;
- Foster and establish close linkages with the other Projects within the BCLME Programme, with other related GEF programmes and, where appropriate, other relevant regional International Waters and related programmes and projects within and outside of the region;
- Represent the Project at meetings and other project related fora within the region and globally, as required; and
- Submit quarterly reports of relevant project progress and problems to the PSC, IA and EA.

### **Qualifications**

- Post-graduate degree in the Marine Sciences, Environmental Management, or a directly related field (e.g. fisheries management, natural resources economics, etc.);
- At least fifteen years experience in fields related to the assignment;
- Demonstrated diplomatic and negotiating skills;

- Familiarity with the goals and procedures of international organizations, in particular those of the GEF and the Implementing Agency (UNDP), and regional organizations related to Project and Programme activities, and currently identified Project and Programme donors);
- Excellent English speaking and writing skills;
- Previous work experience in one or more of the participating countries, and previous work experience in the region on issues related to the Project and Programme will be very favorably considered; and
- Working knowledge of Portuguese would be highly advantageous.

### **Director of Compliance**

#### **Duration**

Five years - the first year is probationary, renewable for additional five years dependent on performance

#### **Location**

BCC Secretariat, Swakopmund, Namibia

#### **Background**

The BCC has identified the need for a Compliance Officer to oversee and drive the various compliance activities associated with the Convention and with SAP Implementation. The Convention creates a Compliance Committee which shall provide the Commission with information, advice and recommendations on the implementation of and compliance with the measures adopted to give effect to the objective of this Convention and shall coordinate compliance activities; and coordinate with the other Committees on matters of common interests.

#### **General Description**

The Compliance Manager will be responsible for the day-to-day delivery and coordination of compliance activities as required by the Compliance Committee.

#### **Duties and Responsibilities**

- Day-to-day management oversight and coordination of the BCC compliance activities;
- Develop a compliance framework for each sector (e.g. fisheries compliance framework);
- Prepare meetings of the Compliance Committee including drafting of the agenda in consultation with the Chair of the Compliance Committee;
- Make recommendations to the CC based on findings as well as from other similar committees around the world.

- Provide the Compliance Committee with support to perform its functions including keeping of records of all proceedings, resolutions, proposals and decisions and recommendations;
- Ensure that all recommendations and decisions of the Compliance Committee and the MB / Commission pertaining to the compliance issues are implemented;
- Prepare an annual compliance work plan in close co-operation with the management team, and national focal points;
- Prepare annual budget estimates and budget forecasts in consultation with the Director of Finance and Administration;
- Prepare quarterly and annual reports on compliance issues;
- Prepare terms of reference for consultants, experts, contractors and other technical service providers to undertake specific work as directed;
- Take initiatives and advise the Compliance Committee on emerging compliance issues of regional and global concerns to BCC;
- Provide support and assistance to the Secretariat in organizing of workshops, meetings and consultations;
- Oversee all preparation, publication and distribution of reports from the Compliance Committee;
- Represent the Commission at compliance meetings of other regional and international organizations as required;
- Liaise with BCC National Focal Points and other stakeholders in the implementation of conservation and management measures adopted by the Commission;
- Perform any other functions as may be required by Commission.

### **Skills and Experience Required**

- Master's degree (or equivalent) or equivalent in related disciplines
- Experience in project management including administration;
- Demonstrated organizational, diplomatic and negotiating skills;
- Familiar with the BCLME and the application of a multi-sectorial, integrated approach to ecosystem management and sustainable development;
- Excellent English speaking and writing skills with working knowledge of Portuguese highly advantageous;
- Highly driven, dynamic and a self-starter;
- Ability to relay technical and scientific information to policy makers and the general public

### **Translator / interpreter (Portuguese-English-Portuguese)**

#### **Duration**

Renewable to permanent position after six months probationary period

#### **Location**

## **Background**

The BCC operates within two language environments. In South Africa and Namibia, English is an official language. In Angola, Portuguese is the official language and English is not so commonly spoken. In order for the Commission and its partners (including the UNDP GEF BCLME project) to operate effectively there is a day-to-day requirement for a translator.

