

June 2, 2020 Final Submitted



MID-TERM EVALUATION REPORT

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

PIMS: 5313
GEF ID 5753

Stephanie Hodge - Independent Evaluator

April 2020

Basic Report Information	
<ul style="list-style-type: none"> • Title of UNDP supported GEF financed project: “Realizing the inclusive and sustainable development in the BCLME region through the improved ocean governance and the integrated management of ocean use and marine resources” Short Title – Improving Ocean Governance and Integrated Management in the BCLME • UNDP PIMS#: 5313 • GEF project ID#: 5753 • Atlas Award ID: 00097898 • Start Date: January 2017- March 2022 (63 Months) • GEF finance: USD 10,900,000 • MTR time frame and date of MTR report: December 2019 to April 2020 • Programme Period: 2014-2018 • Project PAC Signed: 22 September 2015 • Region and countries included in the project: Angola, Namibia and South Africa • GEF and UNDP Operational Focal Area/Strategic Program: UNDP Strategic Plan Environment and Sustainable Development Primary Outcome: 2.5. Legal and regulatory frameworks, policies and institutions enabled to ensure the conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems, in line with international conventions and national legislation • UNDP Strategic Plan Secondary Outcome: 1.3. Solutions developed at national and subnational-levels for sustainable management of natural resources, ecosystem services, chemicals and waste • Executing Agency/Implementing Partner: Benguela Current Commission • GEF Focal Area: International Waters 	

MTR Conducted by: Stephanie Jill Hodge Independent Project Evaluator

Acknowledgements

The consultant acknowledges the assistance provided by those BCLME stakeholders involved: regional, national and local authorities of the BCLME Convention and those officials and technicians who offered their time for both logistical arrangements and participation in individual and group interviews and provided detailed comments on pre-release versions. UNDP staff from the Namibia Country office and UNDP GEF Technical Advisor Water and Oceans provided valuable comments and references to supporting materials for the MTR evaluation (MTR) that have been incorporated into this report. The permanent assistance of project management and other officials was key to the success of the mission and their technical ability and willingness to work were crucial during the drafting of the report and its review.

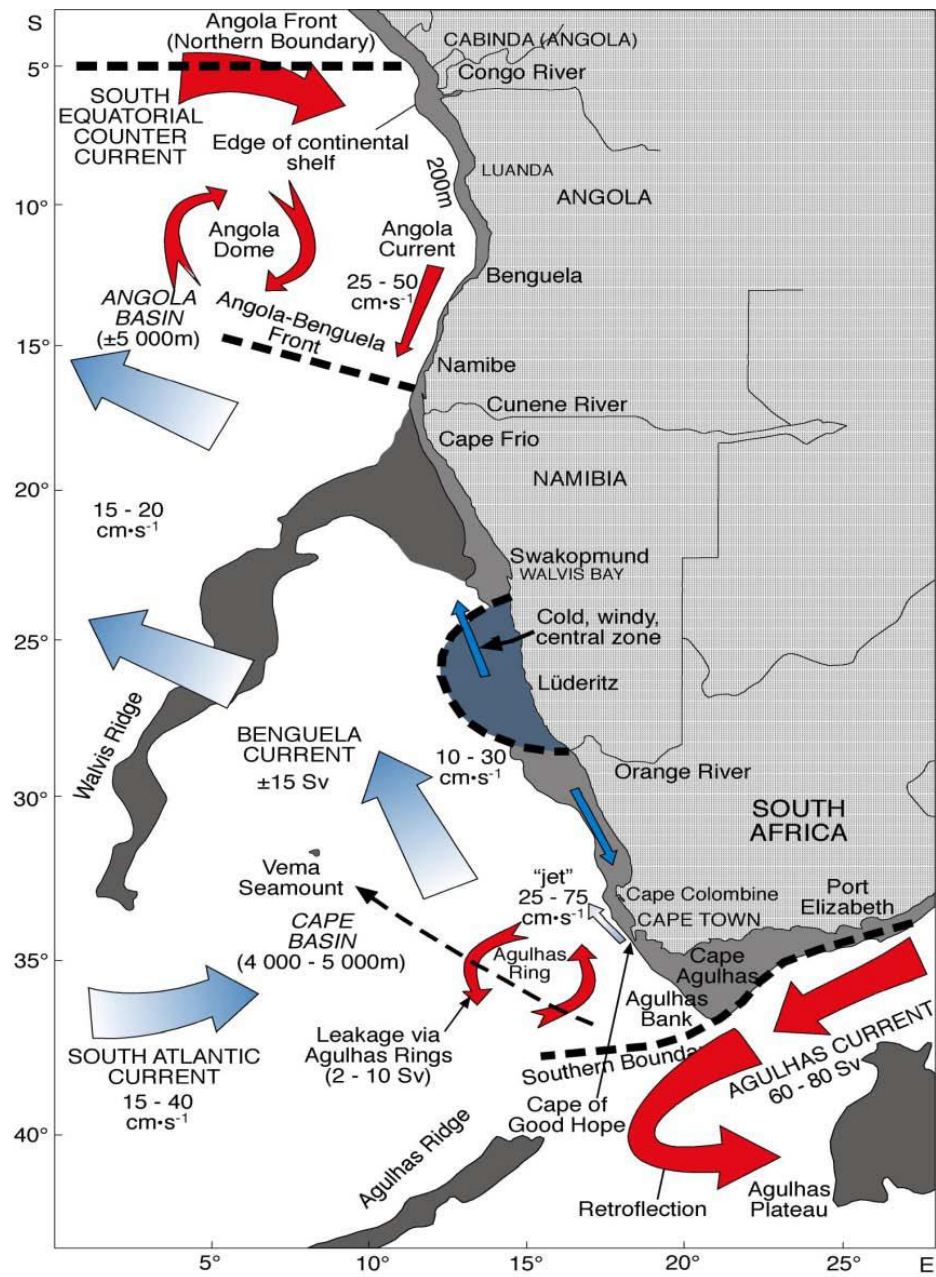


Table of Contents

1. Introduction	15
Purpose of the MTR and objectives.....	15
Scope & Methodology	15
2. Project Description and Background Context	16
Development context.....	16
Problems that the project sought to address: threats and barriers targeted (Annex 11, List of Stress Reduction Measures, Project Document)	17
Project Description and Strategy.....	18
Project Implementation Arrangements	21
Project timing and milestones	22
Main stakeholders.....	22
3. Findings.....	24
3.1 Design Linkages to Needs and Priorities, Strategy and Log frame	24
3.2 Results	29
Progress towards Results.....	29
Progress towards Outcome Analysis	29
<i>Remaining barriers to achieving the project objective</i>	<i>37</i>
3.3 Project Implementation and Adaptive Management.....	37
Management and Oversight Arrangements.....	37
Work planning	41
Finance and co-finance process.....	41
Project-level monitoring and evaluation systems	42
Stakeholder engagement/partnerships/synergies	43
Reporting (also see monitoring section)	44
Knowledge Management and Communications.....	44
3.4 Sustainability.....	45
Financial risks to sustainability	45
Socio-economic to sustainability.....	45
Institutional framework and governance risks to sustainability	45

Environmental risks to sustainability	45
4. Conclusions	45
5. Recommendations	46
6. ANNEXES.....	47
MTR ToR	47
MTR evaluative matrix	47
Ratings Scales.....	49
MTR mission itinerary	50
List of documents reviewed	51
Co-financing table	52
Signed UNEG Code of Conduct form.....	52
Signed MTR final report clearance form	53
Annexed in a separate file: Audit trail from received comments on draft MTR report.....	54
Annexed in a separate file: Relevant midterm tracking tools (IW TT)	54
List of persons interviewed.....	55
Annex: Stress Reduction Measures listed in the Project Document.....	59
Annex: Progress review, January- February 2020	62
Annex extra progress review-during evaluation, December 2019.....	93

MTR EVALUATION REPORT FINAL JUNE 3, 2020

iii. Acronyms and Abbreviations

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

MTR EVALUATION REPORT FINAL JUNE 3, 2020

EXECUTIVE SUMMARY

1. The context: The project was designed to contribute to a coordinated regional approach to the long-term conservation, protection, rehabilitation, enhancement and sustainable use of the Benguela Current Large Marine Ecosystem (BCLME) in order to provide economic, environmental and social benefits and well-being to the region through the domestication and implementation of the Benguela Current Convention and accompanying Strategic Action Programme. More specifically it was designed to assist Party countries vulnerable to the impacts of marine and coastal degradation in implementing the BCLME Convention adopted by Party states. It does this by assisting the countries to carry out the prerequisite policy and legal and institutional arrangements in relation to the BCLME Convention. The project includes support for training and for building national capacity in BCLME key work areas and generally by raising awareness of the social and economic implications of degradation of the marine ecosystem. This five-year project dates (Jan 2017 to March 2022) was developed by the BCC in collaboration with the Global Environment Facility (GEF) and the United Nations Development Programme (UNDP). It builds on the previous UNDP-GEF supported projects in the BCLME (see description in context below) and assists Party countries in raising awareness and building capacity for marine ecosystems monitoring.

2. This evaluation: This Mid-Term Evaluation (MTE) is an integral part of project management within UNDP as well as the GEF systems and forms part of the BCLME III project work plan. It starts by examination of the Project Document (PD), which explains how the Project is formulated and then evaluates the performance of the project, the progress made in achieving the planned outcomes and objectives and the management structure and financial arrangements. It identifies some of the more important lessons learned as well as best practices that might benefit other UNDP GEF-sponsored projects. Finally, it identifies issues and adjustments to the work plan that should be considered during the remaining years of the Project.

3. The key questions underlying this mid-term evaluation are how well the project is progressing towards achievement of its objectives and whether or not, in the view of the evaluator, the objectives will be achieved at project closure. Subject to the conclusions on these two issues, a secondary question is what changes should be made in the following years of the project that will improve its chances of success. Numerous factors can influence this and thus, the evaluation needs to distinguish between circumstances that are within the control of the Project and its management team, and those that are not. In some cases, it may be possible to take actions that can divert a potential problem or overcome or reverse an existing one. Where relevant, the evaluation attempts to take these factors into account.

4. Project formulation: Initial support for BCLME began with acknowledgement of transboundary environmental issues and problems, followed by establishment of the tripartite Benguela Current Commission for integrated ecosystem management (the first project, implemented from 2002–2008). Establishment of the regional Benguela Current Convention and treaty and development of scientific knowledge and a strategic action plan upon which to base long-term monitoring (the second BCLME project, 2009–2013) followed. The process was later consolidated based on intersectoral cooperation and partnerships to deliver policy and institutional and management arrangements necessary for sustainable development of the BCLME (BCLME III project). This third project aims at building capacity for joint monitoring, compliance and management measures and risk reduction through a multi-component process. It implicitly recognizes that, although the contribution of any particular component may be small and unquantifiable, the combined effect of the various activities, if carried out as intended, should significantly reduce the risk to the marine environment and marine ecosystem degradation. This is critical to the success of the project. Evaluator finds that while the project design at the outcome level is a clear focus on governance and SAP implementation, it is highly ambitious (especially with regional and national capacity building goals and demo projects).

