



Government of Angola, Government of Namibia, Government of South Africa, the United Nations Development Programme (UNDP), the Icelandic International Development Agency (ICEIDA), the Ministry of Foreign Affairs (MFA) of the Government of Norway, and the Benguela Current Commission (BCC)

Support to the Benguela Current Commission (BCC) for:

- (A) Implementation of the Benguela Current Commission's Science Programme to support an Ecosystem Approach to Fisheries management in the BCLME Region (Norway)**
- (B) Strengthening the Capacity of the Benguela Current Commission (BCC) to implement an Ecosystem Approach to Fisheries (EAF) management in Namibia, Angola and South Africa (ICEIDA) and;**
- (C) Institutionalisation of the BCC (Governments of Angola, Namibia and South Africa).**



PROJECT DOCUMENT

01 August 2008

Brief Description

COMPONENT A: Implementation of the Benguela Current Commission's Science Programme to support an Ecosystem Approach to Fisheries management in the BCLME Region (Norway)

This Component focuses on key technical, scientific research and monitoring aspects of the work which are required to support activities of the BCC. Monitoring, Compliance & Surveillance (MCS) and, legal and policy issues, which might have technical aspects, fall outside the scope of this proposal unless they are inextricably linked to the science. Collaboration with the BCLME SAP IMP project is critical here, especially with regard to the development of policy for the establishment of transboundary Marine Protected Areas (MPAs).

The Commission will collate and consolidate information and data derived from scientific and technical activities of the contracting parties (three governments), and can augment these with BCC sponsored activities. The emphasis will be on transboundary issues which will assist in integrating national activities within the regional framework of the BCC. This also implies that issues of a purely national (non-transboundary) nature will not qualify for direct financial support at this stage. This approach enhances the sustainability of the BCC, since the countries will be responsible for the delivery of data and information to the contracting parties, reducing the logistical and financial burden on the Commission, which seeks to be an efficient and lean organization.

The Goal, Purpose and Outcomes of this component

Overall goal: To ensure optimal and sustainable utilization of the resources of the Benguela Current Large Marine Ecosystem (BCLME) while restoring, maintaining and conserving the ecological integrity of the system.

Purpose: To provide the BCC and Contracting Parties with the best available scientific advice for regional management of the BCLME.

Outcomes

Outcome 1: A programme of trans-boundary scientific activities is implemented, and national scientific activities are extended and regionally integrated

Outcome 2: Formal structures for the operation of the Ecosystem Advisory Committee (EAC) and for cooperation among regional scientific and technical staff are established and functional

Outcome 3: Human scientific and technical capacity within the national research institutes is improved and strengthened.

Outputs

- Ecosystem Coordinator and Data and Information Manager appointed.
- EAC established.
- Thematic joint Working Groups established.
- Living marine resources, environmental assessment and monitoring, ecosystem health and conservation, ecosystem-based management activities implemented annually.
- The State of the Ecosystem Information System (SEIS) updated and managed ongoing.
- Regional research vessel strategy in place and implemented
- Linkages and partnerships with other regional and international programmes established

Summary of Component Budget

Year 1: US\$ 1,200,000

Year 2: US\$ 2,375,000

Year 3: US\$ 2,375,000

Year 4: US\$ 2,375,000

Year 5: US\$ 1,200,000

Brief Description

COMPONENT B: Strengthening the Capacity of the Benguela Current Commission (BCC) to implement an Ecosystem Approach to Fisheries (EAF) management in Namibia, Angola and South Africa (ICEIDA)

The overall objectives of the Component are: i) To provide the prioritized training and capacity building (TCB) in the region through a dedicated TCB programme with dedicated funding and, the creation of a Regional Training Officer (RTO) portfolio; ii) To outline a long-term strategy for the effective implementation and management of a TCB programme for the BCC (this includes management, budget and timelines for delivery)

The project will use traditional TCB approaches combined with skills and knowledge transfer, mentoring and on-the-job training. The project targets managers, senior scientists and technical staff from national institutions in Angola, Namibia and South Africa, with the aim of improving their knowledge and skills to allow for successful implementation of an Ecosystem Approach to Fisheries (EAF) management. The project is co-funded by the Icelandic International Development Agency (ICEIDA) and the three national governments and will run for a period of 4 years. This project compliments the GEF co-funded Strategic Action Programme Implementation (SAP IMP) Project which supports the implementation of transboundary strategies and actions to rebuild fish stocks and reduce degradation of important ecosystems.

The Goal, Purpose and Outcomes of this component

Overall goal: The overall goal of the regional programme is to ensure optimal and sustainable utilization of the resources of the Benguela Current Large Marine Ecosystem while restoring, maintaining and conserving the ecological integrity of the system.

Expected Outcomes:

Improved capacity for EAF in Angola, Namibia and South Africa; capacity building/ mentoring partnerships under implementation and; A regional strategy to deal with staff retention and loss of staff.

Expected Outputs:

1. Appointment of a Regional training Officer (RTO)
2. Full and effective implementation of the TCB activities outlined in this project through a series of courses targeting the identified needs
3. Appointment of inter ministerial national training coordinators
4. The facilitation and establishment of strategic relationships among research institutions and universities in the region
5. Monitoring and evaluation of both implementation and impact of the TCB strategy

Summary of Component Budget

Year 1: US\$ 137,000

Year 2: US\$ 137,000

Year 3: US\$ 113,000

Year 4: US\$ 113,000

Brief Description

COMPONENT C: Support for the institutionalisation of the Benguela Current Commission (BCC) (Angola, Namibia & South Africa)

The Benguela Current Large Marine Ecosystem (BCLME) Programme terminated its operations on 30 April 2008. There is a need to ensure a smooth transition between the BCLME Programme and the SAP Implementation (SAP IMP) Project with the continuation of key scientific activities and to ensure information and data are captured and shared. In addition, there is the need to provide national level support to the BCC for the implementation of scientific activities and liaising with national institutions for technical assistance, capacity building and other support. The Contracting Parties to the BCC committed to contributions of US\$ 100,000 each to facilitate a smooth transition and these funds will be committed for technical and logistical support at the national and regional level. This component will ensure that at the time of inception and, during the implementation of the SAP IMP Project, the TCB Strategy and Science Plan components, the BCC will have the requisite national level capacity for activity implementation and logistical and other support. The component is co-supported by the Global Environment Facility (GEF), Norway, and the Icelandic International Development Agency (ICEIDA). This component compliments the GEF co-funded SAP IMP Project which supports the implementation of transboundary strategies and actions to rebuild fish stocks and reduce degradation of important ecosystems.

The Goal, Purpose and Outcomes of this component

Overall goal: The overall goal of the regional programme is to ensure optimal and sustainable utilization of the resources of the Benguela Current Large Marine Ecosystem while restoring, maintaining and conserving the ecological integrity of the system.

Expected Outcome(s):

Continuation of key scientific activities initiated under the BCLME Programme;
Successful national and regional level implementation of the BCC Science Programme;
Successful national and regional level implementation of the BCC Training and Capacity Building Strategy;
Successful national and regional level implementation of the BCLME SAP IMP.

Expected Output(s): *(Those that will result from the component)*

1. Three National coordinators appointed
2. Workshops held with the ES, EC, DIM, and SAP IMP Project Manager for detailed work planning
3. Technical assistance delivered to national institutions
4. Relevant national and regional logistical and liaison support provided

Summary of Component Budget

Year 1	USD 300,000
Year 2	USD 300,000
Year 3	USD 300,000
Year 4	USD 300,000

Framework Summary

This project document covers three complimentary components funded by different sources. The specific details of each of the three components are summarised above. Below is a brief description of each component.

Component	Donor	Total Amount
A: BCC Science Plan	Norway	US\$ 9,314,999
B: BCC Training and Capacity Building	ICEIDA	US\$ 0,500,000
C: Institutionalisation of BCC	Angola, Namibia & South Africa	US\$ 1,200,000
TOTAL RESOURCES REQUIRED (US\$)		US\$ 11,014,999

Programme Period: 4 years: 2008-2012

Practice Area: Energy and Environment for Sustainable Development
Key Result Area (Strategic Plan): Promoting regional, trans-boundary natural and water resources management

Proposal ID: TBD

Project ID: TBD

Atlas Award ID: TBD

Start date: 01 August 2008

End Date: 31 July 2012

PAC Meeting Date: 22 November 2007

Management Arrangements: DEX

Executing Entity: United Nations Development Programme (UNDP)

Implementing Entity: Benguela Current Commission (BCC)

Summarised Outcomes for each Component:

A: Establishment and implementation of transboundary scientific activities through technical advice from the EAC and enhanced national and regional level managerial capacities for EAF

B: Improved scientific capacity for EAF in Angola, Namibia and South Africa through capacity building/ mentoring partnerships a regional strategy to deal with staff retention and loss of staff.

C: Improved science and technical and managerial capacities for EAF and, rebuilding of fish stock and reduction in the degradation of ecosystems.

SIGNATURES

Agreed by	Name & Position	Signature	Date
Government of Angola,	Dr. Salomao Xirimbi, Hon. Minister of Fisheries		
Government of Namibia,	Dr. Abraham Iyambo, Hon. Minister of Fisheries and Marine Resources		
Government of South Africa,	Ms. Nosipho Ngcaba, Director General		
Benguela Current Commission - Implementing Entity	Dr Hashali Hamukuya, Executive Secretary		
United Nations Development Programme - Executing Entity	Mr Simon R. Nhongo, Resident Representative		

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List of Acronyms and Abbreviations

BCC	Benguela Current Commission
BCLME	Benguela Current Large Marine Ecosystem (Programme)
BENEFIT	Benguela Environment Fisheries Interaction & Training (Programme)
DFJWG	Demersal Fisheries Joint Working Group
DIM	Data Information Manager
EAC	Ecosystem Advisory Committee
EAF	Ecosystem Approach to Fishing
EC	Ecosystem Coordinator
EEWS	Environment Early Warning System
EEZ	Exclusive Economic Zone
EHC-JWG	Ecosystem Health and Conservation Joint Working Group
ES	Executive Secretary (of the BCC)
FAO	Food and Agriculture Organisation (of the United Nations)
GEF	Global Environmental Facility (of the World Bank)
GIS	Geographic Information System
GOOS	Global Ocean Observation System
JWG	Joint Working Group
LME	Large Marine Ecosystem
M&E	Monitoring and Evaluation (Plan)
MB	Management Board
MCS	Monitoring, Compliance and Surveillance
MOU	Memorandum of Understanding
MPA	Marine Protected Area
OCM-JWG	Oceanographic and Coastal Monitoring Joint Working Group
PRJWG	Pelagic Resources Joint Working Group
SADC	South African Development Community
SAP	Strategic Action Plan
BCLME SAP IMP	Implementation of the Benguela Current LME Strategic Action Program for Restoring Depleted Fisheries and Reducing Coastal Resources Degradation (Project)
SEAFO	South East Atlantic Fisheries Organisation
SEIS	State of the Environment Information System
SOE	State of the Environment
SOS	State of the System
TCB	Training & Capacity Building
TDA	Transboundary Diagnostic Analysis
WQP-JWG	Water Quality and Pollution Joint Working Group

I. SITUATION ANALYSIS

Component A: The initial BCLME Programme has built a wealth of knowledge, information and understanding within the context of five LME modules. Primarily it has focused on **Fish and Fisheries** as the driving justification for realigning management within the three countries into a more effective and appropriate transboundary approach that deals with the larger ecosystem and its living marine resources. It has been demonstrated that the BCLME is one of the most important global fisheries, but one that is also significantly depleted and under continued and growing threat. However, as part of the overall Ecosystem Approach to Fisheries (EAF) management, the BCLME Programme has also gathered the necessary information on **Productivity** (which relates directly to the need to understand the food-webs that support the commercial and artisanal fishery), on **Pollution** (as a direct impact not only to the fish species themselves but also to their predators, prey and other critical environmental parameters such as water quality), and on **Ecosystem Health** (which also has a direct bearing on the fishery in the context of maintenance and sustainability of critical habitat types that represent feeding, breeding, spawning and nursery areas).

The BCLME Programme has also supported activities that have furthered understanding of the **socio-economic** implications of non-sustainable fishing and the decline in fish stocks, not only at the commercial level (in the context of the fishing industry) and the national level (in relation to overall national economic forecasting) but also as it relates to the welfare of coastal communities and the cultural context of the human population, including the importance and necessity of empowering communities within the management process. All of this has improved awareness and knowledge of the fisheries issues as a cross-sectoral and regional (ecosystem) concern has led to a reconsideration of **Governance** within and between the three countries and has evolved a better understanding of the requisite realignment and improvements that are necessary in the context of policy reforms, legislative amendments and improved management practices that will capture the transboundary nature of the fisheries and their associated environment within the BCLME.

The overarching conclusion from the BCLME Programme is that the highest priority for concern and resolution within the Benguela LME is the need to halt the trends in declining fish stocks before depletion becomes irreversible. This decline is a result of inappropriate management of fisheries at an ineffective sovereign level, rather than at the more realistic ecosystem level requiring transboundary actions and cooperative governance. However, the Transboundary Diagnostic Analysis (TDA) has demonstrated that this ineffective management of the fisheries is exacerbated by the increasing pressures and impacts on the environment that supports these fisheries. Such pressures and impacts include pollution which has a negative effect on ecosystem health, degradation of habitats and associated loss of species biodiversity essential to the maintenance of food webs and predator-prey relationships, falling productivity (either seasonally or on a more permanent basis) as a result of poorly understood environmental variations or human impacts.

The three participating governments in the BCLME Programme recognise the urgency now to halt this decline in fisheries and to take action to reverse these trends in order to establish and sustain commercially and environmentally viable fisheries within the Benguela in the interests of their own economies, the welfare of their people, and in order to work with international stakeholders to protect a global highly important ecosystem supporting living marine resources. In order to do this the governments of the three countries, supported by other national and regional stakeholders, are in agreement that there needs to be ongoing implementation of key scientific activities to build on work that was initiated and done during the BCLME Programme to ensure the availability of the best scientific information for decision making at regional level. While the GEF-supported SAP IMP Project will support the BCC for more appropriate governance measures and realignment of management interests that focus on the transboundary ecosystem approach to fisheries, the Norwegian-funded implementation of the BCC Science Programme will ensure ongoing accumulation of information and data for knowledge generation for improved transboundary management and successful implementation of an EAF.

Component B: The BENEFIT and BCLME programmes are scheduled to terminate in December 2007 and June 2008 respectively. Jointly they represent a decade of cooperation among the three countries bordering the Benguela Ecosystem. BENEFIT has been funded with donor aid (mainly Norway and Germany) and contributions in cash and kind from the ministries responsible for fisheries in Angola, Namibia and South Africa. The BCLME was funded by a broader range of regional ministries and stakeholders but chiefly via a grant from the Global Environment Facility's International Waters Programme (GEF-IW). The programmes have established a regional technical and management infrastructure in the form of working groups and management committees. This has culminated in the signing of the Interim Agreement of the Benguela Current Commission (BCC) which will see the establishment of the BCC with a Management Board advised by an Ecosystem Advisory Committee (EAC). Concurrently, the BCLME Strategic Action Plan for Implementation (BCLME SAP-IMP) Project will come into effect and will act as the financial impetus for formally supporting the institutional development and strengthening of the BCC.

Unequivocally, both the BENEFIT Programme and the BCLME Mid-term evaluation, recognised that a dedicated training and capacity building (TCB) programme with ring-fenced funding would be a pre-requisite for the successful implementation of the SAP-IMP Project and for the BCC to meet its broad mandate of successfully implementing an Ecosystem Approach to Fisheries (EAF) management. Furthermore, a study commissioned on the TCB needs of the region, recommended that a holistic TCB programme focussing on skills development and skills improvement be instituted through the BCC. A model based on a series of short-courses is being recommended to meet the TCB needs of the region. The total budget required to fund a dedicated TCB programme has been estimated at US\$ 1.5 million hence a cost-sharing strategy must be employed to realise this programme. In addition to meeting existing TCB needs, the model should also address, through national and regional strategies, staff retention in the dedicated and line ministries in the three countries. This is to mitigate the loss of newly acquired or enhanced capacity not to compromise the region's ability to succeed with EAF implementation.

Lastly, the TCB study also identified the imminent need for a person to manage, coordinate, implement and monitor and evaluate the impact of the training strategy. A BCC Training Officer would be pivotal in strengthening the capacity of the Benguela Current Commission (BCC) to implement an Ecosystem Approach to Fisheries management.