## **General Description**

This is a dual position for a translator and interpreter and is one of the key positions at the Secretariat, taking into account that both Portuguese and English are official languages of the BCC. Over the past 20 years or, the BCC Member States have work collaboratively in marine environmental research, living marine resources, bio-diversities and ecosystem health, fisheries, environment, tourism, transport, mining/minerals and training and capacity development. Reports produced are in English language and has created a backlog of about 74,252 pages of untranslated texts. The translator/interpreter is further needed to translate at official meetings of the BCC structures such as the Ministerial Conference and Management Board. In addition, routine high-level correspondence needs to be written in the two official languages. The translator / interpreter will work under the supervision of the Marketing and Communication Manager.

## **Duties and Responsibilities**

- Translate the existing, outstanding reports, manuscripts and letters
- Translate all correspondence directed to the Angolan clients
- Translate all incoming project reports
- Correctly interpret messages, speeches, questions at official meetings of the BCC structures (Ministerial Conference, Management Board, Committees and Working Groups)
- Tailor language, tone, style and format to match audience; demonstrates openness in sharing information and keeping people informed.
- Identifies priority activities and assignments; adjusts priorities as required; allocates appropriate amount of time and resources for completing work; foresees risks and allows for contingencies when planning; monitors and adjusts plans and actions as necessary; uses time efficiently.

## **Skills and Experience Required**

- A first-level degree in Portuguese and English languages from a university or institution of equivalent status.
- Formal training in translation / interpretation in both English and Portuguese will be added advantage
- A minimum of seven years of experience in translation and interpretation
- Experience in translating technical / scientific reports

- A perfect command of English and Portuguese, one which must be the candidate's main language
- Ability to speak fluently and write succinctly and effectively with high standard of accuracy, consistency and faithfulness to the spirit, style and nuances of the original text.
- Ability to use all sources of references, consultation and information relevant to text at hand
- Ability to maintain an adequate speed and volume of output, taking into account the difficulty of the text and the specified deadlines.
- Demonstrates professional competence and mastery of subject matter.

### **Director of Finance and Administration**

#### **Duration**

Five years - the first year is probationary, renewable for additional five years dependent on performance

#### **Location**

BCC Secretariat, Swakopmund, Namibia

#### **General Description**

Under the supervision of the BCC Executive Secretary, the Administration and Finance Officer will manage the day to day finances and accounting needs of the BCC. His/her responsibility area will cover procurement/contracting of goods and services (including importation, permits, etc.), personnel matters (in close cooperation with the counterpart staff of BCC and the UNDP Project) and record keeping (including computer-based records). The post holder will be responsible for liaising as appropriate with country personnel, colleagues in other Projects, and will, as delegated by the Project Manager, assume other, related tasks.

#### **Duties and Responsibilities**

The Director of Finance and Administration will have the following responsibilities and functions:

##### **Strategic leadership:**

- Oversight responsibility of the finance and administration of the organisation
- Review the policies from time to time and recommend any amendment as may be required
- Manage donor funds as appropriate
- Keep Deputy ES fully informed and report regularly concerning the performance of the finance and administration and personnel programmes

##### **Financial and business leadership:**

- Manage all financial resources through planning, guiding, monitoring and controlling of the resources in accordance with accepted best practices and in conformity with the BCC policies and procedures;
- Responsible for effective and accurate financial resources management
- Develop and implement operational strategies;
- Provide sound advice on operational cost effectiveness;
- Provide financial and administrative strategic direction to BCC management;
- Provide financial advice and administrative support to the senior program managers (including Ecosystem Coordinator, Regional training Officer, Data and Information Manager) in the exercising of their duties;
- Prepare financial reports for BCC and donors;
- Ensure proper planning, expenditure tracking and auditing of financial resources;
- Manage risk and ensures timely accounting and reconciliation of all transactions;
- Conduct internal audits and liaise with external auditors;
- Ensure and assist with auditing of annual financial statements;
- Implement cost saving and reduction strategies;
- Ensure compliance of financial activities, reporting and proper functioning financial resource management system;
- Provide advice and implement the development of BCC's Resources Mobilizations Strategy and Business Plan, organisational policies and procedures;
- Ensure that advance and direct payments for activities are properly reviewed and made on a timely basis;
- Ensure economic use of resources;
- Assist in resource mobilisation.
- Prepare annual budgets, investment plan and ensure effective implementation in consultation with the management team
- Provide monthly budgets updates to the management team
- Take lead role for business planning for the sustainability of the Commission
- Develop annual expenditure forecasts
- Take appropriate steps to ensure that the Commission's assets are adequately safeguarded and optimised in the best interest of the Commission