The MTR consultant found that the execution, implementation arrangements and conditions for oversight is quite complicated. For instance, UNDP is the GEF Implementing Agency and BCC the Executing Agency EA. This means while UNDP is responsible for providing fiduciary oversight and monitoring towards result, the project is implemented by the BCC but BCC is also to be learning by doing. The assumption with this is that BCC has the capacity to fully implement an ambitious two level (regional and national level initiative) but in fact, the project goal is to build capacity for implementing the strategic action plan SAP. In fact, the intent is for the GEF funds to provide incremental support to BCC in order to achieve environmental impacts. The current arrangement thus needs more focus on building out the support capacity and monitoring capabilities of the PMU in order to achieve these goals. The oversight for these results is based on the agreement between the BCC management board and the GEF/UNDP to oversee. To enable, the PMU need capacities for monitoring and cross cutting areas to support implementation and to build capacity of BCC to implement.^[1]

While the project design for regional level activities was well thought through and seems to be clear to many of the stakeholders, the same cannot be said for national level activities, especially demonstration projects (component 1.3). The demonstration projects were redefined during the inception phase to align them to national priorities and to define clear activities. BCC Secretariat/PMU is clear about expectations from national intersectoral committees (component 1.2) but there seems to varying understanding from national stakeholders.

A notable exclusion was that the design needed strategies for knowledge sharing between national policy activities and demonstration projects and BCC institutional structures.

5. The institutional framework: The improved institutional framework in which the projects sits is broadly based with focus to optimize the Party states responses based on a large marine ecosystem based approach. The collaboration between UNDP/GEF (implementing agency) and BCC (the execution agency) has been long term and harmonious and fruitful. It exemplifies good practice as an effective mechanism for the UN system to assist countries to put in place the necessary measures for marine environmental protection and sustainable use over time. UNDP/GEF assisted by allocating funds to initiate and prepare for the project. They played a major role in developing the Project Document. The BCLME III document sets the overall objectives of the project, identifies the anticipated outcomes and related indicators and details of the activities to be carried out along with estimated budgets and timescales. The BCC carries the pivotal role. The PMU is currently the driving force of the project. Without it, the critical elements of BCLME support project could not be delivered and the project goals could not be achieved. Despite its lean staff complement, the project implementing unit is active and highly influential on regional and national work. Collaboration exists between the PMU and colleagues within the BCC permanent committees, namely Ecosystem Advisory Committee, Compliance Committee and Finance and Administration Committee. Their working relationships are fair and there exists an attitude of mutual understanding and support facilitates adaptive management and efficient management of project budget.

MTR EVALUATION REPORT FINAL JUNE 3, 2020

Project Information Table

Total resources required \$174,815,000		Programme Period:	2014-2018
Total allocated resources: \$174,815,000		Atlas Award ID:	00097898
<ul style="list-style-type: none"> Regular 		Project ID:	00101449
<ul style="list-style-type: none"> Other: <ul style="list-style-type: none"> GEF USD 10,900,000 Government USD 135,000,000 Other USD 28,915,000 TOTAL USD 174,815,000 		PIMS #	5313
		Start date:	January 2017
		End Date	March 2022 (63 months)
		Management Arrangements	IGO Implementation
		PAC Meeting Date	22 September 2015

Project Description

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

Project Progress Summary

MTR notes that the region's cooperation through long term GEF/UNDP support on Ocean's and International Water's Governance is very strong and in fact, leading the world. It is deserving of showcasing globally transboundary ecosystem based approach. The third phase UNDP /GEF support BCLME III project experienced a delayed start which was attributed to administrative factors. Generally above that, the project planning is in part dependent on the completion of several studies(governance, organizational review , ecosystem valuation and cost benefit analysis) across the components before undertaking the integration and work planning with (after baseline work has been completed). The project implementation is supported by excellent project management and UNDP/GEF. At MTR project implementation is reaching a point (with key readiness studies completed) for streamlining all components and doing integrative planning toward results.

The procurement rules at BCC have been good but the effectiveness is questioned. Several bottlenecks were addressed by adaptive management (agreement on regular and blanket support). It currently need an integrated work plan for results at regional, national /subnational, accelerated support to procurement plan, smart results planning and technical monitoring support.

The key MTR recommendation is to engage all implementing partners in a retreat (including demos) in order to fully integrate the work plan and factor in the gaps identified in the BCLME monitoring 'system' (based on project completed assessments). Also, to address capacity strengthening needs based on all assessments conducted across the components including governance, organization review, valuation exercise and cost benefit analysis). The retreat can also support a plan for cross cutting areas: including communications, results-based monitoring and management, procurement of smarter -larger work packages and team-building exercises.

MTR Ratings & Achievement Summary Table (Ratings in Annex)

Measure	MTR Rating	Achievement Description
Project Strategy	N/A	<p>The project is highly relevant to the BCLME region and is well aligned to national priorities in the three countries. It is also relevant at an international level as it promotes SDG 14, UNCLOS and other environmental treaties.</p> <p>The design strategy is correct, strategic with a long-term focus on institutional capacity building and SAP implementation at regional and national/subnational.</p> <p>The strategy is relevant (views of stakeholders). The MTR determined in interviews with high-level officials from Party countries and through document and project report reviews (including the Governance Baseline Assessment/Organizational Review), that the project is highly relevant to their national and international policy needs and that the support is highly valued by all three countries for its contributions to their international, regional cooperation and national priorities.</p>

MTR EVALUATION REPORT FINAL JUNE 3, 2020

		<p>In general, all stakeholders interviewed, including representatives of the Ecosystem Advisory Committee EAC and commissioners and others, share interest and continued will to work together on marine ecosystems governance, (biodiversity and nonliving resources). The solidarity stems from a long, shared history of support for equity, sustainable development and freedom from oppression. Cooperation builds on lessons learned and experience based on past intergovernmental cooperation among the three countries. Interregional training and south-south cooperation (pre-colonial) was ongoing before the projects.</p> <p>At the regional level, high-level interviewees perceive the project as actively supporting BCLME convention implementation, and facilitating regional collaborative work between scientists and policy makers, helping with the BCC business and work processes, sharing interregional good practices for policy harmonization, aid for standards and setting up the indicators that are critical for future BCLME data sharing; finally, support to capacity for joint monitoring and compliance work as well as resource mobilization and partnerships. Take note however, SAP has 8 thematic areas and what is presented above are just some of them.</p> <p>A key assumption has been that the BCC has capacity to implement a complex SAP agenda and capacity would be enhanced by doing. Additionally, the design was highly ambitious with national and regional level expected results. Thus, execution through regional –national implementation modality by a newly established institution posed some challenges in procurement which contributed to delays of project activities (delays were experienced in recruitment of staff and consultants). The early procurement issues (project was slow in procuring through BCC systems in beginning) were addressed by UNDP/GEF interventions but in light of MTR findings, there is need for BCC to strengthen its procurement and institutional capacity building monitoring for results capacity.</p> <p>It is understandable that the project had experienced bottlenecks as BCC is a new institution and implementing big donor projects (so all good), but the scale of the resources to be implemented by BCC, including UNDP/GEF, FAO and GiZ, will require a coordinated effort with augmented support to the PMU for delivery and cross cutting support to BCC and national teams, joint planning and joint accelerated implementation strategy led by BCC. MTR found that the implementation of the component two and three work on stakeholder engagement and capacity building is, in part, dependent on more streamlining and inclusion of studies and baseline work from other components i.e. institutional, governance, economic valuation and cost benefit.</p> <p>During MTR, the consultant observed challenges of a slim PMU undertaking management and technical monitoring at regional and national level. Even with the adaptations and addition of a national coordinator, there is still need to support the regional and national results monitoring. It was obvious that the national coordination role was not well understood by the NICs and national demonstration project managers and local teams.</p> <p>A critic was BCC meetings have same BCC focal points from the sectors and countries. Policy level and science level and the heavy workshoping are taking them out of positions to be involved in steering committees and workshops. It may be necessary to rationalize some of the workshoping and do virtual meetings. The number of workshops is said to weigh heavy on countries for their participation. In terms of efficiency and results in terms of BCC capacity development, the project is lacking a cross cutting knowledge management strategy.</p>
Progress Towards Results	Objective Achievement Rating: (Satisfactory (S))	<p>Despite the delays and factors outside the control of the project implementing team, the PMU, GEF/UNDP and GEF regional technical advisor have been working closely with the Implementing Partner IP BCC and project steering committee to implement and adapt the project. As mentioned above progress monitoring is overseen by UNDP while BCC is responsible for day-to-day implementation. The project can showcase cross sector and stakeholder engagement and monitoring to compliance systems.</p> <p>The intent to influence policy for sustainability and NIC enabling work. How to monitor and report is a key gap. The implementation to date has included programming baseline and studies for further implementation. The work plan need enabling work to fully planning the activities, in particular to move on the cross-cutting implementation support activities. The design, with a phased approach to capacity building is commendable. The phase is focused on BCC doing and supporting the convention's concrete results in the countries. For each country, their situation is unique, as are the entry points. For instance, the entry point in Angola, as example, is thus. Angola has a large rural population and many in coastal areas dependent on artisanal fisheries. There, BCC finds a unique opportunity to support national decentralization and rural equitable sustainable development strategy linked to a blue economy type policy. In Namibia, the work is centering on initiating a Blue Economy policy as well as improving engagement with the private sector. In South Africa, the entry point is the demonstrating results on existing oceans, coast and water policy and implementation in the engagement of academic institutions for monitoring, local communities and private sector for results.</p> <p>The national projects expressed needs for planning, technical monitoring and knowledge management support, and while project management had adapted by adding national coordinators, it has come late and this role needs further definition. Certainly, NCs integration with NICs and the sub national demonstration projects (possibly: role in knowledge management, standard operating procedures and results mapping and articulation and work planning and technical monitoring, briefing ministers and national communications) is called for.</p>