Component C: The BENEFIT Programme terminated in December 2007 and the BCLME Programme in April 2008. There is currently now human resource capacity available to ensure that activities initiated by these two programmes are ongoing and that information and data generated at the national level is collated, stored and made available appropriately. The BCLME Programme submitted a Project Document to the GEF for the implementation of the BCC Strategic Action Programme to rebuilding depleted fish stocks and to reduce the degradation of important ecosystems (SAP IMP Project). This funding will com on-stream in August 2008 and until this time, there is a need to ensure to keep crucial activities ongoing to ensure a smooth transition between the BCLME Programme and the SAP IMP Project.

During the BCLME Programme, three Activity Centre Directors (ACDs) were appointed in the three countries. The ACDs were responsible for thematic activity implementation in the BCLME Region but provided general national facilitation, coordination and logistical support for BCLME activity implementation. This approach, of securing national level capacity, has proven to be very successful based on the number of projects successfully completed, successful delivery of meetings/ workshops in all three countries and contributing the monitoring, evaluation and reporting.

The governments of Angola, Namibia and South Africa each committed funding that will be sufficient to cover the cost of the transition period between the BCLME Programme and the SAP IMP Project and beyond for full institutionalisation of the BCC.

II. STRATEGY

Component A:

Activities will focus on key technical, scientific research and monitoring aspects of the work which are required to support the activities of the BCC. Items such as monitoring, compliance and surveillance (MCS) and legal and policy issues fall outside the scope of the Science Programme unless they are inextricably linked to the science. Roles of the Contracting Parties (Angola, Namibia and South Africa), the EAC and the Commission in relation to this Programme need to be clearly defined for the success of implementation. The Commission will collate and consolidate information and data derived from scientific and technical activities of the Contracting Parties (CPs), and can augment these with BCC funded activities. The overarching strategy is to create the fundamental institutional arrangements for full-time management and implementation of the Science Programme.

Activities funded in the Science Programme will be managed and funded under the auspices of the BCC **Ecosystems Advisory Committee (EAC)**. The Executive Secretary of the BCC will be the official signatory of any agreements while an **Ecosystem Coordinator (EC)**, responsible for the establishment and management of the EAC and implementation of the Programme, will be appointed and funded under this programme. See Annex 2 for the Terms of Reference for the EC. The BCC Management Board (MB) may appoint experts on an *ad hoc* basis to ensure the success of the intervention. The following entities to be established are part of the strategy for implementation.

It will be vital that data and information flow is carefully assessed, quality-controlled and managed. For this, the BCC will require the services of a skilled and resourceful **Data and Information Manager (DIM)** whose chief responsibility will be to update and manage the SEIS system and provide data reports to the Commission. The specific role of the DIM would be to a) facilitate the movement of data or meta-data and information from a national level to a regional level, b) act as the link for information transfer between the government institutions, and c) be responsible for identifying and solving data management problems on behalf of the BCC. The full Terms of Reference and qualifications for this position, approved by the contracting parties at the BCC Management Board Meeting in July 2007, are given in Annex 2.

The EAC would operate mainly through **Joint Working Groups (JWGs)**. These groups would be the vehicle for cooperation between the scientists employed by government institutions in providing inputs to the BCC. Their function would be to manage various programmes of activities that provide data from both national and transboundary sources as input to annual State of the Stocks reports, and to feed information into the State of the Ecosystem Information System (SEIS) of the BCC. The list of the JWGs which have been envisaged, but note that these have yet to be confirmed and established by the Ecosystem Advisory Committee and approved by the Management Board include; Demersal Resources JWG (DRJWG) – a committee of scientists representing the respective national demersal fisheries and environmental working groups. Pelagic Resources JWG (PRJWG) - a committee of scientists representing the respective national pelagic fisheries and environmental working groups. Their job would include the integration of national and transboundary pelagic fish stock assessments and the facilitation and coordination of transboundary surveys. Water Quality & Pollution JWG (WQP-JWG) - a committee of scientists representing the respective national institutions responsible for the monitoring and management of water quality and pollution. The terms of reference for this group would include the co-ordination of pollution monitoring activities in the region, transboundary contingency planning and the setting up and co-ordination of a regional pollution monitoring system. Ecosystem Health & Conservation JWG (EHC-JWG) - a committee of scientists representing the respective national institutions responsible for the monitoring and management of ecosystem health and conservation. The mandate would be to implement a system of ecosystem health indices (e.g. top predators) to be monitored. Mutual assistance and exchange of information with respect to conservation management will also be provided. Oceanographic and Coastal Monitoring (OCM-JWG) - a committee of scientists representing the respective national institutions responsible for the monitoring and management of environmental variability. Their function would be to coordinate and mutually support national activities in respect of *in situ* monitoring and remote sensing of the coastal and oceanic environment.

All JWGs would contribute toward annual SOE and SOS reports

Annual Scientific EAF meeting: It has become a tradition in the region to hold an annual meeting of the marine scientific community. Over the years this has become a key event for the collaboration and exchange of information between the region's marine scientists. The stakeholders strongly support the continuation of this event, which will provide: An opportunity for the JWGs to conduct business meetings prior to Management Board Meetings; A platform for

updating the regional partners of developments nationally, regionally and internationally; A platform for the evaluation of outputs of the respective JWG, and for regional managers at different levels to interact and exchange information with scientists; An opportunity for interactions among scientific disciplines, especially in view of EAF requirements; An opportunity for the planning of activities in a plenary forum, enabling advantage to be taken of the wide range of local and international scientific expertise available; A facility for the systematic assessment of the national and regional progress toward EAF. This is to be conducted formally on an annual basis as a centrally managed project; A mechanism for monitoring and evaluation of scientific and technical activities through international peer review

State of Ecosystem Information System (SEIS): Once a data and information-sharing policy has been developed the BCC will need a high quality data and information management system for collecting and collating reliable, up to date data and information on the state of the ecosystem for management purposes. The system should encompass transboundary fisheries, the environment, biodiversity, pollution, ecosystem health and socio-economics. It will also be essential for the BCC to provide a high quality service for the regional (and perhaps international) dissemination of data, documents, media and other information relevant to the status and functioning of the BCLME, the demand for which is expected to be high. These elements are recognized in the Interim Agreement of the Benguela Current Commission in Article 8 (4), 9(2) and Annex 1 (Mandate). The BCLME programme, with the assistance of BENEFIT, established the State of the Ecosystem Information System (SEIS) project, through which a web-based portal for data management was designed and developed to provide real-time system-wide data and information for the Commission and other clients. This system needs to be inaugurated, populated and updated to serve the needs of the Commission.

Research vessels: It is estimated that around 60 ship-days per year will be required for transboundary fish surveys and environmental monitoring cruises (see Section on Living Marine Resources Monitoring). In the past, *R.V. Dr Fridtjof Nansen* served as the platform for regional/ transboundary surveys and monitoring, but the region now needs to move toward self-reliance and become less dependent on the vessel. However, since the region's existing research vessels are either not entirely suitable for the proposed work, or are not at present available for long enough periods because of national commitments, the transition is likely to take some time to effect. The immediate need is therefore for *Nansen* to be made available to the BCC via the FAO at its regular subsidized rate (i.e. an agreement with the FAO) and for regional vessels (both government and/ or commercial surrogates) to be made available for inter-calibration exercises with *Nansen* so that they are able to take over the work once the vessel departs. As *Nansen* is phased out, a similar level of funding would be needed to enable the region's vessels to undertake the transboundary surveys and environmental monitoring cruises.

International partners: Considerable resources have been mobilized in the BCLME region during the last 17 years by the international partners who have contributed significantly towards capacity building, sustainable management of the resources and to the understanding of the BCLME coastal environments. Fostering collaboration with international partners and stakeholders will contribute positively to the successful implementation of the proposed science programme. It is sensible that donors who have supported the BENEFIT and the BCLME Programmes, and those who have shown keen interests in the vision of the BCC, be invited to consider remaining partners in the implementation of the science programme.

At a regional level, collaboration between the BCC and other regional and regionally based international programmes will need to be maintained and developed. These include the other African LME programmes and African or SADC - based constituents of international efforts (e.g. GOOS-Africa, SADC Protocols etc). A particular example is the South East Atlantic Fisheries Organization (SEAFO) which has jurisdiction over resources in the Southeast Atlantic outside the EEZs of the coastal states, and whose Secretariat is in Walvis Bay. Certain commercially important fish stocks in the region such as deep sea red crab, orange roughy, alfonsino, oreo dories and cardinal fish are presumed to straddle the SEAFO Convention Area and waters under the jurisdiction of the three countries. It will therefore be important to harmonise the resources of the two commissions to ensure compatibility of management policy and measures. It will be particularly important for the BCC to co-operate with the SEAFO Scientific Committee at a technical level to ensure compatibility of conservation and management measures, and to work collaboratively on wider state of the environment reports. Where appropriate, the two secretariats should facilitate the joint work of their respective programmes.

In order to secure the support of international partners for the science programme, formal arrangements such as MOUs will have to be entered into with these organizations, and where appropriate, relevant data exchanged with them (e.g. for straddling fish stocks with SEAFO). To this end, the BCC Secretariat will need to engage actively with present and potential new international partners to seek support for the implementation of the science plan.

Budget Estimation

See Section VI for the Total Budget and Work Plan.

Component B:

Overall the strategy proposed follows past experiences and lessons learned from the implementation of the BENEFIT and BCLME Programmes. Specifically, the TCB strategy proposed stems from preparatory assessment activities which were carried out in preparation for the BCLME SAP-IMP Project and is based on the model used in the BENEFIT programme which has proved to be highly successful. The approach consists of providing an in-service structured training programme.

It comprises 4 elements:

1. Training Institutional Arrangements:

Regional Training Officer (RTO)

For the effective implementation of a TCB strategy fundamental institutional arrangements will have to be created in order that the intervention is efficiently and effectively implemented. It is strongly recommended, by both the authors of the BCC TCB report and the BCLME's independent Mid-Term Reviewers, that the post of Regional Training Officer is supported for the duration of this project. This is essential if delivery is to be assured. The role of the RTO is defined in the Terms of Reference appearing as Annex 1.

Experience has proven that the central co-ordination of training and capacity building activities are an important element of success in this field. This is not only because of the need to manage the logistics of joint training activities, but it is also strategically important, in that a consolidated and mandated training plan of in-service training will need careful and hands-on management. While the training needs of the participating institutions have been well documented in the preceding BCLME phase, the dynamics of the institutions (turnover and recruitment of new staff) and the continuously evolving scientific needs, require that existing programmes are continuously evaluated and updated. The need to make the best use of resources (financial and expert human resources) requires that joint training among institutes is facilitated and that a TCB programme is implemented that is adaptable and can address the needs of all scientific and technical staff.

National Coordinators

The Ministry of Fisheries and Marine Resources (MFMR) in Namibia has a training committee and a training Coordinator whose functions include coordinating the formal training of staff of the ministry, managing funds that are disbursed by the ministry and liaising with the regional programmes in co-funding and other logistics. This is unique in that the other ministries in Namibia do not have such a facility nor do any of the stakeholder ministries in South Africa and Angola. This arrangement did not work optimally but should be expanded or developed in order that well organized interaction between the SAP-IMP/BCC TCB effort and the stakeholders is facilitated.

It is thus proposed that the three stakeholder countries appoint a (inter-ministerial) National Training Coordinators to serve as a liaison and contact point for the BCC/SAP-IMP Regional Training Officer.

The three Inter-ministerial National Training Coordinators:

- Will be appointed and fully paid by each of the BCC contracting countries (either in a dedicated post or assigned this function in addition to existing function).
- Will represent all national participating ministries and government institutes (respectively in each country) that are contracted into the BCC
- Will be the contact point for the Regional Training Officer (RTO) and will thus:
 - Assist with promotion and communication of training activities
 - Assist with the logistical arrangements for training activities
 - Assist with general backstopping and follow up
 - Represent the RTO at local meetings
 - Participate in TCB planning activities
 - Assist with monitoring & evaluation (M&E) of TCB programme
 - Conduct exit interviews with staff who have resigned

2. Human Resources and Infrastructure:

The need for further development of physical infrastructure has been identified as imperative in all three countries, with the greatest such need being in Angola and in Namibia. For Namibia however it is in relation to infrastructure needs for aquaculture. As stated above, it is assumed that the funding from the GEF contribution to the SAP-IMP project will preclude direct funding of major infrastructural support and that the ministries would need to now meet infrastructural needs.

In terms of human resources, it is quite clear that this is another very fundamental need and challenge to the participating ministries. This refers specifically to the conditions of employment of the respective staff members and public service conditions in general. While there have been some interventions (by BENEFIT) in the past to financially augment some staff salaries, this issue will need to be raised in the BCC in respect of country contributions. While there is very little that the SAP-IMP project and associated donors can do as a direct intervention in human resource issues, the pressure that is mounting on the three main research institutes (INIP, NatMIRC and M&CM) justifies some regional assistance or intervention, albeit indirect.

Specific interventions are recommended below. It is important to stress that these interventions are directed at inter-governmental cooperation and are aimed to assist in manifesting a "cooperation culture". In other words, while legal and regulatory obstacles to achieving closer cooperation and integration might exist (nationally) these proposed ideas assume that the intention and mandate of the BCC is ultimately to achieve regional integration. Thus full implementation will provide some test cases and will assist in identifying (and eliminating) the obstacles that do exist.

Regional Human Resources Strategy

A regional strategy to deal with staff retention and loss, career pathing and performance assessments is required. It is recommended that an independent professional skills audit, a quantification of the loss of skills and a cohesive regional study of the skills, experience and capacity shortage and its consequent implications for resource management should be conducted by an independent professional Human Resource consultancy. The results of this should be discussed at a workshop where a regional (standardized where possible) strategy for staff development and retention is discussed. A range of options should be investigated beforehand so that a number of solutions to the problems are proposed. One such idea, a common bargaining chamber for marine professionals, is presented below.

Regional Professional Association

At an internal meeting held at National Marine Information and Research Centre (NatMIRC, Namibia) in 2006 it was pointed out that in Namibia, architects and medical professionals have a separate deal in the public service as a result of their belonging to a professional association which represents them in the bargaining council. It is not known whether a similar arrangement exists or is appropriate in South Africa and Angola. Marine scientists (and for that matter technicians and managers) are usually qualified with some sort of tertiary education (diplomas or degrees). It is therefore reasonable that a professional association of marine professionals should be formed which can represent these professionals in the public service or the BCC. Furthermore, such a professional organization could provide services for marine science professionals (the members) including negotiating with a range of service providers for them. It is also suggested that a means of evaluating the skills (a rating system) and an independent performance assessment could be another of the services rendered. Something akin to this idea already exists on the African east coast in the form of WIOMSA: WIOMSA is a regional professional, non-governmental, non-profit, membership organization, registered in Zanzibar, Tanzania. The organization is dedicated to promoting the educational, scientific and technological development of all aspects of marine sciences throughout the region of Western Indian Ocean (Somalia, Kenya, Tanzania, Mozambique, South Africa, Comoros, Madagascar, Seychelles, Mauritius, Reunion(France)), with a view toward sustaining the use and conservation of its marine resources. The Association has about 1000 individual members as well as about 50 institutional members from within and outside the region.

Regional deployment of skills

Another intervention is to facilitate the "regionalization" of skills by allowing for the deployment of staff that possesses rare and specialized skills. This would mean for example that a NatMIRC scientist or technician could be deployed to Luanda or Cape Town as part and parcel of their job in Namibia. Furthermore, skills groups could be formed so that pools of skilled people could be deployed. Thus for example there might be an acoustic team which could be responsible for acoustic surveys along the entire BCLME region, as opposed to separate groups of acoustic technicians and scientists duplicating the deployment of skills. In this way, the problems of skills shortages in critical areas would require less outsourcing and would also serve to promote capacity building. In order to achieve this, the TCB programme via the BCC would have to negotiate visa / work restrictions among the three countries and address remuneration differences among other issues. One of the immediate and priority needs for this is in stock assessment and TAC reporting.

Mentoring and import of expertise

One of the needs that have been identified is the need to supplement local skills with expert skills that might exist elsewhere in the region or internationally. Several of the institutes have in the past developed such relationships whereby an international expert has been seconded or contracted to the institute for short periods (a month or two) in order to review progress or assist with certain tasks (these have most often been associated with TAC reports).

Strategic relationships

The relationship that exists between the University of Cape Town and M&CM is a model that has been applied elsewhere in the world with equal success. This relationship provides a win-win situation as it provides a source of relatively inexpensive brain-power (in the form of post-graduate students and their professors) for marine research while providing students with a platform (research vessels and other facilities) without which they cannot do effective data assembly. By strategically developing a research programme that addresses the needs of the region, much can be achieved. The extension of this idea is to provide opportunity for international post-doctoral students to work in the Benguela Current LME. This brings in newly qualified, energetic and enthusiastic staff that are usually unencumbered and relatively inexpensive. This provides both research capacity and an opportunity for capacity building. The concept of regional organization of academic courses and standards has been explored cursorily in the past and this activity could become an impetus for a more concerted effort. Even a regional MSc was mooted. Consideration should thus be given to facilitating the standardization of undergraduate and masters courses in the region and implementing a regional rating system / grading system for graduates. This would naturally be an item of interest beyond the BCLME (SADC-wide).