#### **Administrative leadership / HR Management**

- Take overall responsibility of the HR management of the Commission
- Assist the DES to identify and recruit the competitive human resources required for the Commission in line with the policies and procedures
- Facilitate the work of the FAC including preparation of the agenda in consultation with the Chair
- Prepare and submit the recruitment, development, motivation and retention policies and guidelines for staff as conforming to the broad objectives of the BCC and HR policies. This shall be accomplished through the consistent practices of sound human resources

management concepts, thereby achieving teamwork, employee security, mutual respect and the highest level of professionalism

- Exercise authority over personnel and human-resources matter and further strengthen performance management by tracking performance indicators across the organisation
- Perform pay cycle manager role;
- Facilitate knowledge building and information sharing;
- Plan, monitor and appraise job performance of administrative staff;
- Provide employee training and development as appropriate;
- Coordinate and enforce systems, policies, and procedures;
- Ensure knowledge building and information sharing through arranging for training and implementing best practices in finance, administration management;
- Manage the office environment in the absence of the Executive Secretary.

### **Procurement and contract management**

- Take fully responsibility of procurement process to ensuring that it conforms with the best practices and the BCC policies
- Take oversight responsibility for contract management of the BCC
- Prepare and update master procurement / investment plans and prepare annual procurement / investment plans of the BCC
- Ensure that procurement is conducted according to set standards and agreements;
- Negotiates contractual agreements with would-be suppliers;
- Ensures that suppliers adhere to service level agreements as set out in contract;
- Periodically reviews supplier performance;
- Ensures that all goods and services procured adhere to BCC and donor stipulated guidelines.

- 

### **Manage the Funding Budget**

- Manage the budget of BCC funding components;
- Provide sound advice on optimal use of funds focusing on achievement of results;
- Assess financial risks and their implications on the financial position of the Secretariat and provide options and alternatives to minimise adverse financial impacts on the Secretariat;
- Regular analysis and reporting on the budget approvals and the delivery situation of BCC components (i.e. Contracting Parties' budget and donors budget);
- Implement strategies to eliminate deficiencies in budget management;
- Conduct survey of internal and external customer satisfaction in order to implement improvement strategies;
- Ensure the conformity of obligations and expenditures (annual budgets) with the appropriations adopted by the Commission;
- Prepare reports on efficiency of fund utilisation for donor agencies;
- Conduct regular internal audit.

### **Cash Management**

- Manage cash and liquidity management of BCC;
- Review cash position of all accounts to ensure sufficient funds on hand for disbursements;
- Ensure timely recording of receipts for income;
- Act as primary contact with local bank management on routine operational matters;
- Ensure timely bank reconciliations;
- Initiates bank transfers and deals for approval and settlement;
- Ensure timely preparation of monthly cash flow forecast for use by the BCC management;
- Establish systems, procedures, processes and programmes to ensure efficient and effective cash management;
- Ensuring that advance payments and direct payments for activities are properly reviewed and made on a timely basis, as well as ensuring that payment information are properly recorded on a timely basis;
- Ensure the regularity of the receipt, custody and disposal of all funds and other financial resources of the Commission;
- Ensure the conformity of obligations and expenditures (annual budgets) with the appropriations adopted by the Commission.

#### **Qualifications, Skills and Competencies**

- A Bachelor's Degree or equivalent in Accounting, Finance or related field
- A minimum of 7 years of relevant and practical experience at national or international level in providing financial accounting, financial/ advisory services and managing staff
- Advanced experience in Sage Pastel Xpress accounting software and in-depth skills in operating the software
- Advanced experience in Microsoft Office
- Excellent verbal and written communication skills
- Strong strategic and analytical abilities
- Diplomatic skills
- Goal and task oriented and self-motivated
- Ability to multitask, work under pressure and pay attention to detail
- Ability to work in multi-cultural and bi- lingual settings
- Excellent organisational and inter-personal skills.