MTR EVALUATION REPORT FINAL JUNE 3, 2020

		Component one work is advancing on track. The other components are ongoing (3. Capacity development) and or just beginning (2 Stakeholder engagement and 3. Finances and resource mobilization) but all can use more integration and inputs from the baseline work identified across components for results (governance baseline, organizational review and economic valuation, cost benefit analysis).
	Outcome 1 Achievement Rating: Satisfactory (S)	Outcome One – Governance, Institutional Work and Monitoring Programme See full review of Outcomes in Log frame table in Annex. The component one work is advancing and is on track. The other three components need more integration with baselines: pilots, stakeholder engagement, ecosystem valuation, governance baseline assessment (gender analysis and training needs assessment) and organizational review. The project has provided excellent support to the EAC, and monitoring work of science working groups and the compliance work.
	Outcome 2 Achievement Rating: Marginally Satisfactory (MS)	Outcome 2 - Stakeholder Engagement Stakeholder engagement is just starting but key interviewees say it will be integrated and well designed. The stakeholder position was recently recruited (December 2019). The office is currently undertaking a mapping. It will be inherently linked to showcasing a Knowledge Management approach at BCC. MTR recommend a KM strategy is accompanying this work. The ecosystem valuation work will support plan for results in this outcome.
	Outcome 3 Achievement Rating: Marginally Satisfactory (MS)	Outcome 3 - Capacity Building The capacity development work is already advancing through BCC offices and SAP work (See annex – capacity building work at BCC funded by project). The capacity development work and approach can currently be integrated/streamlined with the results of the component one studies on governance and organizational review and the component four pending work on ecosystem valuation and cost benefit analysis. The Post MTR can see an extension of the monitoring and learning (including KM) support from PMU i.e. regional to national level activities for expected results.
	Outcome 4 Achievement Rating: Marginally Satisfactory (MS)	Component 4 – Finance and Resource mobilization All indications by interviewees is that this is a priority and should soon start. See recommendations by senior managers in report. The valuation and cost benefits analysis work under this component is cross cutting is linked to capacity development needs at the national as well as regional level. MTR suggest GCF accreditation might be one output target as well as benchmarking on newly partnering institutions such as UNDP and UNV.
Project Implementation & Adaptive Management	(Satisfactory (S))	<p>Implementation approach and adaptive management The project steering committee applies adaptive management and has been supportive in implementation of decisions; this was evident e.g. inclusion of the national coordinators. The project experienced several bottlenecks in implementation (including some political factors outside its control). The leadership at the BCC is in transition and the Executive Secretary position has not been filled. This BCC leadership issue has affected the overall moral of the organization but MTR was told that qualms have been resolved and recruitment of the Executive Secretary is underway). The project management will support the BCC extended-project team by hosting a second half learning/planning retreat to bring everybody on the same page and to move the work forward with a focus on results.</p> <p>Stakeholder involvement There has been excellent participation of the regional level science and policy level staff. Work can advance on BCC stakeholder engagement including focus on WOMEN, YOUTH, and private sector and with communities (including those involved in national demonstration projects) for results. This is closely linked to communication and BCC knowledge management strategy. While the project supported inclusiveness and gender analysis has been rigorous, there is a need to build into the project plan monitoring of inclusion beyond having a gender policy development for BCC. The project has clear goals for inclusion in the national demonstration projects and this requires regional level monitoring. It requires a focal point in the PMU.</p> <p>Financial planning and management Delivery is slow. While BCC procurement is transparent and rules are effective, the implementation load for this project will be heavy /substantive and the PMU will need to provide extra support to procurement in order to implement project priorities. UNDP is providing blankets quarterly advances to BCC. The procurement unit need support for planning larger work packages linked to smarter work planning and identifying BCC institutional level implementing partners for results.</p> <p>UNDP Supervision and backstopping UNDP/GEF has provided excellent support to implementation to date. UNDP/GEF regional technical advisory is heavily involved. The Namibia UNDP Senior managers including the RR, DRR and PM is constantly present in all strategic level meetings and steering committee, for design support, and UNDP PM Namibia has been providing excellent day to day support to project manager. Highly satisfactory for project management and support to implementation. The ME was budgeted adequately. While ME has been a commendable effort on part of all involved including UNDP/GEF regional technical advisor and UNDP and the PMU and acting Executive Deputy at BCC, the PM who has been holding things together clearly needs additional day to day technical monitoring (and for capacity shadowing / and planning with BCC staff).</p>

MTR EVALUATION REPORT FINAL JUNE 3, 2020

		<p>Technical Monitoring The original project included provisions for monitoring support but this was not held up. There was a robust ME plan partially been followed-through. MTR suggest the monitoring capacity at the PMU is strengthened and to support capacity for monitoring at the BCC as well as assist in project work planning and monitoring results with the relevant BCC and project offices including EAC work groups, Compliance, Capacity Building and Data management and Policy, Stakeholder engagement in particular. Capacity at the BCC for results based monitoring, knowledge management systems thinking and results mindset must be showcased and built. This need can be linked to capacity building and knowledge management/sharing as a system and linked to need for improvements in BCC long-term results and functioning.</p> <p>Factors influencing Implementation The project had implementation bottlenecks and some factors were outside control of secretariat/ PMU i.e. delay in recruitment of project manager PM and setbacks in the recruitment of BCC Executive Secretary ES. These issues are being resolved. The MTR find the project at a good point during implementation for team building retreat and building on lesson from implementation to date.</p>
Sustainability	(Moderately Likely (ML))	<p>Financial There is a strong need and a request by the Commission for additional work on partnerships and developing resource mobilization skills for BCC secretariat. BCC work culture is not outward oriented. BCC has been dependent on a few donors. The work planning can support BCC staff to become and outward-oriented and to position and undertake resources mobilization including third party cost sharing agreements, gain access to the green climate fund, delve into partnership strategies. There are excellent examples of this culture-change type work from UNDP and UNV. A comparative benchmarking may help to understand how to become partnering institution. UNDP with UNV might provide technical assistance on partnership strategies Procurement had been slow and with much at stake to deliver at half time, procuring bigger work packages is essential. UNDP might provide technical assistance in this regard.</p> <p>Sociopolitical There is urgency for the project implementation unit and the work planning needs to consider a focus on addressing structural inequalities and risks mitigation strategies in the work planning and BCC policy work: Such technical assistance can be injected into BCC planning work in BCC Parties and in the demonstration projects. For instance, in Angola there is high stakes for the rural development and oceans and blue economy policy linked to the artisanal fishing, rural communities' livelihoods and women's issues. This needs to be permeated through the project's capacity building approaches to the demonstration project and in the communication and the policy work of the BCC in the three countries. This is a value added of the projects technical assistance components. The project has already developed a gender policy for BCC. This need strategy to integrate into work plans. This aspect, strategic communication, needs work and a full project focus (see effectiveness section).</p> <p>Institutional framework and governance The project is in general, a governance and organizational improvement project, and is aimed towards sustainability including targets for institutional building and policy. However, the sustainability can only be assured by policy outcomes of this project including the realization of the BCLME enabling environment (including structures in the three countries to support BCLMEs mandate on harmonizing policies, science and compliance) and to build capacities of all stakeholders for an integrated ecosystem management approach. The work on policy communications is thus highly important to raise good practices and the benefits coming from this support. The project implementing unit should focus on communication work and on the learning and knowledge sharing work of BCC in general. This work can be streamlined with BCC learning needs and focus on results based management and monitoring.</p> <p>Environmental This is ultimately an environmental project. Sustainability will come based on the success of the implementation, the institutional structures and policy outcomes including results of the interacted ecosystem management approach in the demonstration projects. The demonstration projects are to demonstrate the approach, aimed at success. The PMU can ensure monitoring and sharing the results of these projects for showcasing to policy audiences. These projects need a communication and focus. Ultimately, the project need a focus on smarter targets for learning (expected results) and teamwork for smooth implementation.</p>

Summary of conclusions

The project is highly relevant. As the third phase of UNDP GEF support to countries, in the view of evaluator, the collaboration between countries would probably continue in absence of GEF support. The regional networking and collaboration platform for work between scientists and politicians in the

MTR EVALUATION REPORT FINAL JUNE 3, 2020

region is strong and entrenched in a shared history of solidarity. GEF funding and UNDP technical support is widely accepted as providing the “enabling aspects” of the new BCLME convention, which came into force only in 2015. The governance work, however, cannot rush its political process, so this project needs smarter targets and indicators and clear work plans with bigger/smarter work packages for results. Otherwise, they are overambitious in the time frame. Much of the work can be better framed as a supporting process of institutional change and or making contributions as opposed to definitive statements, i.e. ratification of conventions like Ballast Water Management, etc. The work to date has been concentrated on setting baselines and doing assessments for governance and convention work planning. It is now timely to step back to planning as a team and making smart strategies and setting targets around the real results expected by the end of the project, i.e. prepare the institutional setup regionally and nationally for monitoring, reporting the compliance work of the convention. A post-MTE redesign and work planning workshop must take place—the work is not there yet in the evaluator’s view.

The project design has thematic focus on governance (component 1) with three cross-cutting areas (component 2) on stakeholder engagement, (component 3) capacity building and (component 4) resource mobilization, finance and partnerships. With the studies (governance, organizational review and ecosystem valuation and cost benefits analysis) completed (or near), the streamlining and planning for an integrated work plan for results. This might be facilitated in post MTR work planning retreat. The governance and institutional capacity building work plan needs to flow from the work planning around the core work of the project –SAP implementation (regional and national/subnational) linked to institutional capacity development. The mantra is cross sectoral approaches to integrated ecosystem monitoring. This approach will reinforce synergies with other ongoing BCC projects which are promising opportunities, i.e. links and prioritization of resources between cross-sectoral and inclusive planning of the FAO/ CCA project and blue economy with MSP work. During evaluation, the commissioners made a call for the work to begin on resource mobilization and partnership building. That for the project to bring in support and to benchmark good practices from international agencies that may have gone through a similar process. It should do capacity building and implement a results-based management approach to these expected results with the BCC secretariat and others. Partnership and strategic partnership is core work from the secretariat. This needs strategies and capacity building.

The project Technical Support (TS) is filtering through, but at MTR as there have been some gaps in design identified. Much baseline work is just readying the project for integrative work planning. The project will need more focus on identifying technical support needs for results especially on the science – to governance and compliance (convention monitoring) work. In addition to technical support needs in terms of monitoring, reporting and assessments, the teams expressed need for additional technical support on strategies and work planning. MTR noted technical gaps (see technical support section above and in report) and established that these needs to be firmly mapped post MTR- a key recommendation coming from this MTR. Ensuring adequate technical support for improving BCLME ecosystems monitoring, assessment and compliance is value added work for the UNDP/GEF technical support focus. UNDP and GEF technical advisers can help facilitate post MTR assessment in terms of what the needs are and then help project implementation team make a plan to fill in gaps. Also, during evaluation, the scientists and politicians involved in ecosystem advisory work and compliance work groups and the governance of the BCLME were clear that the GEF project finances and technical support of UNDP/GEF project should focus on gaps in monitoring areas. In this regard, the technical needs and gaps must be assessed to determine outstanding needs and gaps for UNDP/GEF technical assistance and monitoring. These needs then be introduced into the work planning processes. GEF might be present in these meetings and or send advisory services in the key work areas, i.e. institutional capacity building, ecosystem monitoring indicators, target setting; four BCLME work areas and gaps in compliance work (oil spills, waste management, etc.) and benchmarking best practices from around the world, etc.

The GEF project is aimed at demonstrating cross-sector collaboration, showcasing integrated ecosystem monitoring approaches and enhancing stakeholder participation for results. It is not there to do the work for the countries. Demonstration activities need national level results plans and support on monitoring, knowledge management, strategic communications and results-based management. These needs to be monitored from the project and documented and shared as successes through demonstration, documenting and sharing those successes. The staff at demonstration projects expressed need for technical and monitoring support including on procurement, project and result based management. In addition, for guidance and cross-cutting support on stakeholder engagement, capacity building and resource mobilization, partnerships and financing. This now needs to be planned post-MTR in a planning section. The technical and monitoring support needs for the national level results and demonstrations can also be mapped out and costed and fully integrated with the project cross-cutting strategies.

Recommendations

This project’s intention, based on the design strategy, was to provide incremental support to BCC for institutional and capacity development and to get sustained and concrete impact-level results (positive changes in the environment). It is a third phase built and based on two previous phases of “enabling” work, including setting up institutional arrangements and governance and supporting BCC with SAP implementation support work. However, this project makes assumptions on the implementation arrangement with BCC and the strategy to implement by doing business as usual through BCC. TE finds that in absence of clearer additionally such an arrangement is too slow and there is not sufficient plan to add value to sustained results around governance, institutional arrangements and policy at the regional and national levels. Project has ambitious goals to support BCC functioning and financial independence. The recommendations are thus centered on supporting the project to provide “value added” technical and financial services to the BCC and to include a proper matrix on the expected capacity building results.

The project has been busy implementing component one (the largest component and essentially the thematic focus - governance and national improvement) on track. The other three, however, are just about to start so evaluating these elements was not possible. The evaluation focus turned to supporting future project implementation. MTE is ready for more integrative work planning and team work toward results. There are certain items that should be supported at MTR including the following:

1. Recommendation GEF SECRETARIAT Grant project 12-month extension. GEF Secretariat should grant the project a 12-month extension justified by the delays and factors beyond the control of the project. Due to the delays, notably the delay in hiring the BCC executive secretary ES, the late recruitment of the PM and considering the complex implementation and oversight arrangement (learning by doing through a learning institution), provide the project with a 12-month extension;

MTR EVALUATION REPORT FINAL JUNE 3, 2020

2. *Recommendation: Senior BCC Management hire the new BCC Executive Secretary.* The senior management of the BCLME convention facilitates the recruitment of the BCC Executive Secretary ES as a matter of priority i.e. in six months as a condition for continuing. The Executive Secretary of the BCC is ultimately the accountable person to the UNDP as implementing partner for results and fiduciary implementation. This position can be filled as soon as possible to enable this project to get on track in line with what had been agreed on at the onset.