All of the needs mentioned above would need to be met directly by the three ministries as donors and the SAP-IMP project in their capacity could only facilitate the process.

3. Skills Development and Improvement:

Over the last decade (the life of BENEFIT, the BCLME and other bilateral programmes), it was recognized that political transformation and other social changes resulted in under-qualified staff holding posts for which they were not appropriately trained and/or that assistance was required to address inequity in the research institutes. Thus, a large investment into formal training of staff (i.e. tertiary education at universities and technikons) has been implemented which has been largely successful, but offset to a degree by staff losses. That era of formal training of employed staff has passed and the emphasis has now shifted to improving and enhancing the skills and experience of the said qualified staff through an in-service training programme. Thus the approach in BENEFIT for the last two years has been to implement an in-service training programme which should serve as a model.

Therefore it is suggested that the most effective and direct means of addressing the needs of the countries in the BCLME region and the SADC region as a whole is to implement a series of short-training courses targeting the technical and managerial needs identified. Naturally, while a wide range of appropriate skills do exist in the BCLME, they are developed to a variable degree and thus training would have to be tailored to suit the range of skills levels.

The philosophy behind this is that professional and expert skills that are required are often job specific and that the best way to improve these skills is on-the-job. The design of the programme should be cyclical and incremental so that the level of training can increase until the staff themselves can become the tutors of entry level staff. If this system is then entrenched then the skills are captured in the system and should then be secured for the future.

Utilizing the needs assessment study conducted by the SAP-IMP Project, a viable and achievable augmented curriculum is presented below in Table 1. It is important to note that this table has been re-prioritized as it was established early on that the SAP-IMP Project would not have the resources to comprehensively fund the proposed programme and that cost sharing between several sources would be the only way the TCB programme would be affordable.

While the original needs assessment study showed that a total of 33 possible courses would need to be undertaken, only a total of 2-3 courses per year could be accommodated within a reasonable budget. Table 1 re-prioritizes the courses and a total of 10 courses have been identified as pertinent.

The mode of delivery would vary depending on the nature of the course and it would be incumbent on the Training Officer to set up these courses by:

- Confirming the sub-selection of courses via consultation with stakeholders (drafting a formal programme)
- Identifying the target group (with help of the national training coordinators)
- Arranging the tuition (either liaising with the teaching institution or contracting a trainer / service provider)
- Arranging the logistics of the course

Table 1: Prioritized list of courses showing the level and mode of delivery

Topic		Level	Mode / Delivery/
Ecosystem Management			
1	Environmental Impact Assessment and review	General	Lectures and field work, local case studies
2	Resource Economics	General	Lecture using local case studies and fisheries sectors
3	Pollution monitoring	General	Lectures, field trips and practical exercise
4	Ecosystem (Transboundary) Based Fisheries Management	General	Lectures and simulated computer modelling (understanding models)
5	Policy Development	General	Lectures with case studies
Numerical Skills			
6	GIS and Mapping	All levels	Practical examples using biological data (local data if possible)
Biology, Taxonomy & Ecology			
7	Invertebrate taxonomy	All levels	Lectures and microscopy identification and classification methods
Computer Skills and Data Management			
8	Data curation	All levels	Data basing, archiving, extraction etc, using local data collections
Technical Skills			
9	Instrumentation maintenance & calibration	All levels	Lecture interspersed with hand-on training (including one day calibration on board a vessel)
Cross Cutting			
10	English Training	All levels	Lectures

The strategy makes the following important assumptions:

1. TCB activities are designed to target managers of the BCLME and those contributing to management (i.e. managers, scientists and technicians). It does not target user groups.
2. The TCB interventions will be limited and will preclude financial support for human resources (salaries), bursaries for formal studies and major infrastructural requirements.
3. The bulk of the intervention will be to coordinate TCB activities in the region and to deliver a series of training courses and activities targeting the identified needs, this process will be implemented and managed by a Training Officer with ring-fenced funds for TCB.

The intervention is designed to last for the period of 4 years with annual monitoring and evaluation of the TCB programme.

Component C:

The Strategy is to appoint three National Coordinators that will provide support to the BCC for the implementation of activities to ensure a smooth transition between the BCLME Programme and the SAP IMP Project. Each National Coordinator will have a work plan for the transition phase and will liaise with the BCC ES, EC and Regional Training Officer.

III. OBJECTIVE, EXPECTED OUTCOMES AND OUTPUTS

Component A:

The overall objective is: To ensure optimal and sustainable utilisation of the resources of the BCLME while restoring, maintaining and conserving the ecological integrity of the system.

The **purpose** of this project is to provide the BCC and CPs with the best available scientific advice for regional management of the BCLME.

Expected Outcomes

- A programme of transboundary scientific activities is implemented and national scientific activities extended and regionally integrated;
- Formal structures for the operation of the Ecosystems Advisory Committee EAC and for cooperation among regional scientific and technical staff are established and functional, and;
- Human scientific and technical capacity within the national research institutes is improved and strengthened

Component B:

Overall goal: The overall goal of the regional programme is to ensure optimal and sustainable utilization of the resources of the Benguela Current Large Marine Ecosystem while restoring, maintaining and conserving the ecological integrity of the system.

Expected Outcome(s): Improved capacity for EAF in Angola, Namibia and South Africa; capacity building/ mentoring partnerships under implementation and; A regional strategy to deal with staff retention and loss of staff.

Expected Output(s): *(Those that will result from the component)*

- Appointment of a Regional training Officer (RTO)
- Full and effective implementation of the TCB activities outlined in this project through a series of courses targeting the identified needs
- Appointment of inter ministerial national training coordinators
- The facilitation and establishment of strategic relationships among research institutions and universities in the region
- Monitoring and evaluation of both implementation and impact of the TCB strategy

Component C:

Overall goal: The overall goal of the regional programme is to ensure optimal and sustainable utilization of the resources of the Benguela Current Large Marine Ecosystem while restoring, maintaining and conserving the ecological integrity of the system.

Expected Outcomes:

- Continuation of key scientific activities initiated under the BCLME Programme;
- Successful national and regional level implementation of the BCC Science Programme;
- Successful national and regional level implementation of the BCC Training and Capacity Building Strategy;
- Successful national and regional level implementation of the BCLME SAP IMP.

Expected Outputs:

- Three National coordinators appointed
- Workshops held with the ES, EC, DIM, and SAP IMP Project Manager for detailed work planning
- Technical assistance delivered to national institutions
- Relevant national and regional logistical and liaison support provided

IV. PROJECT IMPLEMENTATION

Component A:

- The project will be implemented by the BCC. The Executive Secretary will be chiefly responsible and complimented by a full-time Ecosystems Coordinator directly responsible for the implementation of the Science Programme and the establishment and management of the Ecosystems Advisory Committee (EAC). The Data and Information Manager (DIM) will be responsible for the processing of all data and information generated by the CPs and the BCC and making such data and information available through the SEIS.
- The EC with advice and guidance from the ES and the EAC will establish thematic Joint Working Groups that will be the vehicle for cooperation between scientists employed by government institutions. The JWGs will manage various programmes of activities that provide data from both national and transboundary sources as input to annual State of the Stocks (SOS) reports, and feed information into the SEIS of the BCC.
- Collaboration with international partners will expand the capacity of the BCC through partnership agreements for joint activity implementation and funding. One organisation of note is the South East Atlantic Fisheries Organisation (SEAFO), based in Walvis Bay, which has jurisdiction over resources outside the EEZs of the Southeast Atlantic (in particular the BCC CPs). Other international programmes include other African LMEs and African and SADC-based constituents of international initiatives, e.g. GOOS-Africa, SADC Protocols, etc.

Component B:

- As mentioned and emphasised in this document, the successful implementation and ongoing monitoring and evaluation of the TCB Strategy is dependent on full time capacity, i.e. a Regional Training Officer (RTO). The strategy should be revised at the time of implementation to i) confirm the list of pre-prioritised TCB needs, ii) develop dedicated training programmes for specific groups and skill levels. The RTO will be responsible for these planning activities and the implementation of stakeholder endorsed training programmes and budgets. The National Coordinators will provide for more timely communication and liaison at national level and it is thus important that the three countries consider the suggestion for three National Coordinators. This responsibility can reside with the National Coordinators to be appointed by the BCC for facilitation of general BCC and specific EAF responsibilities.
- The RTO will be housed with the BCC and will report to the Executive Secretary. A Steering Committee (SC) consisting of the BCC (one Management Board member from each country), a Donor representative, the SAP IMP Project Manager and the UNDP will oversee the implementation and provide strategic guidance. The SC will be responsible for approving annual work plans and budgets and advising on corrective/ remedial actions based on the M&E results.

Component C:

- The project will be implemented by the BCC. The Executive Secretary will supervise the three National Coordinators who will be responsible for activity implementation.
- The National Coordinators will be based in the three countries in the fisheries institutions and provide support at national level for the implementation of BCC activities particularly the Science Plan and TCB Strategy.
- The National Coordinators will also ensure the ongoing implementation of BCLME Programme activities which are important for EAF
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V. RESULTS AND RESOURCES FRAMEWORKS

COMPONENT A

SUMMARY of OBJECTIVES and ACTIVITIES	OBJECTIVELY VERIFIABLE INDICATORS	MEANS or SOURCES of VERIFICATION	IMPORTANT ASSUMPTIONS	RESOURCES (PER ANNUM)
Overall goal:	Biomass of fish stocks improve and/or are stable relative to 2007 levels	SOS 2007, SEIS	External forcing of the system (e.g. due to climate change) does not negate regional management efforts	
To ensure optimal and sustainable utilization of the resources of the Benguela Current Large Marine Ecosystem while restoring, maintaining and conserving the ecological integrity of the system	Ecosystem Health & Biodiversity indices improve relative to 2008 baseline			
Purpose:	GEF and/or independent review conducted	Review reports	BCC is functioning as planned	
To provide the Benguela Current Commission and Contracting Parties with the best available scientific advice for regional management of the Benguela Current Large Marine Ecosystem				
Outcome 1: A programme of transboundary scientific activities is implemented, and national scientific activities are extended and regionally integrated.	EAC is functioning as planned and submitting regular reports to the MB	Reports of the EAC & EC	The BCC is functioning as planned and the contracting parties are delivering as agreed	
1.1 Living Marine Resource Monitoring				
1.1.1 Trans-boundary fish stock monitoring & assessment surveys conducted	Fish stock surveys are extended and integrated across political boundaries	Cruise reports and assessments	Vessel time is secured and scientific staff are made available	700,000
1.1.2 Seal and sea bird monitoring implemented	Monitoring activities are taking place	Field reports and reports on results	National monitoring programmes are implemented and data are supplied	4,995
1.1.3 Hake research programme implemented	Proposed research projects are initiated	<ul style="list-style-type: none"> • Report on programme administration • Research proposals and reports on project progress • Recommendations from JWG 	Vessel time is secured and scientific staff are made available	20,000
1.1.4 Small pelagic resources research programme implemented	Programme is approved and proposed research projects are initiated	<ul style="list-style-type: none"> • Report on programme administration • Research proposals and reports on project progress • Recommendations from JWG 	Vessel time is secured and scientific staff are made available	20,000

SUMMARY of OBJECTIVES and ACTIVITIES	OBJECTIVELY VERIFIABLE INDICATORS	MEANS or SOURCES of VERIFICATION	IMPORTANT ASSUMPTIONS	RESOURCES (PER ANNUM)
1.1.5 Annual State of Stocks assessment (SOS) reports produced	Annual SOS report is produced	Annual SOS reports, SEIS	National data are provided timely and the data management system is operational	
1.2 Environment Assessment and Monitoring				
1.2.1 Near-real time Environmental Early Warning System (EEWS) is In place	Demonstration of EEWS system within 2 years	Forecasting reports	The scientific techniques are sufficiently advanced and specialist staff are available	15,000
1.2.2 Satellite remote sensing supported	Monthly provision of remote sensing products	Remote sensing products	Capacity for production and utilization of remote sensing products is maintained	15,000
1.2.3 Improved Integrated Coastal Monitoring Network in place	<ul style="list-style-type: none"> The 8 existing monitoring lines are sampled regularly Monitoring reports are produced and results integrated 	Monitoring reports	National coastal monitoring programmes are continued and data are supplied	15,000
1.2.4 Studies on Angola-Benguela Frontal Zone variability continued	Further studies designed and conducted	Project proposals and reports	International research collaboration established and ship-time co-ordinated	20,000
1.2.5 Studies on Lüderitz-Orange River Cone variability continued	Further studies designed and conducted	Project proposals and reports	International research collaboration established and ship-time co-ordinated	20,000
1.2.6 CUFES and CPR programme designed and implemented	Each instrument deployed on at least one regional cruise per year	Reports	Regional cruises are conducted and specialist staff are available for deployment of equipment and analysis of data	15,000
1.3 Ecosystem Health and Conservation Activities				
1.3.1 Regional pollution monitoring programme Implemented	Annual integrated pollution monitoring report is produced	SEIS	National data are collected and provided timely, and the data management system is operational	12,000
1.3.2 Namibian depth zone exclusion experiment evaluated	Evaluation is conducted	Evaluation report	Experiment is conducted	12,000
1.3.3 Pilot project on Skeleton/Iona trans-boundary MPA conducted	Project is completed within 3 years	Report	Political support will be forthcoming	12,000
1.3.4 National Top Predator Monitoring Programmes extended & integrated	Annual integrated top predator monitoring report is produced	SEIS & reports	National top predator monitoring data are collected and provided timely, and the data management system is operational	12,000
1.4 Ecosystem- Based Management Activities				

SUMMARY of OBJECTIVES and ACTIVITIES	OBJECTIVELY VERIFIABLE INDICATORS	MEANS or SOURCES of VERIFICATION	IMPORTANT ASSUMPTIONS	RESOURCES (PER ANNUM)
1.4.1 Annual EAF audit conducted	Audit is conducted	Audit report	Process is supported in each institution	12,000
1.4.2 Ecological Research Programme implemented	Programme is approved and proposed research projects initiated	<ul style="list-style-type: none"> • Report on programme administration • Research proposals and reports on project progress • Recommendations from JWG 	Vessel time is secured and scientific staff are made available	15,000
1.4.3 Assistance with institutional reviews to implement EAF	Reviews are conducted once within each institute within the project period	Review reports	Process is supported in each institution	12,000
1.5 State of the Ecosystem Information System (SEIS)				
1.5.1 State of the Ecosystem Information System (SEIS) populated & implemented	SEIS system is operational	<ul style="list-style-type: none"> • Web portal • Data manager reports 	Data are supplied timely by contracting parties	12,000
Outcome 2: Formal structures for the operation of the EAC and for cooperation among regional scientific and technical staff are established and functional	The planned structures are operational by mid-2008	<ul style="list-style-type: none"> • Technical Reports • Minutes of MB, EAC and JWGs 	BCC is functioning as planned and the contracting parties have allocated staff	
2.1 Management of scientific and technical activities				
2.1.1 Ecosystem Co-ordinator appointed	Appointment made by March 2008	Management Board Minutes	A suitable candidate is available	50,000
2.1.2 Joint Technical Working Groups established	JWGs convened by mid-2008	Minutes of JWGs and EAC	The contracting parties allocate staff	
2.1.3 Annual Scientific EAF meeting convened	1st annual meeting is convened by 2009	Proceedings of meeting	The BCC is functioning as planned	
2.1.4 Data & Information Manager appointed	Appointment made by March 2008	Management Board Minutes	A suitable candidate is available	37,500
2.1.5 Regional data & information policy developed & implemented	Policy approved by December 2008	Management Board Minutes	The Data Manager is appointed	40,000
2.1.6 Data Management System implemented	System Operational by mid-2008	Management Board Minutes	The Data Manager is appointed timely, and data are supplied timely by contracting parties	
2.2 Regional research vessels				
2.2.1 Regional research vessel strategy developed and implemented	Formal agreement is reached on vessel deployment strategy	Agreement and vessel schedules	Suitable vessels are available	
2.3 Linkages and partnerships with other regional and international programmes				

SUMMARY of OBJECTIVES and ACTIVITIES	OBJECTIVELY VERIFIABLE INDICATORS	MEANS or SOURCES of VERIFICATION	IMPORTANT ASSUMPTIONS	RESOURCES (PER ANNUM)
2.3.1 Linkages & partnerships with other regional and international programmes established	MOUs and other formal agreements are made	MOUs and other agreements	Other international and regional partners are interested in linkages and partnerships with the BCC	
Outcome 3: Human scientific and technical capacity within the national research institutes is improved and strengthened	Human scientific and technical capacity has improved from 2007 levels	Comparative audit of skills prior to and after the Programme comparative skills audit.	The EAC Training and Capacity-building (T&CB) Programme is effective	
3.1 Training and Capacity-building (TCB)				
3.1.1 A co-funded TCB Programme developed and implemented	T&CB Programme is implemented as planned	Report of the Training Officer	Staff are available for training and are subsequently retained in the institutions	50,000
SUBTOTAL				1,121,495
Project Management (7% for GMS)				78,505
TOTAL YEAR 1 (Jul-Dec 08)				1,200,000

* Includes the GMS Costs.