#### **Administrative Assistant**

##### **Duration**

One Year Term, Renewable

##### **Location**

PCU within BCC, Swakopmund, Namibia

##### **General Description**



Under the supervision of the PM, the Administrative Assistant will manage the day-to-day operations of the PCU, particularly with respect to technical services, staff support, and, with additional contractual support as necessary, assure that necessary financial, procurement (including importation, permits, etc.) and personnel matters are addressed. More specifically the Administrative Assistant shall:

### **Duties and Responsibilities**

- Generate and maintain a directory of all persons and institutions engaged in work related to the implementation of the project;
- Prepare internal and external correspondence for the PCU, maintain files and assist in the preparation of documentation for meetings;
- Assist in organizing project activity meetings and participate in the meetings as directed by the PM;
- Co-ordinate and assist in travel arrangements of the PCU staff and field project personnel;
- Coordinate information flow by processing routine correspondence and responses to project related enquiries and prepare as necessary letters, memoranda, reports, faxes, etc.;
- Assure requisite assistance for the organization of the Project Manager's work including making travel arrangements, hotel bookings and preparation of documentation required for missions;
- Assist in setting up of meetings, processing of documents for meetings, agenda preparation, lists of participants and working documents for the meetings, as well as sending out invitations to the meeting participants.
- Provide secretarial servicing through preparation and distribution of minutes/reports as required;
- Establish and maintain an up-to-date and maintain suitable filing system for the office; maintain an up-dated computerized mailing list of supervisor's contacts, focal points, experts and Ministers of Environment and other partners; disseminate public information awareness by distributing public awareness material to national institutions of participating countries;
- Assist in the logistics of arranging international meetings and conferences including assisting participants with travel and accommodation;
- Maintain mailing links with all participating countries and cooperating partners;
- Prepare pre-encumbrance for stock requisitions for the office and ensure adequate supplies at all times;
- Liaise closely and regularly with the BCC Finance and Administrative Officer on all appropriate matters; and
- Undertake such other duties as may be assigned by the PM.

### **Skills and Experience Required**

- Higher education (secondary education or equivalent as experience can be considered);

- Experience of work in international organisations/agencies, governmental offices, research or training organizations highly regarded;
- Advanced computer skills and knowledge and demonstrated use of various software applications and Internet skills;
- Reliability, initiative, a methodical approach and attention to detail;
- Ability to work under general guidance or independently;
- Willingness to work periods of overtime at short notice if required;
- Proficiency in the use and operation of the computer, including advanced skills in windows and its programmes;
- Ability to plan, co-ordinate and monitor own work plan, have a great sense of accuracy;
- Must have good interpersonal, oral and written communication and organizational skills;
- Complete proficiency in English; Working knowledge Portuguese highly advantageous.

# ANNEX 6: RISK LOG<sup>2</sup>

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
	<p>Enter a brief description of the risk</p> <p>(In Atlas, use the Description field. <b>Note: This field cannot be modified after first data entry</b>)</p>	<p>When was the risk first identified</p> <p>(In Atlas, select date. Note: date cannot be modified after initial entry)</p>	<p>Environmental Financial Operational Organizational Political Regulatory Strategic Other</p> <p>Subcategories for each risk type should be consulted to understand each risk type (see Deliverable Description for more information)</p> <p>(In Atlas, select from list)</p>	<p>Describe the potential effect on the project if this risk were to occur</p> <p>Enter probability on a scale from 1 (low) to 5 (high) P =</p> <p>Enter impact on a scale from 1 (low) to 5 (high) I =</p> <p>(In Atlas, use the Management Response box. Check "critical" if the impact and probability are high)</p>	<p>What actions have been taken/will be taken to counter this risk</p> <p>(In Atlas, use the Management Response box. This field can be modified at any time. Create separate boxes as necessary using "+", for instance to record updates at different times)</p>	<p>Who has been appointed to keep an eye on this risk</p> <p>(in Atlas, use the Management Response box)</p>	<p>Who submitted the risk</p> <p>(In Atlas, automatically recorded)</p>	<p>When was the status of the risk last checked</p> <p>(In Atlas, automatically recorded)</p>	<p>e.g. dead, reducing, increasing, no change</p> <p>(in Atlas, use the Management Response box)</p>
1	Security/Safety situation in the region or one or more countries deteriorates.	20 <sup>th</sup> August 2015	Environmental	Project Activities for the most part take place in countries or within their territorial waters, or	Past history suggests that there is little probability of such risks impacting on project activities. In any event, BCC	UNDP, PSC, Project Manager, UNDSS			