3. *Recommendation: UNDP/GEF/ Hire a UNDP Chief Technical Officer. Using project funds, the UNDP can recruit a CTA and support the PMU with technical monitoring capacity for results at the regional, national level and sub-national levels.* While the project design had clearly stated expected results at the regional levels and arrangement i.e. PM, the expected results at the national level are not so clear. There is a need to establish a monitoring system and authority for integrated results and integrated results at regional and national, sub-national levels. The national coordinators are the monitoring focal point for national-level results, but this was included later, and the results were established at the policy level and national-level but not learning from each other for policy results. Teamwork at the national-level and joint results and work planning at the national level are needed. The CTA can oversee the streamlining and the integrated monitoring framework i.e. vetted log frames and work plans for each country and at the regional level. This CTA position can be filled as a priority before any further work planning is completed. The post should be paid for by project funds. The position must be accountable to senior BCC senior management and to UNDP/GEF. The CTA role should be highly technical function – institutional and capacity building focus and monitoring oversight and can be closely managed by UNDP. The technical monitoring officer must have a senior-level institutional development technical profile with a background in ecosystem science and also features skills for monitoring for results and results-based management to support work planning and provide training to supplement the PMU and BCC staff needs as well as support institutional capacity development needs in countries. This staff will support the project manager and the EAC program with work planning and work with BCC technical staff to train and guide them in their planning efforts to move towards results.

4. *Recommendation: BCC/ PMU, UNDP, augment capacity at PMU for cross-cutting implementation support areas.*

- UNDP/GEF support project install programmatic cross-cutting areas at PMU level by developing strategies with all relevant BCC technical staff for BCC implementation on knowledge management, capacity development, results-based monitoring, procurement, stakeholder engagement, partnerships, and resource mobilization. Using project funds, augment the capacity of the PMU for cross-cutting areas including procurement, communications and knowledge management, capacity building. The BCC PMU needs resources for cross-cutting strategies to implement and facilitate and monitor for cross-cutting areas results, in particular capacity development, communications (in particular for policy level results) and knowledge management and results-based monitoring. The project design lacks the strategies for these cross-cutting areas' support for implementation.

Sub-recommendations

- Procurement

- Do a budget plan for procurement acceleration linked post MTR integrated work plan redesign;
- Accelerate the expenditure and initiate actions i.e. procurement support to support BCC undertake this.
- Determine SOPs to support national demonstration projects move on their procurements.
- Do project related procurement learning and capacity work with all stakeholders involved across the three countries;
- UNDP provides capacity and learning support to procurement in terms of how to do accelerated recruitment for projects, SOPs, and bigger work packages.

Knowledge Management

- Due to needs identified for stakeholder engagement, knowledge sharing, and capacity building for policy level results, develop a knowledge management strategy for knowledge sharing and project-level communications. This should focus on showcasing, regional monitoring and compliance work, NIC intersectoral and sustainability, demonstration inter-sectoral work and multi-stakeholder engagement and policy support. The knowledge management function is a modality for results around learning and sharing including for continued policy learning goals among Party states. It will augment the work as BCC becomes a knowledge-based institution for the sub-region.
- Develop a regional online learning platform for regional capacity.

Communications

- Hire a PMU KM/Communication support officer and enlist BCC technical and program support officers into planning for communication strategy around the project KM and learning work and for what reasons i.e. policy level results, intercountry sharing, etc. The work is also an opportunity to build capacity for this function at the BCC secretariat in its effort to become an effective knowledge platform and to increase the visibility of good work and cooperation across the region and in the world.

5. *Recommendation. UNDP/GEF/PMU/BCC co-facilitate post-MTR project team-building retreat and work planning exercise and focus on integrated results and streamlining needs for results.*

- The project's components are interlinked. At the MTR, integration and streamlined work planning toward the expected outcome-level results became apparent. Facilitate integrative work planning to fully enable the monitoring of project expected results. The baseline work, consisting of governance and organizational review as well as gender policy, ecosystem valuation and cost benefits, can be used in a work planning exercise that aims at institutional capacity building and governance policy targets.

- The need was identified for integrated work planning and results monitoring namely 1. That the full scale of regional and national-level capacity development, technical and monitoring support needs for impact-level results have not been fully fleshed out during project inception; and 2 that SAP support work planning is dependent on the studies in other components and need to be vetted by senior management and agreed upon for way forward.

- UNDP/GEF, PMU /BCC can support a post-MTR all-inclusive project implementation and work-planning exercise. Include all BCC and PMU staff, NICs and demonstration projects staff. Guided/supported by experts and the newly recruited CTA, PMU/BCC /UNDP /GEF develop a fully fleshed-out work plan for the rest of the project implementation. Establish/use the studies and baseline work developed to date and make smarter indicators and targets

MTR EVALUATION REPORT FINAL JUNE 3, 2020

for the regional and national-level results (for governance and institutional capacity building at all levels –Regional, National and Sub National). Establish the end targets regarding a cross sectoral collaboration mechanism for sustaining BCC national level impact level results.

- Have the post-MTR work plan cleared by the BCLME senior management for accelerated implementation, work packages conceived, budgets and ToRs if feasible.
- Consider work program expected result at three levels: regional, national and subnational.
- In terms of the travel ban based on the COVID virus pandemic, the project will need to put together a plan for the post MTR planning retreat virtually. It might be good to get support with the organization and implementation as the work must continue.

Sub recommendations – During post MTR planning retreat, PMU/UNDP consider the following elements:

Technical Support needs

- Firmly establish the extraordinary technical support needs and ensure follow-up in plans for each country.
- Work outpost-MTR technical and implementation support strategies: KM, communication.
- Develop accelerated implementation with procurement support, weigh the pros and cons of decentralizing funding to countries for national-level implementation, making full use of UNDP administrative and program oversight functions in all three countries.
- **Stakeholder Engagement and Capacity Building**
 - CTA /PMU with newly recruited stakeholder specialist streamlined and integrated the BCC stakeholder engagement work plan. Consider the knowledge management and learning practices from the IMO-UNDP project on GEO-Ballast stakeholder engagement. Design the strategy linked to the BCC knowledge management and stakeholder engagement strategy: targeting learning work beyond the private sector to all stakeholders including targets on gender and equity, women, communities, and youth.
 - UNDP/GEF/PMU provides monitoring support to BCC offices to develop capacity-building strategies with a focus on building skills for results:
 - o **The Data and Information Manager** should be supported to include capacity development plan for national and regional work on data sharing policy and systems;
 - o **The Manager Compliance** with capacity development support should be supported to develop strategies on monitoring and compliance;
 - o **The Training and Capacity Development Manager** should be supported to outline results at three levels of capacity needs: organization, institutional and individual, linked to the gaps highlighted in the project supported studies;
 - o **The Finance and Administration Officer and Manager Finance and Administration.**
 - o should be supported with TA on procuring large projects and developing strategic-level procurement for results and for positioning BCC as a project implementer of choice with donors;
 - PMU can support the CB officer to review needs for a longer-term scholarship program and for MOU or cooperation with learning institutions across the region and outside the region for building skills and helping identify future ecosystem/leaders and managers. PMU can develop a plan for developing agendas young scientists with similar skills in the three countries to help the countries on the global stage.
 - UNDP/PMU/BCC revise the project (till the end of the project) work plan taking into account MTR recommendation and identified needs for institutional, organization and science-related TA and other needs from implementing to date.
- **Financial partnerships and resource mobilization**
 - In line with senior management requests made during the MTR, PMU can commission as a priority work on partnerships and resource mobilization capacity building; include an external organization mapping exercise for good practice in this regard; target capacitating BCC Senior Management and Commissioners i.e. and Al. Executive Secretary and provide benchmarking opportunities (possibly to UNDP partnerships or UNV partnerships division in Bonn) to learn how the transformation was achieved. Develop a capacity development plan for BCC to instill a culture of partnerships. Commission work to get accreditation to the Green Climate Fund as implementing partner.
- **Synergies and Partnerships**
 - During the suggested project retreat, PMU with support by UNDP can coordinate work planning and make synergies around expected results with MARISMA-GIZ project and the FAO-CC project. Leaders are interested and willing to develop more integrated work planning and coordination by the BCC project and the BCC Executive leadership. The post-MTR workshop will provide an opportunity to further integrate activities towards results. MTR recommended involving GIZ technical units and FAO technical support (Rome) in the work planning exercise to get agreement on budgets.
 - GIZ Marisa project work on marine spatial planning is a tool for the focus on blue economy policy. Support rigorous integration into the project blue economy policy in all countries. Synergies need to be increased for MSP users with policy-level interventions.
 - The project management has invited Party's from other commissions like SADC and the Orange River Commission to meetings. Formalize arrangements and do partnership work, including helping BCC with the steps and SOPs for getting MoUs in place for meetings.

6. Recommendation. UNDP/PMU/BCC. Policy Work –Science for Policy and Governance

- PMU should enable the BCC commissioners to be more involved in monitoring project results to get Governance and SAP implementation policy level results and buy-in. PMU/BCC enable BCLME senior management involvement in the monitoring of results at all levels including strategic trips to visit the demonstrations – regional, national and sub-national for policy purposes.
- PMU should provide support more policy-level influencing steering committee meetings. To do this it can have standing agenda item on key project outputs and sharing of output level results by consultant's presentation of key reports, i.e. governance baseline work, institutional work at country level and also reports by demsortaion project stakeholders. Make sure reports are in official languages. Ensure translation and documents are sent to PSC on time for feedback. PMU develop and share policy briefs linked the component one and four outputs -governance and organizational assessments, ecosystem valuation and cost-benefit analysis to the BCLME Management group for feedback.

MTR EVALUATION REPORT FINAL JUNE 3, 2020

- PMU can facilitate the development of the post MTR streamlined and integrated work plan based on the feedback from senior managers, governance and organizational assessments, input from the EAC -science and compliance monitoring program during an inclusive project-wide redesign workshop/teambuilding retreat.
- UNDP/GEF can support PMU and BCC with ongoing value added through, institutional capacity development support, monitoring strategy development and implementation for results, procurement capacity development support, results-based management training, and knowledge management strategy support. This might be done through the recruitment of the new CTA. The UNDP and or CTA can help PMU prioritize work planning on monitoring system and data gaps and getting results from the working groups on conserving and protecting the agreed shared resource- concept of shared stocks seem to be getting lost in the broader work program of transboundary and EPAS.
- UNDP/GEF provides training to PMU support on policy-level communications.

1. Introduction

Purpose of the MTR and objectives

The Mid-Term Review MTR is a requirement of the UNDP/GEF implementation. It is an independent review to provide an objective assessment of the progress towards the stated achievements of the project objectives and outcomes as specified in the Project Document and assess early signs of project success or failure with the goal of identifying the necessary changes to be made in order to set the project on-track to achieve its intended results within the available resources (time and finance). Its overall objective is to increase the chance of the project success at the project completion. The MTR is expected to review the project's strategy and its risks regarding sustainability.