COMPONENT B

Outcome 1: TCB Strategy under implementation through approved annual total budgets and work plans (TBWP)					
Outcome indicators:					
<ul style="list-style-type: none"> • 2008 Total budget and work plan (TBWP) successfully implemented (90% of activities) • Staff retention strategy in place • Improve organisation professionals • Mentoring and import of expertise 					
Key Result Area: Promoting regional, trans-boundary natural and water resources management					
Partnership Strategy: This outcome will require the strategic and advisory input from the Steering Committee for the approval of the 2008 TBWP.					
Project title and ID (ATLAS Award ID): 00049916					
INTENDED OUTPUT	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES		RESPONSIBLE PARTIES	INPUTS
Output 1.1: BCC Regional Training Officer appointed	2008: - BCC Regional Training Officer appointed - TBWP revised and approved	1	Position for Regional Training Officer advertised	BCC Executive Secretary SAP IMP Project Manager TCB Steering Committee (SC)	65,000
		2	Candidates short listed and interviewed		
		3	Offer negotiated and RTO appointed		
		4	Review the draft TBWP and seek approval		
Output 1.2: Pre-prioritised TCB needs confirmed.	2008: - 3 national workshops held - revised prioritised list of TCB needs produced	1	Arrange and deliver three consultative workshops in Angola, Namibia and South Africa <ul style="list-style-type: none"> ▪ <i>Local arrangements and logistics facilitated by National Coordinators</i> ▪ <i>Dates and venues established.</i> 	Regional Training Officer	15,000
		2	Workshops held and national and regional TCB needs revised		
Output 1.3: Strategy for staff retention and loss	2008 - Consultant appointed - Stakeholder consultations conducted - Strategy document in place and commented on - Final strategy produced with action plan for implementation	1	Procure consulting services to develop the strategy	Regional Training Officer (RTO) TCB SC	30,000
		2	Consultant facilitate and coordinate stakeholder consultations		
		3	Draft strategy document produced and circulated for comments		
		4	Comments and suggestions from stakeholders incorporated and final draft circulated		
		5	Final strategy and action plan in place.		
Outcome 2: Inter-ministerial National Training Coordinators in place					
Outcome indicators:					
<ul style="list-style-type: none"> • National level TCB activities are implemented successfully (90% of TBWP) • Capacity at national and regional level is improved for EAF 					
Key Result Area: Promoting regional, trans-boundary natural and water resources management					
Partnership Strategy: National governments need to commit to the decision to appoint inter-ministerial National Training Coordinators for this outcome to be achieved. The BCC National Coordinators for EAF, supported by the BCLME SAP IMP Project can serve this role (for the interim).					
Project title and ID (ATLAS Award ID): 00049916					

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
Output 2.1: National Governments support the appointment of National Training Coordinators	2008 - Letters of decision received by the BCC - 3 National Training Coordinators appointed.	1 BCC Management Board members facilitate the national level decision to establish NTCs. 2 BCC MB members transmit the decision to the Executive Secretary 3 NTCs appointed and announced regionally	BCC Management Board Executive Secretary/ Regional Training Officer (RTO)	0
Output 2.2: National level TCB TBWPs extracted and implemented	2008 - TBWPs are in place - Reports on national level TCB implementation submitted. TCB results are explicitly presented.	1 One workshop with participation of the RTO and 3 NTCs held. 2 National level TCB TBWP in place.	RTO NTCs	5,000

Outcome 3: Strategic relationships among research and academic institutions established

Outcome indicators:

Regional and national level partnership programmes are initiated

Number of BCLME stakeholders benefiting, through transfer of skills and mentoring, from partnerships

Number of partnerships in place (with detail about institutions)

Number of TCB areas covered through partnerships reported annually (with analysis of outstanding TCB needs)

Key Result Area: Promoting regional, trans-boundary natural and water resources management

Partnership Strategy: Research and academic institutions will be principal partners in defining the content of capacity development and the modes of delivery (including funding). Regional centres of excellence will take lead in preparing nationally relevant capacity development materials. The RTO will be responsible for coordinating all the partnerships.

Project title and ID (ATLAS Award ID): 00049916

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
Output 3.1: Inventory of research and academic institutions (regionally and internationally)	2008 - Inventory established in relation to BCC TCB Strategy's needs. - Strategy in place to approach the institutions to initiate discussions.	Inventory of regional and international research and academic institutions created Concept note drafted which outlines the BCC overall strategy for partnership establishment Initial contact made with key targeted institutions. The strategy is to capitalise on known institutions and meeting some of the high priority TCB needs.	RTO NTCs	10,000
Output 3.2: Number of established partnerships (and partnerships in the pipeline)	2008/ 2009 - 5-10 partnerships established during the first year of funding.	Regional strategic partnerships workshops held Partnerships agreed in principle and negotiation about modalities for the implementation of partnerships Partnership agreements drafted and ready for signature. Partnership agreements signed and ready for implementation TBWPs drafted for each partnership.	RTO NTCs Executive Secretary SAP IMP Project Manager	30,000

COMPONENT C

SUMMARY of OBJECTIVES and ACTIVITIES	OBJECTIVELY VERIFIABLE INDICATORS	MEANS or SOURCES of VERIFICATION	IMPORTANT ASSUMPTIONS	RESOURCES (PER ANNUM)
Overall goal: To ensure a smooth transition between the BCLME Programme and the SAP IMP Project through the implementation of key activities at national level.	Monthly reports are submitted to the BCC and UNDP	Monthly reports	Capacity is available at national institutions to ensure timely production of reports	
Outcome 1: BCC Secretariat is functional				
1.1 Executive Secretary is appointed and the Secretariat is operational	ES and Secretariat venue in place	ES and offices	The Namibian government provides adequate support	63,000
1.2 Year 1 work plan and total budget is in place for the Secretariat's operations. Draft year 2-4 total budgets and work plans in place.	Work plans are in place	Work plans	Government officials will support the planning process and provide support for work plan implementation	2,000
1.3 Information and data are collated in timely manner and made available to the BCC	Information and data obtained and forwarded to the BCC	Scientific/ cruise reports, electronic data sets in SEIS	Government officials will be helpful in making information and data available	25,000
Outcome 2: National policies, laws and management approaches reformed				
2.1 Policies, laws and management reforms are prioritised and included in the National Action Plans (NAPs).	Priorities are in the NAPs	NAPs, minutes of meetings, workshop proceedings	Resources are available for policy reform implementation support to national institutions	5,000
2.2 Support provided to BCC for the implementation of policy, laws and management approach reforms	Reports on external technical assistance to countries	Reports, meeting minutes, workshop proceedings, etc.	National Coordinators support the process through local logistical and meeting arrangements.	30,000
2.3 Support to national institutions to participate in policy reform activities	National stakeholders participate in policy reform activities.	Reports, meeting minutes, workshop proceedings, etc.	National Coordinators support stakeholder participation by informing people in advanced and making relevant information available/ accessible	65,000
Outcome 3: Sustainable capacity for LME management and sharing of lessons learned and best practices				
3.1 National level TCB activities are incorporated into the coordinator's work plans	Work plans are in place	Work plans with TCB support activities	Resources are available for work plan implementation support to national institutions	5,000

SUMMARY of OBJECTIVES and ACTIVITIES	OBJECTIVELY VERIFIABLE INDICATORS	MEANS or SOURCES of VERIFICATION	IMPORTANT ASSUMPTIONS	RESOURCES (PER ANNUM)
3.2 Support provided to BCC external technical/ expert assistance for the implementation of TCB activities	Logistical support provided to consultants at national level	Reports, meeting minutes, workshop proceedings, etc.	Infrastructure at institutional level is adequate for these responsibilities	30,000
3.3 Support to national institutions to participate in TCB activities	National stakeholders are aware of, and participate in BCC TCB activities.	Reports, meeting minutes, workshop proceedings, etc.	Resources are available to national coordinators to support national institutions to participate	55,000
3.4 BCC lessons learned and best practices are documented and disseminated widely.	Lessons and best practices are documented. Number of recipients who acknowledged receipt of material.	Document containing lessons and best practices. List of recipients	National institutions will contribute to lessons and best practices to ensure material is produced, packaged and disseminated in a timely manner.	10,000

* Input budget excludes the Execution and GMS Costs.

VI. TOTAL BUDGETS AND WORK PLANS (TBWP)

COMPONENT A: NORWAY

2008-2012

PROJECT OUTCOMES	Responsible Party	Source of Funding	ATLAS CODE	ATLAS BUDGET DESCRIPTION	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL (US\$)	Budget Note:
OUTCOME 1:A programme of transboundary scientific activities is implemented, and national scientific activities are extended and regionally integrated	UNDP	NORWAY	71200	International/Regional Consultants	81,495	120,000	120,000	120,000	81,495	522,990	1
			71300	Local Consultants	55,000	67,200	67,200	67,200	55,000	311,600	2
			71400	Contractual Services (Individuals)	40,000	75,000	75,000	75,000	40,000	305,000	3
			71600	Travel	60,000	100,000	100,000	100,000	60,000	420,000	4
			72100	Contractual - Companies	250,000	552,000	552,000	552,000	250,000	2,156,000	5
			72000	General Operating Expenses	250,000	425,000	425,000	425,000	250,000	1,775,000	6
TOTAL FOR OUTCOME					736,495	1,339,200	1,339,200	1,339,200	736,495	5,490,590	

PROJECT OUTCOMES	Responsible Party	Source of Funding	ATLAS CODE	ATLAS BUDGET DESCRIPTION	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL (US\$)	Budget Note:
OUTCOME 2: Formal structures for the operation of the EAC and for cooperation among regional scientific and technical staff are established and functional	UNDP	NORWAY	71400	Contractual Services (Individuals)	45,000	65,000	65,000	65,000	45,000	285,000	7
			72000	General Operating Expenses	150,000	325,000	325,000	325,000	150,000	1,275,000	8
TOTAL FOR OUTCOME					195,000	390,000	390,000	390,000	195,000	1,560,000	

PROJECT OUTCOMES	Responsible Party	Source of Funding	ATLAS CODE	ATLAS BUDGET DESCRIPTION	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL (US\$)	Budget Note:
OUTCOME 3: Human scientific and technical capacity within the	UNDP	NORWAY	71200	International/Regional Consultants	30,000	50,000	50,000	50,000	30,000	210,000	9
			71300	Local Consultants	20,000	42,590	42,590	42,590	20,000	167,770	10

national research institutions is improved and strengthened			71400	Contractual Services (Individuals)	40,000	60,000	60,000	60,000	40,000	260,000	11
			72100	Contractual - Companies	100,000	325,000	325,000	325,000	100,000	1,175,000	12
TOTAL FOR OUTCOME					190,000	477,590	477,590	477,590	190,000	1,602,770	

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL (US\$)
PROJECT TOTAL BY YEAR	1,121,495	2,206,790	2,206,790	2,206,790	1,121,495	7,616,350

PROJECT OUTCOMES	Responsible Party	Source of Funding	ATLAS CODE	ATLAS BUDGET DESCRIPTION	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL (US\$)	Budget Note:
Project Management	UNDP	NORWAY	75100	Facilities and Administration (UNDP)	78,505	168,210	168,210	168,210	78,505	661,639	13
TOTAL FOR OUTCOME					78,505	168,210	168,210	168,210	78,505	661,639	

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL (US\$)
ANNUAL CONTRIBUTION BY NORWAY (USD)	1,200,000	2,375,000	2,375,000	2,375,000	1,200,000	9,314,999

TOTAL CONTRIBUTION BY NORWAY (NOK)	48,000,000
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BUDGET NOTES

OUTCOME 1: A programme of transboundary scientific activities is implemented and national scientific activities are extended and regionally integrated

1. Short-term advisory and technical assistance (at US\$600/day) provided to the BCC for;
 - Establishment of the Ecosystem Advisory Committee (EAC) and its Terms of Reference;
 - Delivery of expert services to the BCC for living marine resources, ecosystem health and conservation, coastal monitoring, marine protected areas (MPAs), satellite remote sensing (RS) support, ecosystem early warning system (EEWS) support, etc.;
 - Facilitation support for the annual EAF meeting;
 - Improvement of existing monitoring programmes and establishment of new monitoring programmes for pollution, top predators, birds, meteorological and oceanographic, etc;
 - The regional integration of national scientific activities.
2. Short-term TA support (national/ regional consultants at a daily rate of US\$360, to partner international consultants as a means of building national and regional capacity) to the BCC for:
 - Establishment of the Ecosystem Advisory Committee (EAC) and its Terms of Reference;
 - Establishment of Joint Working Groups (JWGs), their ToRs and first annual work plans and budget;
 - Annual evaluation of JWGs output and outcomes from the work plans and in relation to EAF;

- Delivery of expert services to the BCC for living marine resources, ecosystem health and conservation, coastal monitoring, marine protected areas (MPAs), satellite remote sensing (RS) support, ecosystem early warning system (EEWS) support, etc.;
 - Facilitation support for the annual EAF meeting;
 - Improvement of existing monitoring programmes and establishment of new monitoring programmes for pollution, top predators, birds, meteorological and oceanographic, etc.
 - The regional integration of national scientific activities.
3. This budget note is also relevant to notes 7 and 11. Appointment of an Ecosystems Coordinator (ES) and Data and Information Manager (DIM) to support the implementation of all three outcomes. The EC is overall responsible for the implementation of all three outcomes while the DIM needs to ensure that relevant information and data is collated and entered into the SEIS and made available through appropriate measures. The EC and the DIM will be responsible for the overall monitoring and evaluation through direct technical implementation and monitoring done by the EC and the DIM capturing M&E data in the appropriate formats.
 4. Travel for the BCC, EC and scientists and technical staff for the implementation of activities and the integration of national scientific activities. Travel in the region is very expensive and rates for accommodation and food vary significantly between Angola and, Namibia and South Africa. The former country's living cost is substantially higher (at times to a magnitude of between 5 and 10). Average rates for flight tickets are estimated at USD1,500, accommodation at USD200/ day, daily subsistence allowance at USD100/ day. The travel budget also includes national level support for in-country travel to execute work plan activities.
 5. This includes primarily support to the BCC for annual research and survey cruises at a cost of USD10,000/ day for ship time over 60 days per annum. For 2008, the BCC entered a MoU with the FAO to cover for this year's ship time. The budgeted amount is thus already committed for disburse under this TBWP.
 6. General operation expenses include funding assistance to the national institutions for the implementation of work plans. Funding will cover equipment cost, planning and organisation of activities, operational costs for transboundary activities, facilities and administration (workshops, meetings), printing and publishing costs.

OUTCOME 2: Formal structures for the operation of the EAC and for cooperation among regional scientific and technical staff are established and functional

7. Technical assistance to the BCC by the EC and the DIM for:
 - Establishment of Joint Working Groups (JWGs), their ToRs and first annual work plans and budget;
 - Annual evaluation of JWGs output and outcomes from the work plans and in relation to EAF;
 - Expansion of SEIS to include related information and data for easy sharing and, capturing and storing information and data in the system.
 - General operating expense include the cost of the annual EAF meeting, analysis of data from surveys, post-cruise JWG meetings and JWG meetings for the other thematic areas.
8. General operating expenses include the cost for the annual EAF meeting, analysis of data from surveys, post-cruise meetings and JWG meeting for all the thematic areas.