<sup>2</sup> (as required by UNDP)

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				<p>occasionally, on the High Seas. In each case, the safety and security of the Project staff, consultants and other people involved in implementing the Project in whatever capacity is paramount.</p> <p>There is little evidence or recorded incidents of piracy or crime in these waters other than an inevitable level of poaching and illegal fishing</p> <p>P=1 I=1</p>	<p>practice would be to carefully assess the possibility of working under “high risk” conditions and to take any appropriate safeguards and procedures for monitoring, assessing, reacting to and mitigating such risks</p> <p>Any areas or activities which might be judged to have an unacceptable risk will be avoided.</p> <p>Should any such risks be identified and seen as potentially impacting project activities during implementation, alternative activities will be explored and approved by the relevant project governance structures as part of adaptive project management.</p>				
2	Weather negatively	20th August	Environmental	Some activities envisaged within	As far as possible, activities will be	Project Manager;			

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	impacts cruises and/or other project activities.	2015		<p>the Project Document may be adversely affected by severe weather (notably shoreline fieldwork and/or ship-based activities).</p> <p>P = 2 I = 3</p>	<p>planned to take place during seasons where adverse weather conditions are unlikely and to work within an acceptable weather window.</p> <p>If possible, work likely to be affected will be rescheduled if unseasonal weather is expected or forecast.</p>	Research teams			
3	Available funds are insufficient to the scale of required interventions.	20 <sup>th</sup> August 2015	Financial	<p>LME scale projects require significant investments of time, personnel and financial resources. If not carefully managed and rigorously prioritised, it is possible that the required improvements in environmental and social well-being may not be realised.</p> <p>P = 1 I = 3-5</p>	<p>The Project Document carefully assesses the required interventions and a rigorous budget has been planned to match them, mitigating this risk. Furthermore, The project specifically aims to leverage funding for sustainability through marketing and resource mobilisation</p> <p>In the unlikely event of unforeseen financial disruptions (unfavourable exchange rates, insufficient inputs of</p>	BCC, PSC; Project Manager			

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					co-financing) adaptive project management will be undertaken to mitigate the negative impacts, in full consultation with Project Management Structures (BCC, RSC, UNDP, GEFSEC).				
4	Co-financing commitments are not met fully	20 <sup>th</sup> August 2015	Financial	<p>The activities described in the project document require supportive co-financing (both in cash and in kind) from many organisations. Whilst firm commitments to co-financing have been sought, it is possible (through unforeseen circumstances) that one or more co-financing partners may have to reduce the level of support initially foreseen.</p> <p>P=2 I=2-4</p>	<p>Co-financing commitments have been sought in line with realistic amounts of support envisaged to the Project by each co-financing partner.</p> <p>Adaptive Project Management would also seek to remedy Any potential shortfall through other mechanisms, such as increased contributions from existing co-financing partners, or the identification of new funding partners. In the event that further adequate support cannot be realised, adjustments to the Project activities will</p>	Project Manager; UNDP, BCC			