Scope & Methodology

Based on terms of reference provided (annex1), desk study readings, and orientation interviews with the UNDP/GEF client, the evaluator has finalized i) the Evaluation Questions (see EDM in annex, strategic question and also the Log frame performance indicator and targets) with the definition of judgement criteria and indicators, the selection of data collection tools and sources, ii) the evaluation methodology, and iii) the planning of the four evaluation phases (see description below) including a mission to the region (list of regional and national consultations, Annex x).

The evaluation employed mixed methods (desk study, consultation in person, by Skype and in focus groups, all groups of project key stakeholders met included: benefiting communities, private sector stakeholders, NGOs, government counterparts, implementation partners, UNDP and others outlined in stakeholder section (See list of international and national policies in section under design below). It was participatory and guided by the Terms of reference (TOR). A light evaluation reference group was set up to support logistics and provide input on the inception report. This group supported implementation and included: the project manager, ME officer of UNDP Namibia CO, UNDP and project finance and staff Partys, the GEF RTA and GEF/RTA regional assistant, the UNDP focal point, the other UNDP staff in three participating country offices.

The development of the evaluation framework was guided by the OECD DAC criteria: Relevance, Effectiveness and Efficiency, Sustainability and Lessons Learned (see evaluation TOR: Annex 1). The methods for data collection were intent on gathering the perspective from stakeholders and groups and presenting these. Tools and guiding questions have been developed based on the criteria and fleshed out in an Evaluation Design Matrix¹ (Annex). Additionally, a set of strategic questions were determined based on issues found in the readings (PIRs, other reports, Project Document, and Inception and Steering Committee meetings). These are highlighted below.

During the inception period and desk study, the consultant identified strategic questions. These questions were used to support the evaluator on the important questions concerning results and end targets while conducting the numerous consultations.

Overarching

- Is the project's design relevant and fit for purpose? In particular evaluation questioned the implementation approach and the cross-cutting project needs for support i.e. strategies for capacity development, stakeholder engagement, resource mobilization and partnerships, knowledge management.
- Has the project original assumptions held? I.e. national capacity to roll out regional standards?
- How well as the project supported BCLME SAP implementation (regional and national levels) at same time as being engaged in implementation?
- How has the project embarked on adaptive management? Did the project mechanism for oversight work (for getting inputs on strategic direction and implementing)?
- How far has the project reached its goal to support increased stakeholder's participation in support of BCLME SAP implementation?
- Are the strategies enabling sustainability i.e. BCC coherence and work programme in support of the convention?

The evaluation was gender sensitive and has contemplated the use of sex- and age-disaggregated data and evidence of how it contributed to progress on gender equality (See section x on Gender and Safeguards, Inclusion below).

As a MTR (vs. a TE), the evaluation focused on providing a constructive review including lessons and corrections and to design (gaps found through implementation) and to formally document adaptations stated as necessary at MTR to move the project towards its stated and reviewed targets and outcomes. The evaluation work plan (below and in annex) was developed in line with this methodology. The project log frame has been reviewed against the SMART criteria and per expected results. The risk section of original document was reviewed.

During the Inception phase (4 December 2019–26 January 2020, all relevant documents were reviewed (see Annex for the full list of documents). Further, a desk review of the political, institutional and/or technical/cooperation framework of UNDP-GEF support to the ecosystems and transboundary

¹ The Evaluation Matrix is a tool to structure the evaluation analysis (by defining judgment criteria and indicators for each evaluation question). It helps also to consider the most appropriate and feasible data collection method for each of the questions.

MTR EVALUATION REPORT FINAL JUNE 3, 2020

cooperation of BCLME region was conducted. The inception period included the development of evaluation tools and questionnaires: the Evaluation Design Matrix (annex) and templates for data analysis. These tools were instrumental to guide the questions for a broad set of focus groups and individuals interviewed during the course of the consultation (see Evaluation plan- Annex).

A data collection Phase: Regional Consultations were held from 25 January–11 February 2020. During this period, the MTR consultant conducted one mission to the region and interviewed stakeholders in focus groups and individually. Field visits were made across the region: starting in South Africa. EMA regional meeting, meeting with RTA, PM, and BCC staff. The consultant participated in the national stakeholder meetings with national government and relevant stakeholders including the BCC commissioner in Cape Town. The consultant joined the Project Steering Committee meeting held on 29 January in Cape Town. A visit was made to demonstration project in Port Elizabeth on January 30, 2020. The consultant met with technical stakeholders from oil and transport sectors and the project coordinator from Angola on Friday January 30 and held a workshop and focus group with senior Partys of the national BCC institutional structures from Angola on Saturday February 1 in a four-hour workshop. On Saturday, 1 February, the MTR reviewer also met the consultant who is undertaking the governance baseline assessment for the project. Thereafter, the consultant proceeded to Namibia, Swakopmund on February 4, 2020 to meet with BCC secretariat staff, including the former BCC Executive Secretary and interview with PMU, local government and other stakeholders. On February 6, the consultant travelled to Windhoek and met in focus groups with national level stakeholder involved in developing the Blue Economy Policy and the BCC technical committee with the BCC commissioner. After data collection the consultant entered into an analysis and Draft Reporting Phase, 11–28 February 2020. The report was shared for comment by BCC and UNDP. The comments were incorporated into the Final Report, 28 February–15 March 2020.

Structure of the MTR report

This report has six main sections as follows: 1. Introduction, 2. Project description and background, 3. Results, 4. Conclusions, 5. Recommendations, 6. Annexes

Limitations

There were no major limitations to the project evaluation. While the original evaluation plan included travel to Angola, this plan changed as majority of relevant stakeholders involved in project implementation were participating in project meetings in Cape Town (Project Steering Committee Meeting and a regional meeting on Ecosystem Monitoring and Assessment) and it was an official holiday in Angola during the evaluation visit. An alternative plan was executed including a focus group meeting with Angola sectors representatives involved in BCC working groups and workshops in Cape Town. The focus group was attended by senior representatives of BCC structures in Angola senior representatives of BCC structures in Angola. . The evaluation was supported with translation services when needed and had great logistical support for setting up all representative meeting and focus groups.

2. Project Description and Background Context

Development context

Three countries, Angola, Namibia and South Africa, share the Benguela Current Large Marine Ecosystem (BCLME). This is one of the most productive upwelling systems in the world, but it faces environmental challenges, including chemical pollution, radionuclides, hazardous spills and rapid development along the coast. These changes have led to declining fish catches and the destruction of habitat of mammals and coastal birds.

It has been noted that this particular LME is one of the most highly productive ocean areas in the world. Per Project document it is considered a Class I, highly productive (>300 g C/m²-yr), ecosystem based on SeaWiFS global primary productivity estimates. The BCLME is extremely rich in fishery resources, supporting a large biomass of fish, crustaceans, sea birds and marine mammals and presents favourable conditions for a rich production of small pelagic, herrings, sardines and anchovies. The confluence of warm and cooler waters provides a protective spawning area for the sardine and anchovy populations which form key links in the trophic system. Yet there are many factors affecting the productivity of commercially-exploited living marine species within an LME. Fishing pressure is an important factor but not necessarily the only influence. The countries of the Benguela Current Convention have a good track-record in controlling IUU (Illegal, unlicensed and unreported) fishing within the LME and, as Partys of SEAFO, they have adopted strong agreements to deal with IUU. The BCC Ministerial Meeting (2016) had aimed to specifically address some of these issues. It invited discussions on each country committing more resources to a coordinated approach to combatting IUU fishing in the region (including hot pursuit), and for strengthening collaboration at operational levels so that any IUU fishing activities could be jointly curbed. The Ministers had also discussed the establishment of a regional MCS centre and were invited to direct the Commission to investigate such a possible establishment activity. They reported the findings at the MC meeting in 2018.

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

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

MTR EVALUATION REPORT FINAL JUNE 3, 2020

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

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

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

Since 2002 the UNDP country programme for the three countries has supported integrated transboundary water management and sustainable use of marine resources in the BCLME through a series of GEF projects. The first such project (2002–2008) generated information and data on the key transboundary environmental problems and threats. It also endorsed management and policy actions through a strategic action programme and negotiated an agreement to establish an interim Benguela Current Commission with representation from all three countries. The commission was established in January 2007, formalizing almost two decades of collaboration.

The support to the BCLME and the protected areas system strengthening are good examples of sustainable interventions in which the results have either been achieved during the life of the projects or are continuing to be delivered after the projects have ended. Key success factors have been the robust project design, which aims to address the root or systemic causes of the problems and a longer term, multi-pronged project implementation strategy. These projects have incorporated both upstream and downstream interventions through institutional and policy interventions coupled with stakeholder participation, awareness generation, capacity-building and advocacy. Initial support for the BCLME began with the acknowledgement of transboundary environmental issues and problems followed by establishment of the tripartite Benguela Current Commission for integrated ecosystem management (the first project). This was followed by establishment of the regional Benguela Current Convention and treaty and development of scientific knowledge and a strategic action plan as a basis for long-term monitoring (the second BCLME project, 2009–2013). The process was later consolidated based on intersectoral cooperation and partnerships to deliver policy, institutional and management arrangements necessary for sustainable development of the BCLME (BCLME 3 project).

Problems that the project sought to address: threats and barriers targeted (Annex 11, List of Stress Reduction Measures, Project Document)

Based on the situational analysis provided in the original project document, a detailed BCC Implementation Plan (BCC-IP) was adopted in 2015. While the BCC-IP was a more comprehensive document than the previous Science Plan- it provides one main planning and monitoring tool for the BCC to implement its work programme. The replacement of the Science Plan with an Implementation Plan reflected the change in the nature and scope of the BCC's work: from science focused to management driven. The BCC-IP is structured around the eight themes identified in the Strategic Action Programme (SAP). For each theme, an ecosystem quality objective (EQO) is stated and the relevant policy actions and a set of activities are laid out. A priority for each activity has been given; priorities have been assessed according to their relevance to the mandate of the BCC. Today, the Benguela Current Convention and its Party countries of Angola, Namibia and South Africa have an updated and formally adopted Strategic Action Programme supported by a BCC Implementation Plan and a newly-signed Benguela Current Convention which provides the formal, tripartite legal basis for the institutional structures (rooted in the Commission) which can implement the SAP and manage the goods and services of the LME. The Party countries have already embarked on some of the necessary institutional, policy, legal and management arrangements that are required to implement the Benguela Current Convention and the BCLME SAP. The SAP (go to <http://www.benguelacc.org/index.php/en/publications> for full text) identifies a list of thematic areas where the main challenges lie for effective ecosystem-based management of the LME, and it lists the key problems that need to be addressed for each of these challenges along with a set of Ecosystem Quality Objectives (EQOs). The thematic areas that need to be addressed are:

- living marine resources;
- non-living marine resources;
- productivity and environmental variability;
- pollution;
- biodiversity and ecosystem health;
- human dimensions;
- enhancement of the economic development potential;
- Governance.

The BCC Implementation Plan lists the same thematic challenge areas and associated EQOs and highlights appropriate Policy Actions that need to be taken and what activities are required to deliver these policy actions. These activities have been prioritized by each of the countries as well as regionally for the BCC (see SAP document at <http://www.benguelacc.org/index.php/en/publications>). As noted above, the presence of three guidance documents (The Convention, the SAP and BCC/SAP Implementation Plan). The Convention is the legal signed treaty, the SAP is the strategic document and Implementation Plan (IP) is the implementation plan. The three documents are linked. SAP gives effect to implementation of the Convention which is overarching. The IP spells how the SAP is to be implemented.