OUTCOME 3: Human scientific and technical capacity within the national research institutes is improved and strengthened

9. Contract to an international/ regional consultant (at USD600/ day) for the delivery of short-courses at national level in the areas identified in the BCC Science Programme;
10. Contract to local consultants (at USD360/ day) for the delivery of short-courses at national level in the areas identified in the BCC Science Programme;
11. Support to the BCC by the EC and the DIM for the delivery of training and capacity building. The DIM will particularly concentrate on ensuring accurate information and data about TCB delivered and the outcome thereof to improve regional M&E in this regard.
12. Contracting of national, regional and international TCB organisations (incl. universities, technikons and colleges) for the delivery of TCB to scientists and technical staff at formal and informal levels.
13. General Management Support (GMS) costs by UNDP

COMPONENT B: ICEIDA

PROJECT OUTCOMES	Responsible Party	Source of Funding	ATLAS CODE	ATLAS BUDGET DESCRIPTION	YEAR 1 (2008)		YEAR 2 (2009)		YEAR 3 (2010)		YEAR 4 (2011)		TOTAL ICEIDA	TOTAL BCC	Budget Note:
					ICEIDA	BCC	ICEIDA	BCC	ICEIDA	BCC	ICEIDA	BCC			
OUTCOME 1: Training and Capacity Building Strategy under implementation through approved annual total budgets and work plans (TBWP)	UNDP	ICEIDA	71200	International/Regional Consultants	0	26,218	2,500	5,000	2,500	0	0	0	5,000	31,218	1
			71300	Local Consultants	0	0	1,000	0	1,000	3,000	1,500	0	3,500	3,000	2
			71400	Contractual Services (Individuals)	45,000	0	45,000	0	45,000	2,000	45,000	0	180,000	2,000	3
			71600	Travel	5,000	0	2,500	5,000	1,500	7,000	2,000	1,000	11,000	13,000	4
			72100	Contractual - Companies	0	0	0	4,000	0	0	0	10,000	0	14,000	5
			72000	General Operating Expenses	5,000	6,000	4,000	6,000	2,000	6,000	3,500	6,000	14,500	24,000	6
SUBTOTALS FOR OUTCOME					55,000	32,218	55,000	20,000	52,000	18,000	52,000	17,000	214,000	87,218	
TOTAL FOR OUTCOME					87,218		75,000		70,000		69,000				

PROJECT OUTCOMES	Responsible Party	Source of Funding	ATLAS CODE	ATLAS BUDGET DESCRIPTION	YEAR 1 (2008)		YEAR 2 (2009)		YEAR 3 (2010)		YEAR 4 (2011)		TOTAL ICEIDA	TOTAL BCC	Budget Note:
					ICEIDA	BCC	ICEIDA	BCC	ICEIDA	BCC	ICEIDA	BCC			
OUTCOME 2: Inter-ministerial National Training Coordinators (NTCs) in place	UNDP	ICEIDA	71600	Travel	6,000	0	6,000	2,000	2,000	2,000	2,000	2,000	16,000	6,000	7
			72100	Contractual - Companies	51,982	0	51,982	15,000	44,608	14,000	44,608	16,000	193,180	45,000	8
			72000	General Operating Expenses	5,000	3,000	5,000	2,000	2,000	2,000	2,000	1,698	14,000	8,698	9
SUBTOTALS FOR OUTCOME					62,982	3,000	62,982	19,000	48,608	18,000	48,608	19,698	223,180	59,698	
TOTAL FOR OUTCOME					65,982		81,982		66,608		68,306				

PROJECT OUTCOMES	Responsible Party	Source of Funding	ATLAS CODE	ATLAS BUDGET DESCRIPTION	YEAR 1 (2008)		YEAR 2 (2009)		YEAR 3 (2010)		YEAR 4 (2011)		TOTAL ICEIDA	TOTAL BCC	Budget Note:
					ICEIDA	BCC	ICEIDA A	BCC	ICEIDA	BCC	ICEIDA	BCC			
OUTCOME 3: Strategic relationships established with academic and research institutions	UNDP	ICEIDA	71300	Local Consultants	0	0	0	2,500	0	2,500	0	2,000		7,000	10
			71600	Travel	5,000	0	5,000	5,000	2,000	5,000	2,000	6,000	14,000	16,000	11
			72000	General Operating Expenses	5,055	10,000	5,055	2,500	3,000	2,500	3,000	2,000	16,110	17,000	12
SUBTOTALS FOR OUTCOME					10,055	10,000	10,055	10,000	5,000	10,000	5,000	10,000	30,110	40,000	
TOTAL FOR OUTCOME					20,055		20,055		15,000		15,000				

PROJECT TOTAL BY YEAR (ICEIDA and BCC)	YEAR 1 (2008)		YEAR 2 (2009)		YEAR 3 (2010)		YEAR 4 (2011)		TOTAL ICEIDA	TOTAL BCC
	ICEIDA	BCC	ICEIDA	BCC	ICEIDA	BCC	ICEIDA	BCC		
	128,037	45,218	128,037	49,000	105,608	46,000	105,608	46,698	467,290	186,916

PROJECT OUTCOMES	Responsible Party	Source of Funding	ATLAS CODE	ATLAS BUDGET DESCRIPTION	YEAR 1 (2008)		YEAR 2 (2009)		YEAR 3 (2010)		YEAR 4 (2011)		TOTAL ICEIDA	TOTAL BCC	Budget Note:
					ICEIDA	BCC	ICEIDA	BCC	ICEIDA	BCC	ICEIDA	BCC			
Project Management Costs	UNDP	ICEIDA	75100	Facilities and Administration (UNDP)	8,963	3,165	8,963	3,430	7,393	3,220	7,393	3,269	32,710	13,084	13
TOTAL FOR OUTCOME					8,963	3,165	8,963	3,430	7,393	3,220	7,393	3,269	32,710	13,084	

PROJECT TOTAL BY YEAR (ICEIDA, BCC and GMS)	YEAR 1 (2008)		YEAR 2 (2009)		YEAR 3 (2010)		YEAR 4 (2011)	
	ICEIDA	BCC	ICEIDA	BCC	ICEIDA	BCC	ICEIDA	BCC
	137,000	48,383	137,000	52,430	113,000	49,220	113,000	49,967
	185,383		189,430		162,220		162,967	

Total over 4 years	700,000
ICEIDA Contribution	500,000
BCC Contribution	200,000

BUDGET NOTES

OUTCOME 1: Training and Capacity Building Strategy under implementation through approved annual total budgets and work plans (TBWP)

14. Short-term technical assistance by international/ regional consultants (at US\$600/day) to the BCC for;
 - Revising the pre-prioritised training needs and facilitating the processing of refining the 4-year TCB Strategy for the BCC;
 - Providing ongoing limited technical assistance support for TCB Strategy implementation, i.e. identification of appropriate training providers, facilitating the delivery of tailor-made training for managers, etc.
15. Short-term technical assistance support by national consultants (at US\$360/day) to the BCC for:
 - National level support to National Training Coordinators (NTCs) for TCB Strategy implementation and support to national institutions with revision of their TCB approaches and strategies to be in line with the BCC's.
16. Appointment of a full time Regional Training Officer (RTO) responsible for the implementation of all three outcomes, progress assessment, ongoing monitoring and evaluation and, reporting. The RTO will support the three countries in identifying technical assistance (TA) needs and will lead the process in preparing terms of reference and procuring TA services. He/ she will liaise with the NTCs to support work plan implementation at national level and with the BCLME SAP IMP Project to ensure that TCB Strategy implementation responds to capacity needs for EAF implementation.
17. Travel for the RTO, NTCs and scientists and technical staff for training and capacity building activities. Travel in the region is very expensive and rates for accommodation and food vary significantly between Angola and, Namibia and South Africa. The former country's living cost is substantially higher (at times to a magnitude of between 5 and 10). Average rates for flight tickets are estimated at USD1,500, accommodation at USD200/ day, daily subsistence allowance at USD100/ day. The travel budget also includes national level support for in-country travel to execute work plan activities. Travel is also covered under the other two outcomes.
18. This includes short-term contracts to TCB delivery companies/ institutions for specific training short courses to senior scientific staff in the three countries.
19. General operating expenses include funding assistance to the national institutions for the implementation of TCB work plans. Funding will cover equipment cost, planning and organisation of activities, daily subsistence travel allowance, facilities and administration (workshops, meetings), printing and publishing costs.

OUTCOME 2: Inter-ministerial National Training Coordinators (NTCs) in place

20. Travel cost for NTCs and staff from national institutions for meetings and training related to supporting the implementation of national level work plans.
21. Contracts with TCB delivery agents (private firms, research & academic institutions, mentoring/ on-the-job training partnership institutions, etc.) for the delivery prioritised training and capacity building to the three countries.
22. General operating expenses include funding assistance to the national institutions for the implementation of TCB work plans. Funding will cover equipment cost, planning and organisation of activities, daily subsistence travel allowance, facilities and administration (workshops, meetings), printing and publishing costs.

OUTCOME 3: Strategic relationships established with academic and research institutions

23. Short-term technical support (at USD360/ day) for the establishment of partnerships and relevant agreements and work plans for TCB in the BCLME Region;
24. National, regional and international travel to facilitate partnership establishment and to participate in agree partnership meetings and engagements;
25. Support to the RTO and NTCs with the delivery of commitments under the partnership agreements. This budget also covers the delivery of workshops/ meetings, small operating budgets for partnerships at national level with research and academic institutions and cost of equipment, audio visual and print production.

Project Management Costs

26. Grant management services (GMS) charged by the UNDP at 7% of the total budget.

COMPONENT C

2008-2012

PROJECT OUTCOMES	Responsible Party	Source of Funding	ATLAS CODE	ATLAS BUDGET DESCRIPTION	YEAR 1	YEAR 2	YEAR 3	YEAR 4	TOTAL (US\$)	Budget Note:
Outcome 1: BCC Secretariat is functional	UNDP	Angola, Namibia & South Africa	71400	Contractual Services (Individuals)	37,971	37,971	37,971	37,971	151,885	1
			72100	Contractual Companies	10,000	10,000	10,000	10,000	40,000	2
			71600	Travel	10,000	10,000	10,000	10,000	40,000	3
			72000	General Operating Expenses	35,487	35,487	35,487	35,487	141,947	4
TOTAL FOR OUTCOME					93,458	93,458	93,458	93,458	373,832	

PROJECT OUTCOMES	Responsible Party	Source of Funding	ATLAS CODE	ATLAS BUDGET DESCRIPTION	YEAR 1	YEAR 2	YEAR 3	YEAR 3	TOTAL (US\$)	Budget Note:
Outcome 2: National level policies, laws and management approaches reformed	UNDP	Angola, Namibia & South Africa	71400	Contractual Services (Individuals)	37,971	37,971	37,971	37,971	151,885	5
			72100	Contractual Companies	10,000	10,000	10,000	10,000	40,000	6
			71600	Travel	10,000	10,000	10,000	10,000	40,000	7
			72000	General Operating Expenses	35,487	35,487	35,487	35,487	141,947	8
TOTAL FOR OUTCOME					93,458	93,458	93,458	93,458	373,832	

PROJECT OUTCOMES	Responsible Party	Source of Funding	ATLAS CODE	ATLAS BUDGET DESCRIPTION	YEAR 1	YEAR 2	YEAR 3	YEAR 3	TOTAL (US\$)	Budget Note:
Outcome 3: Sustainable capacity for LME management and sharing of lessons learned and best practices	UNDP	Angola, Namibia & South Africa	71400	Contractual Services (Individuals)	37,971	37,971	37,971	37,971	151,885	9
			72100	Contractual Companies	10,000	10,000	10,000	10,000	40,000	10
			71600	Travel	10,000	10,000	10,000	10,000	40,000	11
			72000	General Operating Expenses	35,487	35,487	35,487	35,487	141,947	12
TOTAL FOR OUTCOME					93,458	93,458	93,458	93,458	373,832	

					YEAR 1	YEAR 2	YEAR 3	YEAR 3	TOTAL (US\$)
PROJECT TOTAL BY YEAR MINUS GMS FEE					280,374	280,374	280,374	280,374	1,121,496

PROJECT OUTCOMES	Responsible Party	Source of Funding	ATLAS CODE	ATLAS BUDGET DESCRIPTION	YEAR 1	YEAR 2	YEAR 3	YEAR 3	TOTAL (US\$)	Budget Note:
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Project Management Costs	UNDP	GEF	71200	Professional Services (UNDP)	19,626	19,626	19,626	19,626	58,879	13
TOTAL FOR OUTCOME					19,626	19,626	19,626	19,626	58,879	

	YEAR 1	YEAR 2	YEAR 3	YEAR 3	TOTAL (US\$)
PROJECT TOTAL BY YEAR	300,000	300,000	300,000	300,000	1,180,375

BUDGET NOTES

- Year 1 of this budget covers the period from 1 March 2008 until 28 February 2009. No or limited funds were disbursed from March to August 2008 due to the preparations for the transition period. Year 1 reflects funds available from BENEFIT, topped up by government contributions to cover the total budget and work plan of the BCC.
- The BCC's financial year is inline with that of the Government of the Republic of Namibia and covers the period from 1 March to 28 February the following year.
- A Financial Framework for the BCC is currently being developed (to be completed by end of September 2008) that will show the contributions and budget lines for each donor's commitment. The objective is to consolidate work plans and total budgets of all donors, including the governments, to see which donor covers what cost, for how long and linked to what outputs and outcomes. The Framework will allow for the easy visualisation and interpretation of all funds that will contribute to the BCC (institutionalisation, science activities and training and capacity building) and, will inform cost-sharing decision making.

OUTCOME 1: Continuation of key scientific activities initiated during the BCLME Programme

- This covers all BCC Secretariat staff salaries and is split across the three Outcomes as each of the staff contributions will contribute toward achieving the outcomes. It includes salaries for the Executive Secretary (ES), an Office Administrator, Personal Assistant to the ES, an Office Secretary and a Cleaner. An Accountant will be hired on a short-term contract to support the office with monthly reconciliations and compiling monthly and quarterly financial statements. The cost of the Accountant should be carried by other donors and this will be reflected in the BCC Financial Framework currently being developed.
- Contractual companies include the annual cost of US\$3,300 for independent auditing. The remaining US\$36,700 will be used to procure services to assist with the arrangement of meetings, conferences, administrative support with documentation, printing, multi-media, etc.
- This will support the travel of the ES and Secretariat staff and, limited travel support to Management Board members for meetings, conferences, workshops, etc.
- The general operating expenses of the BCC will be covered under this budget line for each of the components. Expenses include office rent, internet, phone, fax, equipment and vehicle maintenance, courier and postage charges, etc.

OUTCOME 2: National level policies, laws and management approaches reformed

- See note 1 above.
- See note 2 above.
- This is to support travel at national and regional level to support the review, revision and amendment of national level policies, laws and management approaches to support a policy framework conducive for transboundary fisheries management in the BCLME Region.
- See note 3 above. Budgetary support will come from the other donors.

OUTCOME 3: Sustainable capacity for LME management and sharing of lessons learned and best practices

9. See note 1 above.
10. See note 2 above.
11. This is to support travel at national and regional level for capacity building for LME management and to capture, package and distribute lessons learned and best practices.
12. See note 3 above. Budgetary support will come from the other donors.

13. The Project Management support fees (7% of total budget) for the UNDP.

VII. MANAGEMENT ARRANGEMENTS

Roles and responsibilities

Component A:

This project will be executed by the United National Development Programme (UNDP). Resources will be made available (through UNDP) for all regional and national-level activities. UNDP in consultation with the BCC may sub-contract international training activities to ensure smooth and efficient service provision.

The UNDP Namibia Country Office (CO) will be responsible for managing the project funds and will provide technical assistance in this regard. UNDP Namibia CO will provide periodic financial reports and audit annual financial statements according to the United Nations' policies, rules and procedures.

The Benguela Current Commission (BCC) Secretariat will be responsible for implementation through an appointed Ecosystems Coordinator and Data and Information Manager. The BCC Secretariat will manage the project, and work in close collaboration with project partners to ensure success of the implementation. The EC will be directly responsible for the implementation of the overall BCC Science Programme and will be supervised by the BCC Executive Secretary. External technical consultants will be involved by the BCC in the delivery of outputs.

The Project would have a Steering Committee consisting of A. the representatives from the three countries that sit on the Commission's Management Board plus representation from the IA (UNDP) and the EA (UNOPS) as well as B. any other appropriate representatives and observers (e.g. other co-funders directly supporting the Project) whose status on the Steering Committee would be agreed by the core membership as defined under A. above.

Component B:

This project will be executed by the United Nations Development Programme (UNDP) in Namibia. Resources will be made available (through UNDP) for all national and regional level activities.

The UNDP Namibia Country Office (CO) will be responsible for managing and administering the project funds and will provide financial management assistance in this regard. UNDP Namibia CO will provide periodic financial reports and audit annual financial statements according to the United Nations' policies, rules and procedures.

The Benguela Current Commission (BCC) Secretariat will be responsible for implementation, in its capacity as Implementing Organisation comprising a Regional Training Officer (RTO) and National Training Coordinators (NTCs). The BCC Secretariat will manage the strategic implementation of the project, and work in close collaboration with project partners to ensure success of the implementation. The RTO will be directly responsible for the day-to-day implementation of the overall BCC TCB Strategy and will be supervised by the BCC Executive Secretary. External technical consultants will be involved in the delivery of outputs.