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					have to be made, in consultation with Project Management Structures (BCC, RSC, UNDP, GEFSEC).				
5	One or more countries (or one or more designated national institutions) are not prepared to fully commit to activities in the Project Document and in ultimately implementing joint actions to achieve desired environmental and social outcomes.	20 <sup>th</sup> August 2015	Political	<p>The implementation of an International Waters project and the realisation of the vision of a Strategic Action Programme depend heavily on full cooperation of and between regional Governments.</p> <p>P=1 I=2-5</p>	<p>The countries have already demonstrated significant commitment through the adoption (and recent revision) of the SAP, establishment of the Commission and signature/ratification of the Convention. This provides a strong indication of the significant political will to implement such projects and participate fully in their activities to achieve the desired outcomes. Signature of the Project Document further indicates their ongoing commitment. Both the IA (UNDP) and the EA (BCC) working with the Project Manager should be able to</p>	BCC, UNDP; Project Manager			

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					ensure commitments so that all countries are adequately engaged in the process.				
6	One or more communities will be unwilling to participate fully in community-level activities	20 <sup>th</sup> August 2015	Political	<p>Several significant community-level demonstration activities are envisaged within the project. They will require full commitment and buy-in from local community members if they are to function and to deliver successfully.</p> <p>P=2 I=3</p>	<p>The country partners have significant experience and understanding of these communities and the challenges of working with them. It is anticipated that communities will be carefully selected not only for their thematic appropriateness (geographical location; SAP-related impacts, etc.) but also for their willingness and commitment to cooperate with national institutional bodies. Working with communities that have already demonstrated a strong will to participate in Project activities of this nature will mitigate this risk.</p> <p>Furthermore, best practice in engaging with communities will</p>	Project Manager; BCC, National Focal institutions, Relevant Consultants			



#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
					<p>be followed, particularly by ensuring open and frank communications of the anticipated activities and likely outcome and associated timeframes.</p> <p>Several communities will be involved; if only a single one objects to the activities, this can either be a “lesson learned”, or if this occurs early in the Project, a different community may be selected.</p> <p>In all cases, Project Management Structures, particularly at national level, will be intimately involved in such national-level activities, with strong oversight from the Project Management Unit.</p>				
7	Inadequate collaboration with other closely related projects in	20 <sup>th</sup> August 2015	Organisational	Other GEF interventions in the region and those of other funding agencies	All such related projects have recognised the need for close collaboration. This	BCC, PSC; UNDP; Project Managers from various			

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	establishing a regional programmatic approach to SAP implementation and to domestication of the Convention			<p>related to SAP implementation have separate Project Management Units and Project delivery processes. This creates a potential for disjointed implementation and a possible lack of cooperation to deliver a cohesive ecosystem-level approach throughout the region.</p> <p>P=2 I=2-4</p>	<p>current UNDP GEF BCLME proposal has worked closely with appropriate partner funding initiatives during its development phase to ensure compatibility and a cooperative delivery approach which takes advantage of each other's mutual activities and aims. The current project has clear mechanisms for such collaboration, even sharing inputs and presence on each other's Steering Committees. An adaptive management approach will seek to maintain alignment with the other related national and regional projects to ensure the visions in the SAP are achieved.</p> <p>In particular, careful attention will be paid and emphasis placed on close collaboration with the</p>	projects			

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					GIZ MARISMA project. Regular meetings will be scheduled between the Project Managers to ensure such potential challenges and opportunities are not left unaddressed.				
8	Adequate (human) capacity to address the challenges identified in the SAP and Project Document cannot be found.	20 <sup>th</sup> August 2015	Organizational	<p>Project Activities and the long-term ecosystem and social health improvements envisioned in the SAP require significant human capacity at many levels of society, including in social and scientific research, policy, management and legal areas. Wherever possible, regional expertise will be used.</p> <p>P=1 I=4</p>	<p>Given the experience in the previous BCLME Projects and associated partner initiatives, significant regional capacity already exists (has been created) to meet many of the challenges noted in the SAP and necessary for effective SAP implementation. Where shortcomings exist, a rigorous programme of capacity building and training is already envisaged within the Project Document.</p> <p>It is also expected that where international expertise is utilised, such expertise will result in the training</p>	BCC, PSC, Project Manager			