The current project thus is to make a valuable early contribution to harmonize these into a single work-plan and road-map, effectively updating and expanding the Implementation Plan. This exercise is then expected to be the basis for which other capacity building activities and priority focus might

MTR EVALUATION REPORT FINAL JUNE 3, 2020

flow. The updated SAP plan is expected to include budgeting for activities as well as identifying partners (potential and actual) that can fund such activities. A summary of the main areas that need to be addressed for improvement in the management processes and in delivering stress reduction are shown in Project Document Stressors.

Project Description and Strategy

BCC Convention and the Party states' financial and political commitment to BCC is still not at point where capacity and sustainability can be guaranteed. However, this is why this project has component 2 and 4 to support and ensure a high level of institutional and financial sustainability in the future. Institutional sustainability at the regional level is intended to be ensured by the creation of the BCC allied with high level political support from the Party states and backed up by increasing financial contributions by the Party states which have not fallen into arrears to date. At the national level, the creation of National Intersectoral Committee within each country will not only assist in securing active multisectoral consultation on the BCLME matters and in the delivery of information-based management and governance guidelines, but will also ensure that the BCC and its actions and policies are rooted institutionally within each Party state. This will create a more embedded and interactive national to regional structure of management that ensures that the LME management practices adopted and promoted by the BCC are reflected at the national level. Institutional sustainability both at regional and national levels will be also strengthened through the strengthened legal and policy framework at the respective levels.

UNDP/GEF has invested in the evolution of this entire process resulting in the present day Convention and the Commission as well as the wealth of information now available upon which to base effective adaptive management, while continuing to monitor and measure changes within the LME that need to be addressed. The next stages required to consolidate this process and to leave a legacy of effective and sustainable LME management, stress reduction and SAP implementation are captured within this current project. Its planned activities thus aim to complete the necessary realignments and improvements in the management processes, to focus on demonstrating stress reduction activities that can be replicated throughout the region, and test and evolve realistic financial sustainability through investment partnerships. It is intended that the outputs from the marketing and resource mobilization component, with its focus on evolving fiscal sustainability, BCC continues to attract donor funding. This was to strengthen is the capacity of the BCC to mobilize resources and take the lead in implementation of the SAP/ activities.

The project has four main components and eight expected outcomes as follows:

Expected Results and Indicative Budget

Component 1 – Governance GEF Funding: \$4,857,882; Co-financing: \$86,210,000

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

The component one "Governance and Institutional" expected results are noted as encapsulating the following:

- National SAP Implementation capacity strengthened through adoption of National intersectoral Committees;
- Regional State of the Ecosystem Information System (SEIS) operational;
- Strengthening regional and international cooperation (SADC, LME Caucus etc.);
- Capacity development and training programmes in support of EBM, SAP implementation and domestication of the Convention;
- Regional alliance of training institutions (possible linked to an African LME Caucus training programme);
- Capacity tracking demonstrating significant improvement;
- Recommendations from Annual Science Forum to policy makers;
- Overall Science-to-Governance structure in place and management/policy decisions being made based on advisory inputs and options.

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

Outcome 1.2 creates the necessary national institutional arrangements (such as the National Intersectoral Committees- NICs) for LME adaptive management in-country. It develops and delivers national commitments to SAP Implementation (including an effective "science-to-governance,"

MTR EVALUATION REPORT FINAL JUNE 3, 2020

dynamic, evidence-based management approach). It then takes the new, regional agreed codes of Conduct, Standards, etc. and from Outcome 1.1, captures them under the mandate of the NICs and roles them out at the national level through national adoption and implementation.

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

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

- Full Review of Governance Processes throughout the region to identify potential improvements, methods for improvement, achieving sustainability for these improvements;
- Regional harmonization and adoption of legal and policy frameworks and Codes of Conduct for all LME-related sectors;
- Regional Harmonization and Adoption of a standardized Ecosystem Monitoring Programme;
- Regional Harmonization and Adoption of Water Quality standards and monitoring;
- A single, regional State of the Ecosystem Information System adopted to advise on Adaptive Management and Spatial Planning;
- A regional Coastal Sensitivity Atlas created and adopted to advise on Adaptive Management and Spatial Planning;
- A Science/Knowledge-to-Governance methodology adopted to capture all information from above Outputs within the context of the adopted Codes and Standards and to thus provide evidence based advice to senior government and policymakers.

OUTCOME 1.2: NATIONAL-LEVEL OCEAN AND COASTAL GOVERNANCE IMPLEMENTED AND OPERATIONAL

- National Institutional Arrangements put in place/strengthened (National Intersectoral Committees) in order to deliver on regionally-agreed SAP implementation activities and Convention requirements from Regional Outcome 1
- NICs oversee development of national SAP implementation strategies/work-plans, their delivery and the monitoring of their delivery
- NICs oversee the adoption of Science/Knowledge-to-Governance methods (as developed regionally) to ensure more timely and effective Implementation of SAP and Convention requirements
- NICs oversee adoption at national level of regionally-agreed Codes of Conduct Water Quality Standards, Ecosystem Monitoring and appropriate legal and policy realignments
- NICs oversee the production of national policy briefing documents arising from the Science/Knowledge-to-Governance process and incorporating results from Ecosystem Valuation and Cost Benefit Analysis (Component 4)
- National sustainable fisheries strategies (including eco-labeling) adopted
- National gender mainstreaming related to SAP implementation and appropriate sectors adopted.

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

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

Component 2: Stakeholder Engagement

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

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

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

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

MTR EVALUATION REPORT FINAL JUNE 3, 2020

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

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

- Regional Stakeholder engagement forum established through BCC that promotes interactive and inclusive management discussions at regional level among all sectors
- NICS oversee establishment of National Stakeholder engagement forums that promote interactive and inclusive management discussions at country level among all sectors
- Stakeholder Briefing documents prepared and circulated widely with a focus on the economic importance and long-term sustainability of LME goods and services, the potential impacts and threats, coastal community and private sector engagement opportunities and examples
- Lessons and best practices from BCC for the improved ocean governance and the sustainable LME management shared regionally (African LME Caucus) and globally (IW:LEARN and LME:LEARN)

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

- Development and adoption of partnerships between communities and local government /municipalities to deliver on SAP Implementation at the local level
- Targets and actions agreed and adopted to reduce environmental and social impacts and stresses among pilot communities in line with SAP Implementation
- Gender-related issues and concerns in communities identified and addressed and lessons and best practices captured for further replication
- Youth participation in SAP Implementation through various activities at national level and regional levels
- Awareness raised at community level about the SAP, the Convention and their implementation

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

- Business Leadership Forum established by BCC and industry to promote private sector commitments to SAP implementation and agree on the adoption of stress reduction practices
- Ecosystem monitoring and assessment capacity strengthened through regional industry partnership agreements for monitoring and assessment
- Public-Private Sector Partnership developed and adopted for Oil and Gas Exploration, Extraction and potential Spill Response.
- Adoption of effective national ballast water management practices along with the compliance of the private sector

Component 3 – Capacity Building

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

Component 3 provides for the development of stronger capacity within the region for ecosystem-based management and includes the establishment of appropriate training strategies and platforms. This includes a focus on improvements in coordination and communication related to monitoring and reporting of Convention and SAP Implementation progress through agreed and adopted indicators of delivery. It further includes strengthening BCC's capacity to manage and coordinate the multi-donor funded programme in the region. A Regional Capacity Development Programme will be developed and implemented in order to support the Convention and SAP Implementation and this will include a Capacity Tracer Study to assess the effectiveness of the Programme.

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

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

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

MTR EVALUATION REPORT FINAL JUNE 3, 2020

Component 4 : Finance and Resources Mobilization

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

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

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

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

- Regional Economic Valuation Studies updated/completed
- Regional Cost-Benefit Analysis updated/completed to promote the implementation of selected proposed policies related to SAP implementation
- Pre-feasibility studies conducted for investment in the sustainable blue/ocean economy strategies related to sustainability of ecosystem goods and services in the BCC region
- Sustainable financing mechanisms for BCC identified and adopted at the national and regional level to provide long-term sustainable support to BCC and Countries for SAP and Convention Implementation.

Per Project Document (page72), by the end of the BCLME III Project, the following stress reduction activities and sustainable arrangements will have been realized.

- Functioning and effective national institutional structures are in place to support national SAP implementation and to enact and enforce the domestic realization of the articles of the Convention.
- Priority actions for LME stress reduction and sustainable ocean governance (as highlighted in an amalgamated SAP and Convention domestic and regional Implementation work-plan and road-map) have been finalized or are effectively underway.
- Regular monitoring of successful delivery in SAP and Convention implementation to ensure compliance with agreed work-plan and road-map for stress reduction, environmental improvements and socioeconomic welfare and sustainability.
- Extensive involvement of investors in resource mobilization and marketing that catalysis widespread private sector finance into the BCC Convention implementation and stress reduction activities in the region.
- Successful demonstration (through pilot activities) of stress reduction processes and facilities related to the priority SAP implementation and Convention requirements, both through stakeholder investment and through focused national demonstrations
- Measurable improvements in sewage and waste water treatment and management to meet agreed BCC standards and objectives
- Measurable reductions in point-source and chronic pollution entering the LME to meet agreed BCC standards and objectives
- On-going monitoring of water quality standards, and ecosystem health indicators with results feeding into national and regional response processes including an effective and proactive science-to-governance strategy and process for pragmatic adaptive management across the region
- Direct involvement in the overall governance and management of the LME and its resources by a broad spectrum of stakeholders (government, non-government, private sectors, communities, gender empowerment and youth), which use or depend on the resources of and access to the LME system
- Long-term political and financial commitment to BCC to provide a good platform for catalytic intervention to realize significant transboundary benefits as well as to speed up on-the-ground stress reduction building on the pilot activities included in the project.

Project Implementation Arrangements

The project is implemented by the UNDP as a GEF IP and executed by BCC. The Project Management Unit (PMU) is hosted in the BCC Secretariat. The BCC's executing capacity was assessed during the preparatory phase by UNDP based on UNDP's rules and procedures set out for selecting an inter-governmental organization as a UNDP's Implementing Partner.

The Project Manager is answerable to the Executive Secretary of the BCC but has reporting functions to the UNDP Country Office in Namibia. Other Project Management staff (Project Assistant, National Project Officers and Stakeholder Engagement Specialist reports to the Project Manager. In addition, the project is contributing to salaries of BCC staff who also participate in project implementation, namely, Finance Manager, Compliance Manager and Translator.

MTR EVALUATION REPORT FINAL JUNE 3, 2020

The project design is set up to follow as closely as possible to the BCC's institutional structure as part of the implementation agreement and strategy and to avoid the creation of project-specific implementation structures.

The project follows operational rules and procedures of BCC for its recruitment, procurement and all contracts, finance and admin related matters. The project benefits from inputs from BCC Commission and Committees and its subsequent Working Groups in the implementation of key project outputs. By working through the BCC structure and with regional expertise as much as possible, the project ensures the high sense of ownership by the participating countries. The countries have been providing considerable capacity building support and oversight to BCC in developing the finance and administration capacity of its Secretariat in the past few years through the Finance and Administration Committee. BCC's experience in executing a number of donor-funded projects, as well as managing the country contributions to BCC, was considered during the training and capacity needs assessment process which is undergoing. UNDP conducted the BCC's HACT institutional capacity assessment with strong focus on fund management. The outcome of their assessment was to be incorporated into the project design.