The Project would have a Steering Committee consisting of A. the representatives from the three countries that sit on the Commission's Management Board plus representation from the IA (UNDP) and the EA (UNOPS) as well as B. any other appropriate representatives and observers (e.g. other co-funders directly supporting the Project) whose status on the Steering Committee would be agreed by the core membership as defined under A. above.

Component C:

This project will be executed by the United National Development Programme (UNDP). Resources will be made available (through UNDP) for all national-level activities.

The UNDP Namibia Country Office (CO) will be responsible for managing the project funds and will provide technical assistance in this regard. UNDP Namibia CO will provide periodic financial reports and audit annual financial statements according to the United Nations' policies, rules and procedures.

The Benguela Current Commission (BCC) Secretariat will be responsible for implementation through appointed National Coordinator in Angola, Namibia and South Africa. The BCC Secretariat will manage the project, and work in close collaboration with project partners to ensure success of the implementation. The National Coordinators will be directly responsible for the implementation of the national activities and will be supervised by the BCC Executive Secretary. External technical consultants will be involved by the BCC in the delivery of outputs.

The BCC Management Board (MB) will provide strategic guidance for the project. The MB includes representatives from three countries. The UNDP will participate in meetings concerning this project for the duration of the project. The MB will contribute to the direction and content of the intervention. The Board will provide technical reviews and quality control of the intervention.

Linkages to other projects, programmes, and partners

This project is linked to all the LMEs around the world as the BCLME Programme is recognised internationally for the work it has done so far. The Agulhas-Somali Current LME and others deal with transboundary fisheries management issues and best practices and lessons learned will be shared appropriately. Collaboration will be kept throughout the project implementation process mainly with the (1) BCLME SAP-IMP, (2) Science Plan for project for joint funding/ cost sharing of relevant TCB activities as provided in the separate agreements. Further collaborations will be explored with the UNDP/GEF supported projects for the Orange River.

Partnerships

Component A: Considerable resources have been mobilized in the BCLME region during the last 17 years by the international partners who have contributed significantly towards capacity building, sustainable management of the resources and to the understanding of the BCLME coastal environments. Fostering collaboration with international partners and stakeholders will contribute positively to the successful implementation of the proposed science programme. It is sensible that donors who have supported the BENEFIT and the BCLME Programmes, and those who have shown keen interests in the vision of the BCC, be invited to consider remaining partners in the implementation of the science programme.

At a regional level, collaboration between the BCC and other regional and regionally based international programmes will need to be maintained and developed. These include the other African LME programmes and African or SADC - based constituents of international efforts (e.g. GOOS-Africa, SADC Protocols etc). A particular example is the South East Atlantic Fisheries Organization (SEAFO) which has jurisdiction over resources in the Southeast Atlantic outside the EEZs of the coastal states, and whose Secretariat is in Walvis Bay. Certain commercially important fish stocks in the region such as deep sea red crab, orange roughy, alfonso, oreo dories and cardinal fish are presumed to straddle the SEAFO Convention Area and waters under the jurisdiction of the three countries. It will therefore be important to harmonise the resources of the two commissions to ensure compatibility of management policy and measures. It will be particularly important for the BCC to co-operate with the SEAFO Scientific Committee at a technical level to ensure compatibility of conservation and management measures, and to work collaboratively on wider state of the environment reports. Where appropriate, the two secretariats should facilitate the joint work of their respective programmes.

In order to secure the support of international partners for the science programme, formal arrangements such as MOUs will have to be entered into with these organizations, and where appropriate, relevant data exchanged with them (e.g. for straddling fish stocks with SEAFO). To this end, the BCC Secretariat

will need to engage actively with present and potential new international partners to seek support for the implementation of the science plan.

Component B: As noted earlier, this project is a direct complement to the SAP IMP Project. This project aims to support the successful implementation of the BCC's Strategic Action Plan (SAP) which is linked directly to the Ecosystem Approach to Fisheries (EAF) management. For the implementation of the SAP and EAF to be successful Angola, Namibia and South Africa need the requisite managerial and technical expertise. The training and capacity building supported by this project thus relates directly to the managerial and technical skills and knowledge required in the region.

Research and academic institutions in the region and internationally will be involved through partnerships to enhance overall training and capacity building and to ensure long-term sustainability for TCB in the region. Centres of excellence will be identified and partnerships sought to form part of the overall bouquet of TCB opportunities and to ensure ongoing skill and knowledge transfer.

Regional and international partnerships organisations will be involved to draw on best practices and lessons learned to potentially replicate such partnerships and/ or professional affiliation bodies in the region. The WIOMSA initiative is one good example and will be a good starting point in this regard. Other partnership organisations will be explored to arrive at a regionally suitable option for piloting and roll out. In the same vein does the IW:LEARN initiative offer, not only a potential partnership, but also an existing network of LME projects, programmes and partners in the region and internationally.

Component C: Partnerships established during the BCLME Programme will be continued not to lose momentum and contact with partners. This is essential for the advancement of science in the region and the participation of regional and international experts.

VIII. MONITORING AND EVALUATION FRAMEWORK

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Quarterly Progress Reports (QPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- **Annual Review Report referred to as Standard Progress Report (SPR)¹.** An Annual SPR shall be prepared by the RTO and shared with the Project Steering committee as well as shared at the annual joint report of the UNDAF. As minimum requirement, the SPR/ Annual Review Report shall consist of the Atlas standard format for the Quarterly Progress Report (QPR) covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, as part of the UNDAF joint review process to assess the performance of the project against the approved Annual Work Plan (AWP) as well as present estimates for key results and budgets for the following year. In the last year, this review will be a final assessment. This review is driven by the UNDAF M&E activities and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

End of project

Due to the innovative aspects of this project, an end-of-project review will be organised to capture lessons learned, best practices and recommendation for future capacity development initiatives.

¹ Regional Projects may be excused from the joint annual review process; however in case of such agreement by PSC there must be reports against which progress can be assessed.

Logical Framework:

UNDP/ GEF support for the BCLME SAP Implementation Project

RESULTS	INDICATOR	RISKS AND ASSUMPTIONS
GOAL: To halt the marked depletion of fisheries within one of the most productive yet highly environmentally variable oceanic areas in the world. This will be achieved through adoption of a more appropriate ecosystem approach to fisheries management that includes transboundary cooperation in order to mitigate the overall degradation of the LME and its living marine resources and to build in adaptive buffers to variability (both natural and anthropogenic in nature)		
Objective of the Project: the implementation of a Strategic Action Plan that builds on a foundation of scientific and technical studies and evolving partnerships, and uses these to inform policy, legislative and management decisions at the regional and national level.	An effective regional and national capacity established and sustainable that will manage the LME in a cooperative, transboundary manner	Risk that senior national political figures may not grasp the long-term importance of the need to manage and conserve fisheries and other associated living marine resources within the LME. Especially in relation to other pressing social and economic issues Assumes that political support fostered under the original BCLME Programme will continue and expand under BCLME SAP Implementation Project Overall assumption that the regional and national structures can be made politically and economically sustainable
Outcome 1: A Benguela Current Commission Infrastructure and Associated Treaty		
Outputs		
1.1 Commission formally adopted, to include all its requisite regional structures and responsibilities	Commission formally adopted, to include all its requisite regional structures and responsibilities	Risk that countries may not initially agree on the structure and mandate/responsibilities of the BCC.
1.2 Signature and ratification of a binding international LME Treaty to formally support the Commission	Signature and ratification of a binding international LME Treaty to formally support the Commission	Assumption that countries willing to negotiate and adopt a binding Treaty which commits them beyond the existing non-binding Agreement
1.3 Regional guidelines for national policy and legislative reforms agreed and circulated	Regional guidelines for national policy and legislative reforms agreed and circulated	Assumption that countries will adopt and implement these guidelines and reforms (see below under Outcome 2)

RESULTS	INDICATOR	RISKS AND ASSUMPTIONS
1.4 Standardised regional monitoring and assessment programme adopted for national distribution	Standardised regional monitoring and assessment programme adopted for national distribution	Assumption that countries are prepared to cooperate on Monitoring and Assessment and to share skills, expertise, facilities, resources and information. Risk that there is inadequate funding to cover effective transboundary monitoring and assessment exercises
1.5 Regional work plan adopted for further science and technical studies necessary for LME	Regional work-plan adopted for further science and technical studies necessary for LME	Assumes that there is sufficient funding to support necessary scientific and technical studies nationally and regionally
Outcome 2: National Level Policy and Management Reforms		
Outputs		
2.1 National coordinating ministries and coordinating institutes adopted and functioning	National Coordinating Ministries and Coordination Institutes adopted and functioning	Assumes countries will nominate appropriate Ministry and Institute that can most effectively deliver BCC requirements at the national level and can also facilitate cross-sectoral cooperation
2.2 National Action Plans (NAPs) adopted capturing regional guidelines and requirements	National Action Plans adopted capturing regional guidelines and requirements	Assumes that all appropriate government and sectoral bodies willing to cooperate on developing and implementing NAPS Risk that there is insufficient financing or political support to ensure that NAPs are effectively implemented
2.3 Regional guidelines for policy, legislative and management reforms adopted and implemented at national level	Regional guidelines for policy, legislative and management reforms adopted and implemented at national level	Assumes continued political commitment to undertake reforms and realignments as defined in the original Sap and re-confirmed through interim agreement and final Treaty. Risk that political commitment may change as a result of changes in political balance of power both nationally and regionally

RESULTS	INDICATOR	RISKS AND ASSUMPTIONS
2.4 National Monitoring Programmes established and implemented and incorporating appropriate IW indicators	National Monitoring Programmes established and implemented and incorporating appropriate IW indicators	<p>Assumes willingness between countries to adopt similar standards in order to effectively monitor at the LME level rather than just the national level.</p> <p>Assumes willingness for countries to share their data at the regional level in order to support the LME approach. Assumes a certain baseline of capacity and available resources/equipment</p> <p>Risk that nationally responsible bodies will not have access to sufficient funding to be able to contribute effectively and equally</p>
2.5 National Stakeholder Groups (NSGs) established	National Stakeholder Groups established	<p>Assumes that various stakeholders at all sectoral levels have the time, interest and resources to engage effectively in the BCLME process</p> <p>Assumes that BCC is prepared to accept stakeholder input to the overall regional policy and management process</p> <p>Risk that relations between government, NGO, private sector, community grass-root organisations, etc. may not always be conducive to effective cooperation</p>
2.6 LME related Multilateral Environmental Agreement (MEAs) ratified by each country	LME-related MEAs ratified by each country	Assumes commitments involved in ratifying certain MEAs are acceptable to specific governments
Outcome 3: Sustainable Capacity for LME Management		
Outputs		

RESULTS	INDICATOR	RISKS AND ASSUMPTIONS
3.1 Regional Training and Capacity Building (TCB) Strategy and work plan adopted by the BCC	Regional Training and Capacity Building Work-Plan and Strategy adopted by BCC	<p>Assumes that BCC can agree on priorities and funding at the regional level</p> <p>Risk of conflict between countries within BCC relating to major gaps in capacity levels and training needs between countries</p>
3.2 TCB adopted and implemented through NAPs	T&CB adopted and implemented through National Action Plans	<p>Assumes availability of appropriate individuals to train and appropriate institutions for building of capacity</p> <p>Risk of disagreements and contention between institutions on national priority needs for TCB</p> <p>Risk that institutes may not nominate suitable candidates for training.</p> <p>Significant risk of loss of trained capacity due to more attractive opportunities in other sectors.</p>
3.3 Three-yearly review and update of TCB at regional and national level	3-yearly review and update of TCB at regional and national level	Assumes sufficient funding available to support a further 3-year cycle of training and capacity building at both the regional and national level
3.4 Effective implementation of the Stakeholder Participation Plan (SPP)	Effective Implementation of Stakeholder Participation Plan	<p>Assumes sufficient interest from necessary stakeholders (particularly in the private sector)</p> <p>Also assumes that BCC will allow effective and truly participatory involvement of all stakeholders at all appropriate levels of the BCC (regional and national)</p> <p>Always a risk of conflict between stakeholders that may frequently have opposing views that could threaten the stakeholder participation process.</p>

RESULTS	INDICATOR	RISKS AND ASSUMPTIONS
3.5 Regional sustainable funding programme adopted and implemented	Regional Sustainable Funding Programme adopted and implemented	<p>Assumes that stakeholders are willing to confirm sufficient funding for long-term support of the BCC at the regional level</p> <p>Risk that BCC evolves into too large and expensive a body that cannot be supported by regional funding commitments</p> <p>Risk of overall loss of interest by funding sources after initial 5-10 years leaving the BCC and the overall BCLME process unsustainable</p>
3.6 National sustainable funding programmes annexed as part of the BCLME NAPs	National Sustainable Funding Programmes annexed as part of the BCLME National Action Plans	<p>Assumes that national stakeholders (particularly government) are willing to confirm sufficient funding for long-term support of the BCC at the national level</p> <p>Risk that national commitments to BCC are seen to be too large and expensive cannot be supported by national funding commitments</p> <p>Risk of overall loss of interest by national funding sources after initial 5-10 years leaving the national BCC coordinating and stakeholder agencies unsustainable</p>
3.7 Regional partnership agreements and work plans formally adopted and implemented	Regional Partnership Agreements and Work-Plans formally adopted and implemented	Assumes an interest in the BCLME from potential regional partners at the level of the private sector, NGOS or communities. Risk that regional partners may lose interest after initial agreement period if they cannot see any personal benefits.

RESULTS	INDICATOR	RISKS AND ASSUMPTIONS
3.8 National partnership agreements annexed as part of the BCLME NAPs	National Partnership Agreements annexed as part of the BCLME National Action Plans	<p>Assumes an interest in the BCLME from potential national partners at the level of the private sector, NGOS or communities.</p> <p>Assumes the possibility for a comfortable relationship between potential national partners and government agencies directly responsible for the implementation of the overall LME approach</p> <p>Risk that national partners may lose interest after initial agreement period if they cannot see any personal benefits.</p>
Outcome 4: Capture and Networking of Knowledge and Best Practices		
Outputs		
4.1 Information critical to policy and management decisions identified, packaged and distributed to appropriate targets	Information critical to policy and management decisions identified, packaged and distributed to appropriate targets	<p>Assumes that senior management and policy-makers will read and act on these briefing documents.</p> <p>Risk that information delivered may not be specific or sufficiently compressed to be absorbed by busy politicians and senior managers.</p>
4.2 Lessons and best practices reviewed, documented and distributed for transfer and replication	Lessons and Best Practices reviewed, documented and distributed for transfer and replication	<p>Assumes that lessons and best practices are transferable and can be realistically replicated.</p> <p>Risk that countries may not be willing to fully share their experiences with other countries</p>

RESULTS	INDICATOR	RISKS AND ASSUMPTIONS
4.3 African LME networking process and mechanism defined and implemented	African LME networking process and mechanism defined and implemented	<p>Assumes sufficient commitment within the African continent and associated regional bodies to support a long-term African LME network both politically and financially</p> <p>Risk that lessons and best practices could be transferred and replication attempted without taking into account local, national or regional differences and requirements that might entirely alter their effectiveness and appropriate nature.</p>
4.4 Global networking mechanism established including linkages with other regional initiatives such as GOOS and NEPAD	Global Networking mechanism established including linkages with other regional initiatives such as GOOS and NEPAD	<p>Assumes sufficient global commitment within the appropriate bodies to support a long-term global LME network both politically and financially</p> <p>Risk of discord between global agencies over responsibilities for such a global LME networking facility and its funding</p> <p>Risk that lessons and best practices could be transferred and replication attempted without taking into account local, national or regional differences and requirements that might entirely alter their effectiveness and appropriate nature.</p>
Project Management		
UNDP/ GEF (\$)		5,138,460

Logical Framework:

Governments² support for the formal establishment of the BCC

RESULTS	INDICATOR	ASSUMPTIONS AND RISKS
Goal: To support the formal ratification of a Treaty for the BCC	Treaty in place	
Project Objective		
The implementation of the Strategic Action Plan (SAP) that builds on a foundation of scientific and technical studies and evolving partnerships, and uses these to inform policy, legislative and management decisions at the regional and national level	An effective regional and national capacity established and sustainable that will manage the LME in a cooperative, transboundary manner	
OUTCOME 1. A Benguela Current Commission infrastructure and associated Treaty		
Outputs		
1.1 Commission formally adopted, to include all its requisite regional structures and responsibilities	1. BCC Executive Secretary, Ecosystems Coordinator, Data and Information Manager (DIM) and National Coordinators appointed. 2. BCC Operational Policies and Rules of Procedure endorsed.	Governments support appointment of staff through assistance with short listing and serving on interview panels
1.2 Signature and ratification of a binding international LME Treaty to formally support the Commission	Treaty in place	Governments cooperate in the drafting of the Treaty and ensure no significant delays in the process
1.3 Regional guidelines for national policy and legislative reforms agreed and circulated	Guidelines in place and circulated for action	At the political level there is ample support for policy and legislative reforms which support the EAF
1.4 Standardised regional monitoring and assessment programme adopted for national distribution	Monitoring and assessment programme in place and under implementation at national level	Governments support (in-kind) the implementation of the monitoring and assessment programme as part of ongoing MCS
1.5 Regional work plan adopted for further science and technical studies necessary for LME	Science Programme revised and annual work plan approved for implementation	Governments provide dedicated capacity for the implementation of the Science Programme work plans

² Governments of Angola, Namibia and South Africa

RESULTS	INDICATOR	ASSUMPTIONS AND RISKS
OUTCOME 2. National Level Policy, Legislative and Management Reforms		
Outputs		
2.1 National coordinating ministries and coordinating institutes adopted and functioning	National Coordinators (NCs) appointed and functioning within coordinating institutes	Governments support the appointment of NCs and their hosting.
2.2 National Action Plans (NAPs) adopted capturing regional guidelines and requirements	National Action Plans in place	Governments provide information and data to prioritise required national actions in the context of EAF
2.3 Regional guidelines for policy, legislative and management reforms adopted and implemented at national level	Regional guidelines in place and incorporated in the NAPs	Governments support the implementation of the guidelines to effective policy, legislative and management reforms that support EAF
2.4 National Monitoring Programmes established and implemented and incorporating appropriate IW indicators	1. National monitoring programmes in place 2. IW indicators in place	Governments support development of monitoring programmes.
2.5 National Stakeholder Groups (NSGs) established	National Stakeholder Groups in place with leadership structures	Governments view NSGs as partners in EAF and ensure a conducive environment for their undertakings.
2.6 LME related Multilateral Environmental Agreement (MEAs) ratified by each country	Ratified LME-related MEAs in place	Governments provide the appropriate decision making and diplomatic support for the drafting and ratification. NCs support governments with the drafting ratification of MEAs.
OUTCOME 3. Sustainable Capacity for LME Management		
Outputs		
3.1 Regional Training and Capacity Building (TCB) Strategy and work plan adopted by the BCC	TCB Strategy and work plan adopted by the BCC	National level support to pragmatically tackle capacity gaps, especially to tackle issues around staff retention.
3.2 TCB adopted and implemented through NAPs	TCB activities captured in NAPs and under implementation	Governments support the implementation of TCB activities to improve national capacity for EAF
3.3 Three-yearly review and update of TCB at regional and national level	TCB Strategy reviewed at the end of Year 3 of SAP IMP	Governments participate in the review of the TCB and make recommendations for improvement
3.4 Effective implementation of the Stakeholder Participation Plan (SPP)	National annual reports on SPP implementation	Governments commit to SPP implementation and, as appropriate, ensure a conducive environment for participation.

RESULTS	INDICATOR	ASSUMPTIONS AND RISKS
3.5 Regional sustainable funding programme adopted and implemented	1. Regional sustainable funding programme in place. 2. Annual report on implementation of regional funding programme	The three countries support the development, adoption and implementation of regional and national sustainable funding programmes
3.6 National sustainable funding programmes annexed as part of the BCLME NAPs	National sustainable funding programmes in place	
3.7 Regional partnership agreements and work plans formally adopted and implemented	1. Regional partnership agreements and work plans in place. 2. Annual report on implementation of regional partnership agreements	The three countries support the development, adoption and implementation of regional and national partnership agreements in support of capacity building for EAF.
3.8 National partnership agreements annexed as part of the BCLME NAPs	National partnership agreement in place.	
OUTCOME 4. Capture and Networking of Knowledge and Best Practices		
Outputs		
4.1 Information critical to policy and management decisions identified, packaged and distributed to appropriate targets	1. Annual report on information dissemination Information packages	2. National level support for information dissemination to appropriate targets. NSGs provide support to ensure that information reach as many stakeholders possible
4.2 Lessons and best practices reviewed, documented and distributed for transfer and replication	1. Annual report on distribution of lessons learned and best practices. 2. Documented lessons learned and best practices	Governments assist with capturing lessons learned and best practices through provision of technical assistance, information and data.
4.3 African LME networking process and mechanism defined and implemented	1. Concept Note defining the BCLME approach to an African LME networking. 2. Annual report on the implementation of the African LME network	National governments support the BCC with networking process through availing staff and covering travel costs.
4.4 Global networking mechanism established including linkages with other regional initiatives such as GOOS and NEPAD	Annual report on implementation of global networking mechanism	National governments support global networking to showcase BCLME lessons and best practices but also to learn and replicate what works elsewhere.
Project Management		
Governments (\$)		1,200,000

Logical Framework:

Norwegian support for the implementation of the Benguela Current Commission (BCC) Science Programme

RESULTS	INDICATOR	ASSUMPTIONS AND RISK
Goal: To ensure optimal and sustainable utilization of the resources of the Benguela Current Large Marine Ecosystem while restoring, maintaining and conserving the ecological integrity of the system	1. Biomass of fish stocks improve and/or are stable relative to 2007 levels 2. Ecosystem Health & Biodiversity indices improve relative to 2008 baseline	Governments show the right level of political will power to adhere to scientific advice on recommended TACs
Project Objective		
To provide the Benguela Current Commission and Contracting Parties with the best available scientific advice for regional management of the Benguela Current Large Marine Ecosystem	Annual State of the Stocks (SOS) Reports	SOS data is used in decision making
OUTCOME 1. A Benguela Current Commission infrastructure and associated Treaty		
Outputs		
1.1 Commission formally adopted, to include all its requisite regional structures and responsibilities	Ecosystems Coordinator and National Coordinators appointed.	Ecosystems Coordinator has the requisite capacity to effect a change, through governments and BCC support, toward EAF and transboundary ecosystem management approaches
1.2 Signature and ratification of a binding international LME Treaty to formally support the Commission	Treaty in place	The Treaty provides for strong government commitment for the adoption of EAF and transboundary ecosystem management approaches
1.3 Regional guidelines for national policy and legislative reforms agreed and circulated	Guidelines in place and circulated for action	Guidelines promote policy, legislative and management reforms that support the implementation of transboundary ecosystem management
1.4 Standardised regional monitoring and assessment programme adopted for national distribution	Monitoring and assessment programme in place and under implementation at national level	Monitoring programmes collect data and information that can be used for EAF and transboundary ecosystem management decision making
1.5 Regional work plan adopted for further science and technical studies necessary for LME	Science Programme revised and annual work plan approved for implementation	Science Programme implementation is supported by all three governments

RESULTS	INDICATOR	ASSUMPTIONS AND RISK
OUTCOME 2. National Level Policy, Legislative and Management Reforms		
Outputs		
2.1 National coordinating ministries and coordinating institutes adopted and functioning	National Coordinators (NCs) appointed and functioning within coordinating institutes	Coordinating Institutes, through support of the NCs, implement Science Programme activities at national level to meet regional EAF objectives
2.2 National Action Plans (NAPs) adopted capturing regional guidelines and requirements	National Action Plans in place	NAPs capture guidelines for the improvement of national policies and legislation to address EAF and transboundary ecosystem management
2.3 Regional guidelines for policy, legislative and management reforms adopted and implemented at national level	Regional guidelines in place and incorporated in the NAPs	Governments support in a timely manner the reform of policies, legislation and management strategies that will halt the reduction of fish stocks and, support EAF.
2.4 National Monitoring Programmes established and implemented and incorporating appropriate IW indicators	1. National monitoring programmes in place 2. IW indicators in place	IW indicators provide information and data useful for EAF and transboundary ecosystem management decision making
2.5 National Stakeholder Groups (NSGs) established	National Stakeholder Groups in place with leadership structures	NSGs advocate for EAF and transboundary ecosystem management approaches to halt overexploitation and sustain the livelihoods of fishing communities/ industries.
2.6 LME related Multilateral Environmental Agreement (MEAs) ratified by each country	Ratified LME-related MEAs in place	MEAs target EAF and transboundary ecosystem management issues directly.
OUTCOME 3. Sustainable Capacity for LME Management		
Outputs		
3.1 Regional Training and Capacity Building (TCB) Strategy and work plan adopted by the BCC	TCB Strategy and work plan adopted by the BCC	TCB needs related to EAF and transboundary ecosystem management are systematically addressed and capacities at regional and national level are improving
3.2 TCB adopted and implemented through NAPs	TCB activities captured in NAPs and under implementation	
3.3 Three-yearly review and update of TCB at regional and national level	TCB Strategy reviewed at the end of Year 3 of SAP IMP	
3.4 Effective implementation of the Stakeholder Participation Plan (SPP)	National annual reports on SPP implementation	Stakeholders contribute to greater awareness about EAF and transboundary ecosystem management
3.5 Regional sustainable funding programme adopted and implemented	1. Regional sustainable funding programme in place. 2. Annual report on implementation of regional funding programme	Funding programmes ensure sufficient funds for ongoing technical and scientific work to support EAF and transboundary ecosystem management

RESULTS	INDICATOR	ASSUMPTIONS AND RISK
3.6 National sustainable funding programmes annexed as part of the BCLME NAPs	National sustainable funding programmes in place	
3.7 Regional partnership agreements and work plans formally adopted and implemented	1. Regional partnership agreements and work plans in place. 2. Annual report on implementation of regional partnership agreements	Partnership agreements cater for ongoing capacity building and strengthening in EAF
3.8 National partnership agreements annexed as part of the BCLME NAPs	National partnership agreement in place.	
OUTCOME 4. Capture and Networking of Knowledge and Best Practices		
Outputs		
4.1 Information critical to policy and management decisions identified, packaged and distributed to appropriate targets	1. Annual report on information dissemination 2. Information packages	Information is used by policy/ decision makers for EAF
4.2 Lessons and best practices reviewed, documented and distributed for transfer and replication	1. Annual report on distribution of lessons learned and best practices. 2. Documented lessons learned and best practices	The international community, through feedback, contributes to the refining of best practices for improved EAF
4.3 African LME networking process and mechanism defined and implemented	1. Concept Note defining the BCLME approach to an African LME networking. 2. Annual report on the implementation of the African LME network	Networking provides more information and data to the BCC on how to improve EAF and transboundary ecosystem management in the BCLME.
4.4 Global networking mechanism established including linkages with other regional initiatives such as GOOS and NEPAD	Annual report on implementation of global networking mechanism	
Project Management		
Cash co-finance (\$)		9,314,999

Logical Framework:

Support by the Icelandic International Development Agency (ICEIDA) for the implementation of the Benguela Current Commission (BCC) Training and Capacity Building (TCB) Strategy

RESULTS	INDICATOR	ASSUMPTIONS AND RISK
Goal: To ensure minimum required capacity in the BCLME Region for the implementation of EAF and transboundary ecosystem management approaches	Priority training and capacity building (TCB) needs are filled through annual delivery of TCB interventions	Governments support their staff for EAF and transboundary ecosystem management TCB.
OUTCOME 1. A Benguela Current Commission infrastructure and associated Treaty		
Outputs		
1.1 Commission formally adopted, to include all its requisite regional structures and responsibilities	Regional Training Officer (RTO) appointed	The BCC provides ongoing support through policy, legislative and management reforms that address staff retention and loss and ongoing TCB.
1.2 Signature and ratification of a binding international LME Treaty to formally support the Commission	Treaty in place	
1.3 Regional guidelines for national policy and legislative reforms agreed and circulated	Guidelines in place and circulated for action	
1.4 Standardised regional monitoring and assessment programme adopted for national distribution	Monitoring and assessment programme in place and under implementation at national level	
1.5 Regional work plan adopted for further science and technical studies necessary for LME	Science Programme revised and annual work plan approved for implementation	
OUTCOME 2. National Level Policy, Legislative and Management Reforms		
Outputs		
2.1 National coordinating ministries and coordinating institutes adopted and functioning	National Coordinators (NCs) appointed and functioning within coordinating institutes	NCs and NAPs support the implementation of the BCC TCB Strategy at national level to meet EAF and transboundary ecosystem management TCB needs at national level
2.2 National Action Plans (NAPs) adopted capturing regional guidelines and requirements	National Action Plans in place	
2.3 Regional guidelines for policy, legislative and management reforms adopted and implemented at national level	Regional guidelines in place and incorporated in the NAPs	Regional guidelines address the need for national level policy reforms that address staff retention and loss.
2.4 National Monitoring Programmes established and implemented and incorporating appropriate IW indicators	1. National monitoring programmes in place 2. IW indicators in place	Capacity is built at national and regional level to monitoring IW indicators and use the data for EAF and transboundary ecosystem management decision making

RESULTS	INDICATOR	ASSUMPTIONS AND RISK
2.5 National Stakeholder Groups (NSGs) established	National Stakeholder Groups in place with leadership structures	NSGs support TCB and related policy and legislative reforms
2.6 LME related Multilateral Environmental Agreement (MEAs) ratified by each country	Ratified LME-related MEAs in place	MEAs also address TCB requirements for successful implementation of EAF and transboundary ecosystem management approaches
OUTCOME 3. Sustainable Capacity for LME Management		
Outputs		
3.1 Regional Training and Capacity Building (TCB) Strategy and work plan adopted by the BCC	TCB Strategy and work plan adopted by the BCC	The BCC and national governments provide support TCB work programming, incorporation into NAPs and the periodic review of the TCB Strategy to ensure that it addresses current needs at regional and national level.
3.2 TCB adopted and implemented through NAPs	TCB activities captured in NAPs and under implementation	
3.3 Three-yearly review and update of TCB at regional and national level	TCB Strategy reviewed at the end of Year 3 of SAP IMP	
3.4 Effective implementation of the Stakeholder Participation Plan (SPP)	National annual reports on SPP implementation	The capacities of stakeholders improve through meaningful participation in BCLME activities
3.5 Regional sustainable funding programme adopted and implemented	1. Regional sustainable funding programme in place. 2. Annual report on implementation of regional funding programme	Funding programmes also address sustainable funding availability for ongoing TCB at regional and national level
3.6 National sustainable funding programmes annexed as part of the BCLME NAPs	National sustainable funding programmes in place	
3.7 Regional partnership agreements and work plans formally adopted and implemented	1. Regional partnership agreements and work plans in place. 2. Annual report on implementation of regional partnership agreements	Partnership agreements cater for ongoing capacity building and strengthening in EAF
3.8 National partnership agreements annexed as part of the BCLME NAPs	National partnership agreement in place.	
OUTCOME 4. Capture and Networking of Knowledge and Best Practices		
Outputs		
4.1 Information critical to policy and management decisions identified, packaged and distributed to appropriate targets	1. Annual report on information dissemination 2. Information packages	TCB activities for managers provide them with the requisite skill and knowledge to effectively incorporate science into decision making.
4.2 Lessons and best practices reviewed, documented and distributed for transfer and replication	1. Annual report on distribution of lessons learned and best practices. 2. Documented lessons learned and best practices	Capacity is built in national and regional level to identify lessons and best practices and to capture and share these effectively.

RESULTS	INDICATOR	ASSUMPTIONS AND RISK
4.3 African LME networking process and mechanism defined and implemented	1. Concept Note defining the BCLME approach to an African LME networking. 2. Annual report on the implementation of the African LME network	Networking improves the capacities of the BCC and the national governments through exposure to more information and data on EAF and transboundary ecosystem management.
4.4 Global networking mechanism established including linkages with other regional initiatives such as GOOS and NEPAD	Annual report on implementation of global networking mechanism	
Project Management		
Cash co-finance (\$)		500,000

IX. LEGAL CONTEXT

1. This Project Document shall be the instrument referred to as such in Article I of the Standard Basic Assistance Agreement between the Governments of Angola, Namibia and South Africa and the United Nations Development Programme, signed by the parties on, 18 February 1977, 22 March 1990 and 3 October 1994 respectively. The host country implementing agency shall, for the purpose of the Standard Basic Assistance Agreement, refer to the government co-operating agency described in that Agreement.