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
					<p>and mentoring of regional personnel in such activities as part of their consultancy or project activity, either through formal training or informal “experiential” learning.</p> <p>In the rare event that regional expertise is unavailable, international consultants would be available to “fill the gap”; this risk is not likely to be a significant challenge to mitigate.</p>				
9	All stakeholders that should be involved in the project can be reached and will participate to the extent required.	20 <sup>th</sup> August 2015	Strategic	LME and SAP Implementation Projects by their nature require broad participation by many stakeholders across all sectors and levels of society. This can represent a significant challenge, particularly where projects are expected to directly interface	<p>The existing relationships built during the previous BCLME projects have helped to foster strong relationships with stakeholders, particularly at the technical/scientific and policy/management levels.</p> <p>Various Stakeholder Analyses by these projects and by BCC</p>	BCC, PSC, Project Manager, relevant Staff and Consultants			

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				<p>with all stakeholder groups across very large and disparate (language/culture) areas.</p> <p>The probability of at least some stakeholders not being adequately involved is fair; the impact of this depends entirely on how critical their participation is to Project activities.</p> <p>P=2-3 I=1-5</p>	<p>has identified the most significant stakeholders with whom the Project must partner if it is to achieve success; this “baseline” will inform communication and collaboration efforts and monitoring of progress.</p> <p>Adaptive project management will continuously monitor the extent of stakeholder involvement and undertake feasible corrective actions to address groups with whom interactions are not satisfactory.</p>				
10	Project Management Unit can handle the volume of work envisaged.	20 <sup>th</sup> August 2015	Operational	This complex and broad project has the potential to overwhelm a small PMU, particularly if the activities envisioned in the Project Document are not carefully prioritised, or if the RSC makes significant additional demands on the	The PCU and the Project Manager and staff will sit within the structure of the BCC and work closely within its framework. This should provide more than adequate support for Project administration, etc. As always, much depends on the hiring an appropriately skilled, dedicated and	BCC, PSC, UNDP, Project Manager.			

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				<p>Project for additional deliverables beyond those anticipated within the Project Document.</p> <p>P=1 I=2-4</p>	<p>experienced Project Manager.</p> <p>Adaptive Project Management will regularly assess the work-plan (and associated budget) to ensure that the outcomes identified in the Project Document can be met, specifically with a view to achieving demonstrable impacts on ecosystem (and social) health [EQOs] as envisioned within the SAP.</p> <p>The Project Manager, working closely with the BCC Exec Secretary, may need to decline additional requests (not defined in the ProDoc) for assistance from countries through the RSC where they cannot be met by the available resources (financial, human or infrastructural).</p>				

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					Careful prioritisation (by the BCC/RSC in consultation with the PMU under the guidance of the ProDoc and SAP) of the size, scope and location of activities must be undertaken, not only within the Project Document, but also by the Inception Workshop and in ongoing adaptive management processes (as per the PSC) to ensure that delivery is not only satisfactory, but adequately affects the EQOs and SAP vision.				
11	Legal and Regulatory frameworks can adequately support Project Activities and SAP Implementation.	20 <sup>th</sup> August 2015	Regulatory	International, regional and national legislation and regulatory frameworks are needed to define, monitor and enforce EQOs and other targets envisioned in the ProDoc and SAP.  Not all countries necessarily have	Several Project Activities will examine the legal and regulatory frameworks in place, and seek to actively ensure that the countries accede to / ratify comparable international regulatory instruments, treaties, regulation, laws and policies and match	Project Countries; UNDP; IGOs; Project Manager			

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
				<p>adequate or comparable legal frameworks in place to meet international commitment, nor have they all necessarily acceded to/ratified the same international commitments.</p> <p>Given this situation, the probability of this risk is fair; the impact is less certain, depending on the extent of the legal/regulatory deficiency and its knock-on effects to SAP implementation and/or Project activities.</p> <p>P=3 I=1-5</p>	<p>these with complementary national legislative / legal frameworks, as necessary. Much of this is captured in principle within the BC Convention.</p> <p>The project aims to harmonise where possible, and to ensure effective correlation between various codes of conducts and agreements on LME resource management. As such, and where required, novel instruments may be negotiated to ensure support of ongoing SAP implementation activities and/or other required interventions; and/or to define the required levels for various EQOs, or other environmental and social health targets under appropriate bodies.</p>				



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