Additionally, the following project governance structure has been established:

A Project Steering Committee established alongside the BCC Ecosystem Advisory Committee and with similar level representation. The Project Steering Committee (PSC) consists of the representatives of the participating countries, BCC (GEF EA) and UNDP (GEF IA). Countries are represented by those who represent the countries in the BCC EAC. The understanding of the BCC is that it is represented by EAC Partys, the Secretariat is seen at the same level of PMU. UNDP is represented by UNDP Namibia (Principle Project Representative) and the UNDP/GEF Regional Technical Advisor for Water and Ocean Governance for Eastern and Southern Africa. PSC is chaired by the chair of the EAC.

The PSC consist of:

- EAC
- UNDP Lead CO representation and UNDP Regional Technical Advisor
- Any other technical or scientific support input (on an ad hoc basis) as requested by the Steering Committee
- The Project Manager and other appropriate BCC staff as required (e.g. The Ecosystem Advisor, Finance Officer) who provide secretarial function

The PSC is thus the highest decision-making body for the project. As such, it reviews and approves project's work-plans and budgets as well as any adaptive management decisions necessary to ensure that the project remains highly relevant to the implementation of BCC and SAP and to the broader context that it is implemented. PSC decisions are included in a set of recommendations to be tabled from the EAC to the Commission, then subsequently in the recommendations from the Commission to the Ministerial Conference.

Project timing and milestones

The project duration is 5 years and 3 months (January 2017 to March 2022), total budget is 10,900,000 USD and planned co-financing of 135,000,000 USD.

Event	Date
Project PIF approval date	May 27, 2014
Project Approved/Signed	Dec 12, 2016
Implementation Started –Inception Meeting	Jun 20, 2018
Project Manager on board	March, 1, 2018
Steering Committee Meetings	Jun, 21, 2018
MTR	

Main stakeholdersⁱⁱ

The following is a brief overview of the key stakeholders expected to be involved in this project implementation including the institutional structure of the Benguela Current Convention.ⁱⁱⁱ Since the project supports implementation of the Convention and SAP, all the BCC structures presented below have a key stake and role on the implementation of project support to the conventions and expected outcomes.

BCC structures/ Internal Stakeholder	Role in BCLME implementation	Role in Project
The Ministerial Conference	The Ministerial Conference consists of BCC sector ministers. One Minister from each Contracting Party is delegated to represent the Party on issues pertaining to the four most relevant sectors to the BCC, which are environment/tourism ² , fisheries, maritime transport, and petroleum and minerals (in an alphabetical order). It is the highest decision-making body of the BCC. The primary functions of the Ministerial Conference are to evaluate the implementation of the Convention and approve any changes to the Strategic Action Programme (SAP).	Beneficiary

² Tourism is expected but is not core and written in documentation.

MTR EVALUATION REPORT FINAL JUNE 3, 2020

	The Ministerial Conference also mandates the taking of any actions necessary to facilitate the effective implementation of the SAP. It further approves the work plan and budget of the Secretariat for the period between the ordinary conferences.	
The Commission	The Commission is composed of Commissioners – one from each Contracting Party – accompanied by sector representatives from participating ministries. The primary functions of the Commission are, inter alia: Coordinating the implementation of the SAP and providing strategic direction, coordination and evaluation for the implementation of the work plans and budget; Agreeing on, where necessary, conservation and management measures concerning transboundary marine resources and the environment; Agreeing, as appropriate, on participatory rights, such as harvest levels and sharing arrangements for transboundary fishery resources; Promoting and supporting research programmes related to transboundary marine resources and the environment; and Ensuring adequate funding and resources to sustain the long-term operations of the Convention. The Commission is supported by the following technical Committees and by the Secretariat.	Strategic Direction and Oversight
Ecosystem Advisory Committee (EAC) and working groups	The Ecosystem Advisory Committee (EAC) provides to the Commission the best scientific advice and relevant information available and, a. Establishes and manages a science programme; and b. Recommends conservation and management measures.	Development and implementation of ecosystem monitoring programme, scientific advice and guidance, capacity development and training, data and information.
Finance and Administration Committee (FAC)	The Finance and Administration Committee provides financial and administrative advice to the Commission and, inter alia: a. Monitors the implementation of the Secretariat budget and reviews the audited financial reports; and b. Reviews and recommends the projected budget for approval. Other than the BCC, other key stakeholders for the project include: coastal communities, artisanal and subsistence fishermen, academia, school children and the youth, commercial fishers, small scale coastal and marine entrepreneurs, oil and gas explorers and producers, diamond and other extractive minerals explorers and producers, coastal and marine tourism operators, coastal infrastructure developers, port and harbour operators, shipping and marine transporters, conservation NGOs (national, regional and international), and associations of NGOs, IGOs and, national governments. Each Committee above is authorized to establish Working Groups to support the Committee on any specific subject matters or technical issues.	Finance and administration policy support, development of policies
Compliance Committee and task teams	The project assisted with its establishment. The Compliance Committee (CC) is mandated to provide the Commission with information, advice and recommendations on the implementation of, and compliance with, the measures adopted to give effect to the objectives of the Convention. The Committee contributes to the implementation of project outputs related to ballast water management, Illegal unreported and unregulated (IUU) fishing, and oil spills responses among others.	Development of compliance monitoring tools, support implementation of policies, laws, strategies
Secretariat	The BCC Secretariat is led by the Executive Secretary, appointed by the Commission and supported by a number of technical and general support staff, as per the approved organizational structure. The Secretariat handles the day-to-day activities of the BCC and carry out necessary procurement and recruitment duties within its authorization limit delegated by the Commission.	Coordination of all project activities. Link between all BCC structures, day-to-day project implementation

PARTNERS WITH BCC	SAP RELATED ACTIVITIES
Global Environment Facility	The GEF has supported international cooperation in the management of the BCLME since the early 1990s. The organization is currently funding a five-year USD4.7 million climate change project that is being implemented by the BCC in partnership with the Food and Agriculture Organization of the United Nations as well as this current USD10.9 million project promoting policy, institutional and management forums in the BCLME

MTR EVALUATION REPORT FINAL JUNE 3, 2020

The United Nations Development Programme	UNDP and GEF have supported regional cooperation in the BCLME since the early 1990s. The two organizations were instrumental in the establishment of the Benguela Current Commission.
Government of Norway	Between 2009 and 2014 the Government of Norway supported the implementation of the Benguela Current Commission's Science Programme with a grant of USD9.3 million. The Science Programme is designed to ensure the ongoing accumulation of information and data for improved transboundary management of the BCLME
The Icelandic International Development Agency (ICEIDA)	ICEIDA supported the implementation of a Training and Capacity Building (T&CB) programme for the Benguela Current Commission. ICEIDA provided a grant of USD500 000 for the four-year programme (2009–2013). The BCC T&CB programme focuses on improving the skills and knowledge of managers, scientists and technical staff from the national institutions in Angola, Namibia and South Africa, so as to enable the long-term conservation and sustainable utilization of the BCLME.
The European Union	The European Union has provided a grant of 1.5 million Euros to fund the ECOFISH project over four years (2011–2015). ECOFISH is a joint research project coordinated by the Benguela Current Commission. It is expected to modernize and improve the management of key marine fisheries in Angola, Namibia and South Africa.
Government of Germany	The German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety is supporting the five-year Marine Spatial Management and Governance of the BCLME (BCMariSMa) project. The project is being implemented by the BCC in partnership with the German international cooperation agency, GIZ. Its goal is to support the BCC to develop the capacity to describe the region's "Ecologically or Biologically Significant Marine Areas (EBSAs)" and implement management measures to ensure their conservation and sustainable use.
The Food and Agriculture Organization of the United Nations	FAO is supporting the BCC through its involvement in transboundary fisheries surveys and the implementation of an ecosystem approach to fisheries (EAF) in the region.
NORAD/IMR/FAO EAF-Nansen Project	The EAF-Nansen project supports developing countries in their efforts to implement the ecosystem approach to fisheries. It is a partnership between the Norwegian Agency for Development Cooperation (NORAD), the Norwegian Institute of Marine Research (IMR) and the Food and Agriculture Organization of the United Nations (FAO). Project partners are the government institutions in the participating countries, the Large Marine Ecosystem projects in sub-Saharan Africa and other regional projects and programmes. A new phase of the EAF Nansen Programme will commence in 2106 and will further support the objectives of the BCC
World Wide Fund for Nature	The global conservation organization, WWF, is partnering with the BCC to promote the ecosystem approach to fisheries (EAF) in the Benguela region. The partnership is focused on establishing baselines for tracking EAF in Angola, Namibia and South Africa and mobilizing the human dimension of EAF. WWF's highly successful Responsible Fisheries Training programme is being rolled out in Namibia through collaboration between the BCC and the Namibian Fisheries Institute (NAMFI).

There are other donor-funded co-financing projects supporting the BCC. BCC, mainly through the EAC. The Secretariat leads the coordination of multiple project implementation contributing to SAP and the Convention. Generally, GIZ, FAO-GEF, EU, FAO-EAF NANSEN are the active donors, in addition to the national governments., Partys of coastal communities, academia and private sectors active in the BCLME region are considered as important stakeholders for the implementation of BCC, SAP and the project.

Other key stakeholders (Reference Project Document) (Annex - see the list of international donors and projects linked for synergies to this project and evaluation, how these partnerships and synergies are realized).

3. Findings

3.1 Design Linkages to Needs and Priorities, Strategy and Log frame

MTR EVALUATION REPORT FINAL JUNE 3, 2020

Design Linkages to Needs and Priorities

Key finding 1. Highly Relevant and Linked to International, Regional and National Priorities.

- The MTR determined in interviews with high-level officials from all three Party countries and through document and project report reviews (including the Governance Baseline Assessment/Institutional Assessment), that the project is highly relevant to their national and international policy implementation needs and that the support is highly valued by all three countries for its contributions to their international and national committee's and priorities.
- Evaluator found tight appreciation of the cooperation between the countries concerning the regional ecosystem management, science and monitoring themes. In general, all stakeholders interviewed, including representatives of the Ecosystem Advisory Committee EAC and commissioners and others, share consensus of their interest and continued will to work together on marine ecosystems governance, (biodiversity and nonliving resources). Cooperation builds on lessons learned and experience based on past intergovernmental cooperation among the three, in particular between Namibia and South Africa. Interregional training and south-south cooperation (pre-colonial) was ongoing before the projects. A long history of solidarity and cooperation has existed among the three countries.
- At the regional level, high-level interviewees perceive the project as actively supporting BCLME convention implementation, providing political platforms and setting up the workshops for the scientists and policy dialogues, helping with the BCC business and work process, sharing good practices for policy harmonization, aid for standards and setting indicators that are critical for future BCLME decision-making; through data collection and support to capacity for joint monitoring and compliance work as well as resource mobilization and partnerships.
- The project is actively working with the BCC parties to support implementation of the following stated and related commitments:

Table 2: Policies related to BCLME Convention **all marine sector legislation in the three countries are relevant to the Convention*