2. *The UNDP Principal Project Representative is authorized to effect in writing the following types of revision to this Project Document, provided that he/she has verified the agreement thereto by the UNDP-GEF Unit and is assured that the other signatories to the Project Document have no objection to the proposed changes:*
 - a) *Revision of, or addition to, any of the annexes to the Project Document;*
 - b) *Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of the inputs already agreed to or by cost increases due to inflation;*
 - c) *Mandatory annual revisions which re-phase the delivery of agreed project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility; and*
 - d) *Inclusion of additional annexes and attachments only as set out here in this Project Document*

X. ANNEXES

Annex 1: Risk Analysis

Component A: Risk Analysis

Risk	Risk rating	Risk mitigation strategy
1. Potential conflicts between participating countries over shared resources and their exploitation/management could feasible cause sufficient friction to derail the Treaty negotiation process.	Low	Considered low in light of the excellent cooperation between the three countries to date within the BCLME Programme despite fairly recent historical political differences. One of the primary functions of the newly created Commission would be to defuse any such conflicts at the higher policy level and to instruct and guide management and operational level personnel in finding mechanisms for resolution and cooperation.
2. Disagreement over the actual functioning of the Commission and the content of the Treaty.	Medium (in medium term) Low (in long term)	Inevitably there will need to be much negotiation of the final legally binding Treaty and there may also need to be some discussion on the actual mechanisms for running the Commission. However, most of the foundation for this has already been formally adopted by signature through the SAP as well as through the Interim Agreement so the negotiations would be over the details rather than the principles
3. Changes in political regime within any one country may result in withdrawal from Commission and Treaty	Low	The advantages of transboundary cooperation are becoming evident and one function of the SAP Implementation phase will be to ensure that all stakeholders are sensitised to this regional management need. Furthermore, the Treaty will be drafted in such a manner as to make withdrawal politically undesirable and the Commission will have sufficient stakeholder input and participation to also ensure full engagement from all three countries in the long-term, regardless of political changes
4. Environmental variability (both natural and anthropogenic in nature) may be sufficient to cause a collapse in the LME making a regional management mechanism redundant	Low	Some level of variability is inevitable. It is unlikely that it would collapse the ecosystem to the point of non-functionality, although it may cause significant changes. This is more of a justification for the Project inasmuch as being able to respond/adapt to variability in order to continue to manage the ecosystem is one of the main focuses of the Commission and the evolving transboundary management mechanisms

Component B: Risk Analysis

Several key risks identified with this project are outlined below:

Political risks

- The proposal for three inter-ministerial National Training Coordinators stem from the TCB Strategy development funded by the SAP IMP Project's preparatory phase. This thus not part of the three countries' national strategies and to succeed would require buy-in at decision maker level. It must therefore be noted that this role may be absorbed temporarily by the National Coordinators supported by the SAP IMP Project until such time the three governments have made decisions about this.

Operational risks

- The key outcome of the project is improved EAF capacity in the BCLME region. Given the variation in capacities among the three countries, national ownership of the process is essential, but creates the risk of implementation delays due to bureaucratic elements pertaining to timely decision making and regional and international travel. Ensuring political buy-in to the process will be an important risk mitigation factor.
- Given that the BCC, through country contributions, is committed to contribute to the project it poses the risk of delays in availability of funds. Strong political commitment is required and good communication between the project partners and the governments to mitigate this risk.

Strategic risks

- Given the current challenges with staff retention and loss there is a risk that managers and technical staff may leave the national institutions after they have participated in training/ mentoring/ skills transfers, etc. The project can only support the institutions in mitigating the risk but it is ultimately up to national governments to ensure that the Staff Retention and Loss Strategy adequately address this issue through appropriate nationally-driven actions. The success of the project outputs is not dependent on the success of mitigating this risk but the overall outcome will be affected if the capacity at institutional level has not improved measurably.

Component C: Risk Analysis

The only major risk identified is the lack of adequate resources provided for the National Coordinators by national institutions. This may cause frustration, result in the loss of valuable time and delays in activity implementation. It is important that the BCC consult with relevant national institutions to inquire and confirm the availability of adequate offices space and the equipment procured during the BCLME Programme that was used by the ACDs.

Annex 2: Terms of References

Terms of Reference: Benguela Current Commission Ecosystem Coordinator

Type of Contract:	Service Contract (SC)
Languages Required:	English (Portuguese an advantage)
Expected Duration of Assignment:	4 Years (initial 24-months renewable based on satisfactory performance)
Commencement Date:	1 June 2008
End Date:	31 May 2012

General Description:

The Ecosystem Coordinator shall be responsible for the coordination and provision of scientific inputs and advice to the Management Board of the Benguela Current Commission (BCC) in general and in particular for the administration and management of fisheries research, transboundary stock management, environmental monitoring programme, ecosystem health and pollution. He/she shall promote and coordinate the interests of the three "Contracting States", Angola, Namibia and South Africa in an impartial and objective manner and liaise directly with members of the Ecosystem Coordination Committee and other stakeholders, agencies and donors as deemed necessary by the Committee. The Ecosystem Coordinator shall report directly to the Executive Secretary and shall be responsible for the development, co-ordination and management of the Commission's scientific programme. This will include the establishment of and convening of meetings of scientific working groups, the operation of an annual budget and the implementation of an agreed work plan.

Specific Duties:

- Manage, co-ordinate and provide overall scientific and technical advice on the annual state of the fish stocks, the environment and ecosystem health. to the Commission through the Ecosystem Coordination Committee
- In consultation with regional stakeholders, develop and implement a scientific programme based on an ecosystem approach to management in line with the functions and mandate of the Commission
- Prepare annual budget estimates, forecasts, financial statements and other documents as required by the Executive Secretary and the Ecosystem Coordination Committee
- Prepare an annual science work plan in close co-operation with the Executive Secretary, the Ecosystem Coordination Committee, and the scientific working groups
- Organise and co-ordinate all meetings of the Ecosystem Management Committee, establish Scientific Working Groups, facilitate their regular meetings and keep records of all proceedings, resolutions, proposals and decisions and recommendations.
- In consultation with the Executive Secretary and Management Board, engage consultants, experts scientists, contractors and other technical service providers to undertake specific work as directed
- Draft terms of references for consultant scientists, contractors and scientific working groups and oversee all project work
- Provide support and assistance to the Executive Secretary in organization of workshops, meetings and consultations.
- Oversee all preparation, publication and distribution of reports from the Ecosystem Advisory Committee and it's scientific working groups and management committees to the Commission.
- In close co-operation with the Executive Secretary, prepare and submit an annual scientific advisory report on the state of the fish stocks, the environment and the ecosystem health to the Ecosystem Advisory Committee including details of all activities, expenditures, outputs and recommendations
- Foster and establish scientific links with international organizations, donor agencies, conventions and other related regional programmes and Commissions i.e. SEAFO, Interim Guinea Current Commission, Agulhas-Somali Current LME, SADC Secretariat and NEPAD, Abidjan and Nairobi Conventions
- Establish links with and represent the Commission at marine scientific meetings of other regional and international organizations as required
- Liaise with National Focal Points, UNDP country offices, regional programme implementation agencies , UNDP-GEF and other donors on all aspects of marine scientific advice, relating to fisheries research and management, environmental monitoring, biodiversity conservation, ecosystem health and pollution

- Perform any other functions as may be required by the Executive Secretary of the Commission, the Ecosystem Advisory Committee or its Chairperson.

Qualifications:

- PhD degree or equivalent in the marine sciences or directly related scientific discipline e.g. fisheries management, environmental management
- At least ten years experience in fields related to the assignment
- Demonstrated organizational, diplomatic and negotiating skills
- Familiar with the Benguela Current Large Marine Ecosystem, the threats and challenges facing the fisheries resources and the application of an integrated approach to ecosystem management
- Familiar with the FAO Code of Conduct for Responsible Fisheries, the Ecosystem Approach to Fisheries Management and the SADC Protocol on Fisheries
- Familiar with the goals and procedures of regional and international organisations, conventions and protocols such as UNDP-GEF, SEAFO, ICATT, SADC, the Abidjan Convention, donors, NGO's and partners
- Excellent English speaking and writing skills with working knowledge of Portuguese highly advantageous
- Previous work experience in one or more of the participating countries especially on issues relating to fisheries research and marine resource management will be favourably considered.

Terms of Reference: Benguela Current Commission Data and Information Manager

Type of Contract:	Service Contract (SC)
Languages Required:	English (Portuguese an advantage)
Expected Duration of Assignment:	4 Years (initial 24-months, renewable based on satisfactory performance)
Commencement Date:	1 June 2008
End Date:	31 May 2012

Background

The Benguela Current Commission (BCC) will require standardized and well presented data and information. Existing and new data and information generated through national activities of the countries or regionally under the auspices of the BCC, will need to be assembled, curated, stored and presented in a timely and appropriate manner in support of decision making.

The efficient and up-to-date compilation and use of data and information from the region including specialised data products will provide a key supportive tool to managers of the BCC and will be used to populate and update the State of the Ecosystem Information System (SEIS). Data, documents and state of the ecosystem products and other information are likely to be in high demand both regionally and internationally. It is therefore viewed that a position be funded for 4 years to supply this basic service to the Benguela Current Commission. These elements are already recognized in the Interim Agreement in Article 8 (4), 9(2) and Annex 1 (Mandate).

Central co-ordination of data management will be a key element of the Secretariat and it will be necessary that the required data is assembled and curated with easy access to users through the SEIS. The role of the Data and Communications Manager would be to manage and facilitate the movement of data and information from a national level to a regional level. He/she would act as the information link among the countries and be responsible for coordinating data management issues on behalf the BCC.

In order to be effective, a data policy would have to be agreed to and negotiated by the BCC and the Data and Communications Manager would then have the task of implementing the policy and appropriate technical systems.

The post of Data and Communications Manager is therefore proposed to support the Secretariat of the Benguela Current Commission. This post could be located in the BCC Secretariat or at one of the country focal points locations. A Draft Terms of Reference are given below:

General description

The Data and Communications Manager will be responsible for the compilation, coordination and distribution of data and information necessary for the functioning of the Benguela Current Commission. He/she will assist with the development of a data and information policy and for implementing the appropriate data management systems to support the Commission. He/she will work closely with the Executive Secretary and Ecosystems Co-ordinator to manage the day-to-day data and information needs of the commission and liaise with the countries in order to assemble, curate and disseminate appropriate data and information to and from working groups and subsidiary bodies of the BCC according the to data and information policy.

In Particular, the Data and Communications Manager will

- Assist with the development of a Data and Information Policy,
- Design and implement technical and administrative systems for the implementation of this policy (including databases, working groups and line functions),
- Liaise with country focal points in regard to data and information flow
- Develop, co-ordinate, update and maintain the data and information systems including the SEIS and website.
- Co-ordinate data management with existing country and regional data management facilities (e.g. SADCO),
- Assist with training in respect of data analysis and management,
- Routine reporting of progress to the BCC Secretariat and Management Board

Minimum Qualifications

A Masters Degree or equivalent with a minimum of 5 years experience in data and information management.
Demonstrated Information Technology expertise.

Desirable Attributes

- Self-starter
- Multilingual (English and Portuguese)
- Spoken and writing fluency
- Programme and project management experience
- Data management, IT and database, Website development experience.
- Fund raising experience
- Marine science experience

Terms of Reference: Benguela Current Commission Regional Training Officer (RTO)

Type of Contract:	Service Contract (SC)
Languages Required:	English (Portuguese and advantage)
Expected Duration of Assignment:	4 Years, (renewable based on satisfactory performance)
Expected Commencement Date:	1 June 2008
End Date:	31 May 2012

Background

The BENEFIT and BCLME programmes are scheduled to terminate in December 2007 and March 2008 respectively. Jointly they represent a decade of cooperation among the three countries bordering the Benguela Ecosystem. BENEFIT has been funded with donor aid (mainly Norway and Germany) and contributions in cash and kind from the ministries responsible for fisheries in Angola, Namibia and South Africa. The BCLME was funded by a broader range of regional ministries and stakeholders but chiefly via a grant from the Global Environment Facility's International Waters Programme (GEF-IW). The programmes have established a regional technical and management infrastructure in the form of working groups and management committees. This has culminated in the signing of the Interim Agreement of the Benguela Current Commission (BCC) which will see the establishment of the BCC with a Management Board advised by an Ecosystem Advisory Committee (EAC). Concurrently, the Strategic Action Plan for Implementation (SAP-IMP) Project will come into effect and will act as the financial impetus for formally supporting the institutional development and strengthening of the BCC.

Unequivocally, both the BENEFIT Programme and the BCLME Mid-term evaluation, recognise that a dedicated training and capacity building (TCB) programme with ring-fenced funding would be a pre-requisite for the successful implementation of the SAP-IMP Project and for the BCC to meet its broad mandate of successfully implementing an Ecosystem Approach to Fisheries (EAF) management. Furthermore, a study commissioned on the TCB needs of the region, recommended that a holistic TCB programme focussing on skills development and skills improvement be instituted through the BCC. A model based on a series of short-courses is being recommended to meet the TCB needs of the region. In addition to meeting existing TCB needs, the model should also address, through national and regional strategies, staff retention in the dedicated and line ministries in the three countries. This is to mitigate the loss of newly acquired or enhanced capacity not to compromise the region's ability to succeed with EAF implementation.

Lastly, the TCB study also identified the imminent need for a person to manage, coordinate, implement and monitor and evaluate the impact of the training strategy. A BCC Training Officer would be pivotal in strengthening the capacity of the Benguela Current Commission (BCC) to implement an Ecosystem Approach to Fisheries management.

Duties and Responsibilities

In General: The Benguela Current Commission Regional Training Officer (RTO) will be responsible for the development and implementation of a training programme under the auspices of the Benguela Current Commission. The RTO will manage the day-to-day training activities of the programme and assist the Executive Secretary and Ecosystems Coordinator in organizing consultative meetings, raising funds for training, tracking and assessing the impact of the training programme and assisting with the administration of funds allocated to training activities.

In Particular, the TCBC will:

- Develop, implement and evaluate a Training Plan, making full and appropriate use of the TCB Strategy annexed to the BCLME SAP-IMP Project Document
- Develop, implement and evaluate a medium term in-service training programme
- Develop, implement and evaluate an annual training programme in consultation with the chairs of the subsidiary bodies of the BCC.
- Promote the Training Plan and assist in raising dedicated funds.
- Liaise with training Coordinators in Angola, Namibia and South Africa regarding national training activities, respond to short-term needs as they arise.
- Report progress to the BCC Secretariat and Management Board.

Minimum Qualifications:

- A Honours degree (or equivalent) with a minimum of five years experience in a marine science or related field and significant experience in training, project management and budget administration
- Extensive knowledge of the range of programme and projects and service providers in the region is essential.

Desirable Attributes:

- Self-motivated,
- Multilingual (Portuguese and English), spoken and writing fluency,
- Programme and project management experience,
- Experience in drafting and managing budgets,
- Experience in proposal writing and fund raising,
- Good networking and co-ordination skills,
- Excellent computer skills (word, excel & PowerPoint),
- Marine Science experience.

Terms of Reference: Benguela Current Commission National Coordinator

Type of Contract:	Service Contract (SC)
Languages Required:	English (Portuguese an advantage)
Expected Duration of Assignment:	4 Years, renewable based on satisfactory performance
Commencement Date:	1 June 2008
End Date:	31 August 2009

General Description:

The National Coordinator shall be responsible for the implementation and coordination of scientific and training and capacity building activities and, the collation of information and data. He/she shall promote and coordinate the interests of the BCC in an impartial and objective manner and liaise directly with members of the BCC Secretariat and other stakeholders, agencies and donors as deemed necessary by the BCC. The National Coordinator shall report directly to the Executive Secretary and shall be responsible for the coordination and management of the work plan. This will include the arranging and facilitation of, and convening of meetings with relevant stakeholders, the operation of a budget and the implementation of an agreed work plan.

Specific Duties:

- Coordinate important EAF activities initiated during the BCLME Programme
- Liaise with stakeholders and collate important information and data for input to the SEIS. Store such data safely and make available to the BCC;
- Provide support to the Ecosystem Coordinator for the implementation of Science Programme activities at the national level;
- Provide support to the Regional Training Office for the implementation of TCB activities at the national level;
- Provide logistical support to consultants contracted to deliver outputs for the Science Programme and the TCB Strategy;
- Provide support to the BCC at national level as deemed necessary by the Executive Secretary and the Ecosystems Coordinator;
- Provide monthly reports on the implementation of activities.
- Participate in, and arrange meetings relevant to the implementation of activities for the transition between the BCLME Programme, the Science Programme and the TCB Strategy.

Qualifications:

- Post graduate degree in fisheries and marine science, environmental science or a related field
- At least 5 years experience in fields related to the assignment
- Demonstrated organizational, diplomatic and negotiating skills
- Familiar with the Benguela Current Large Marine Ecosystem, the threats and challenges facing the fisheries resources and the application of an integrated approach to ecosystem management
- Excellent English speaking and writing skills with working knowledge of Portuguese highly advantageous
- Previous work experience in one or more of the participating countries especially on issues relating to fisheries research and marine resource management will be favourably considered.