Policy, legal framework	Objective of the policy/treaty	Status in BCC country	Role of the project
IMO International Convention for the Prevention of Pollution from Ships as modified by the Protocol of 1978 (MARPOL)	To preserve the marine environment in an attempt to completely eliminate pollution by oil and other harmful substances and operational causes and to minimize accidental spillage of such substances. It covers all the technical aspects of pollution from ships except the disposal of waste into the sea by dumping and applies to ships of all types. It does not apply to pollution arising out of the exploration and exploitation of sea-bed mineral resources.	South Africa (ratified all annexes) Namibia (4 out of 6 Annexes) Angola (5 out of 6 annexes)	Capacity development of the BCC Parties to implement the Convention and learning and exchange among the parties
1990 IMO International Convention on Oil Pollution Preparedness, Response and Cooperation Convention (OPRC)	To provide a global framework for international co-operation in responding to marine pollution emergencies or threats as well as to enhance existing national, regional and global capabilities concerning pollution preparedness and response, to facilitate mutual assistance and to develop and maintain adequate organizational and technical infrastructures.	Angola, Namibia, South Africa	Capacity development of the BCC Parties to implement the Convention; learning and exchange among the parties Oil spills task team established for the BCC
2009 FAO Agreement on Port State Measures	To prevent, deter and eliminate illegal, unreported and unregulated fishing (Port State Measures Agreement)	South Africa and Namibia Angola signed, but not ratified	Promoting ratification by Angola Capacity development of the BCC Parties to implement the measures; learning and exchange among the Parties; joint operations
2001 SADC Protocol on Fisheries	To promote responsible and sustainable use of the living aquatic resources and aquatic ecosystems of interest to state parties for stated purposes	Angola, Namibia, South Africa	Participate in SADC efforts on Addressing IUU and encourage BCC Parties to support. All three BCC Parties signed the charter on Monitoring Compliance and Surveillance (MCS).
International Convention for the Control and Management of Ships' Ballast Water and Sediments (BWM)	To help prevent the spread of potentially harmful aquatic organisms and pathogens in ships' ballast water.	South Africa	Promoting signing by Namibia and Angola Capacity development of the BCC Parties to implement the measures; learning and exchange among the parties
Integrated Coastal Management Act, 2008 ((Act No. 24 of 2008)	To establish a system of integrated coastal and estuarine management in the Republic, including norms, standards and policies, in order to promote the conservation of the coastal environment and maintain the natural attributes of coastal landscapes and seascapes and to ensure that	South Africa	Support: - Development of a national water quality monitoring strategy - Establishment of the Oceans and Coasts National Water Quality - Technical Committee

MTR EVALUATION REPORT FINAL JUNE 3, 2020

	development and the use of natural resources within the coastal zone are socially and economically justifiable and ecologically sustainable.		<ul style="list-style-type: none"> - Demonstration project of integrated coastal monitoring
National Development Plan 5	By 2022, Namibia will have implemented a blue economy governance and management system that sustainably maximizes economic benefits from marine resources and ensures equitable marine wealth distribution to all Namibians.	Namibia	Support: <ul style="list-style-type: none"> - Development of a blue economy policy - Demonstration of harmonization of marine spatial planning process and coastal management process to enhance interaction and collaboration in the management of these two interconnected environments, an MSP process that takes into account coastal management - Mapping out investment pathways for blue economy
Enhance government and community interactions in implementation of fisheries regulations at community level	Angola has recently committed to decentralization policy.	Angola	<ul style="list-style-type: none"> - Implementation of regulations at local level including capacity development

Key finding 2. Aligned and contributing to the UNDP/GEF corporate priorities in countries and regionally

- The project is fully aligned with UNDP/GEF regional and national corporate priorities. In particular, it contributes to the UNDP corporate priorities for resilience, disaster risk reduction and oceans governance in all three countries. It is clearly linked to UNDP/GEF regional priorities on oceans and ecosystem management for resilience. It was on record and highly appreciated for its contribution to the cooperation framework for the current UNDP Namibia Country Programme Evaluation (2019) as principal agent for GEF project implementation (UNDP Namibia interviews).
- The UNDP/GEF has provided a history of successful support to transboundary water management (UNDP Namibia Country Programme Evaluation Report). Since 2002 the UNDP country programme has supported the integrated management and sustainable use of marine resources in the BCLME through a series of projects. The first such project (2002–2008) generated information and data on the key transboundary environmental problems and threats. It endorsed management and policy actions through a strategic action programme and negotiated an agreement for the establishment of an interim Benguela Current Commission with representation by all three countries.
- The Convention came into force in 2015, formalizing almost two decades of collaboration. A subsequent project, “BCLME Strategic Action Programme Implementation,” delivered a permanent functioning commission with a legally binding convention, the Benguela Current Convention (a global first for a large marine ecosystem) in 2013. The second BCLME project initiated strategically important policy, legal, institutional and management reform processes, supported more than 40 strategic long-term beneficial partnerships and networks and enhanced the capacities of stakeholders and marine ecosystem practitioners in ocean governance. This support has been recognized by senior technical and policy officials across the three countries interviewed during the current MTR. The current UNDP country programme supports the consolidation of these efforts with a strong emphasis on intersectoral cooperation and partnerships through this project to deliver policy, institutional and management arrangements necessary for sustainable development of the BCLME.

Strategy and Log frame

Key finding 1. Unprecedented and groundbreaking work. There is no example globally for a large marine ecosystem LME project design on ecosystem monitoring.

- The BCLME convention is a first of its kind globally. Thus, per interviewees, there are no benchmarks for this experience. This groundbreaking convention includes a holistic ecosystem monitoring approach including work for setting up the ecosystem monitoring indicators, policy harmonization and undertaking implementation showcasing of integrative monitoring and compliance work, joint monitoring and management arrangements.

Key finding 2: While the strategy is robust, it is complex, ambitious and dependent on political process.

- The Theory of Change is highly dependent on the continued political will and political processes outside the control of the implementation. The PMU or others cannot rush or influence these factors during implementation. During this project implementation the position of BCC Executive Secretary has been vacant. MTR found this to be seriously influencing the overall implementing environment. This is a serious oversight and need to be addressed soon to support this projects oversight and implementation as execution partners. MTR consultant was assured by commissioners that this process was proceeding.

MTR EVALUATION REPORT FINAL JUNE 3, 2020

- The project strategy is robust, highly ambitious and highly complex to implement. For example, it includes several ratification targets, includes regional and national institutional capacity building goals and expects demonstrable results from projects implemented by subnational governments in three countries.
- The design has a complex implementation strategy: it includes implementation strategy with BCC i.e. capacity building by doing (implemented through BCC), it includes studies and enabling activities; a baseline review of the governance and organizational review, new SAP development and a review of the scientific and compliance work programme, and as mentioned, national institutional building while undertaking demonstration projects. The work also involves baseline studies on ecosystem valuation and cost benefit analysis intended for policy and work planning.
- A key assumption was the BCC ability to implement a broad regional to national scope project. This held assumptions of sufficient capacity at BCC secretariat to implement this project as well as other concurrent large-scaled projects at same time, including FAO and Marisma, technically monitor work across the region, and to develop strategies for regional and national stakeholder engagement, knowledge sharing and learning. It also assumes access to BCC senior management for decisions and input on key products through a PSC with EAC and not BCLME decision makers.
- It assumes the PMU can do cross-cutting work as support to implementation on technical monitoring, knowledge management, and BCC capacity building for implementation, policy advocacy and public communications. It assumes perfect scheduling and a smooth timeline for work planning integration.
- It assumes smooth scheduling and work planning all four project components are highly dependent on the resolution of the governance baseline activities in component one.
- It assumes that there is sufficient technical expertise in region across numerous technical support areas in the region to engage in scientific and compliance workshops and planning exercises;

Key finding 3. The project learning by doing approach assumes there is sufficient capacity at PMU /Secretariat to impart to other BCC structures.

- While the thematic focus is on supporting BCLME governance and SAP, the project is dependent on showcasing success and undertaking concrete implementation by “doing” through BCC and with a national component and demonstration. The work is complex for a streamlined PMU to implement, monitor and manage for results.
- The project strategy builds upon lessons from two earlier UNDP/GEF BCLME support projects (ProDoc Table of Lessons for design arising from two earlier projects, page x). These lessons have been reviewed by MTR). The project is fully integrated into the BCC and its institutional structure. The obvious price to pay for such a fully integrated approach is the heightened risks. The project implementation will be directly impacted by anything that BCC does (or does not) do;
- Key areas to augment include technical and project-level monitoring for results, communication and knowledge management. In retrospect, it may have been good to have a cross-cutting component on monitoring and knowledge management together with capacity development included in design.

Key finding 4. Project thematic focus is in component one: governance and institutional strengthening and capacity development. This includes capacity building for BCC implementation and include the national institutional coordination mechanisms (NICs) and demonstration. Project has implementation and monitoring needs -regional and national/subnational results.

- The project is focused on SAP implementation at regional and national levels, yet the national-level SAP level institutional capacity and policy-learning interventions details are not evident in the design strategies, neither are results clarified for the documentation and knowledge sharing of the national success stories. SAP is largely implemented at national level, role of Secretariat and PMU is to coordinate. E.g. all three countries have national monitoring programmes covering various thematic areas such as living marine. MTR notes this opportunity SAP development as a mechanism to bring activities in countries to a single monitoring framework in each country BCLME III has started to fill these gaps already by: Establishment of working groups notable Ecosystem Monitoring Working Group which to date has taken stock of all national level monitoring activities, prioritized regional).
- The project is supporting the BCC to undertake a capacity and training needs assessment. National level consultations were undertaken to determine needs at national level, and the results were validated in each of the three countries. Similarly, Namibia identifies its capacity requirements as part of the demo project design; see capacity development matrix. In Angola, baseline assessments are being undertaken which will confirm capacity needs for the demonstration projects. Refer to ToRs for the baseline assessments. The national capacity needs in the Angola demo (as well as other two) in particular, for instance will include results in terms of the knowledge management, upstream and downstream institutional and stakeholder capacity building needs and links to changes in higher and lower levels of government for policy and monitoring work and the need for bringing the multisectoral units of government and communities into planning and action work together.
- A scoping of the technical needs for demonstration projects was flagged as a need, i.e. compliance and monitoring, including strategic environment assessment. The demonstration log frame indicators might be reconsidered in a post MTR design workshop against the upstream institutional needs and linkages for sustainability and the smart criteria, and with implementable targets and strategies for implementation to complement inputs stated in the project document.
- The regional and national capacity building work needs a clear plan ‘who is to be capacitated and for what? It needs results made clearer concerning what success looks like right, with metrics for assessing the learning-related results during the project implementation. The pilots should have a national focal point and a project manager but only in the South African demonstration project.
- Many national-level adaptations need to be documented and recorded against results for sustainability.
- There is a need for national strategies for monitoring the national work in its entirety, including the mapping of upstream and downstream linkages and instilling greater team work and understanding of national demonstration expected results, along with the institutional elements.

MTR EVALUATION REPORT FINAL JUNE 3, 2020

Key finding5. Design implies impeccable and sufficient management and monitoring capacity at PMU with multidisciplinary technical and monitoring inputs, inclusive scheduling, work planning and budgeting between components.

- Component one includes principle thematic work linked to overall /outcome level results: the governance assessment, the organizational assessment; support for key work processes (scientific diagnostics and strategic programming) through TDA and SAP review with its related consultations and inputs. Along with assessments, Component one includes high-level technical support to EAC on the development and implementation of a regional ecosystem monitoring programme and strengthening monitoring, compliance, surveillance and enforcement of policies and regulations.
- Governance^{iv} is thus the largest component (1) in terms of the allocation of financing and the monitoring for results needs includes convention-enabling work and a review of the overall BCLME Governance, Institutional and SAP- science-governance programme framework (regional and national SAPs). The other three components results and sustainability are dependent on streamlining with the work completed under this component and others. Nonetheless, implementation of activities for the components can and has been running concurrently. E.g. 1) stakeholder participation can be improved in all activities undertaken under component one, such as participation of academia & private sector in ecosystem monitoring work; their participation in the design and reporting on compliance measures such as ballast water management, measures against IUU. 2) Component 3: Capacity and Training Needs assessment is underway, to be linked to activities across the other three components. E.g. capacity gap has been identified in environmental economics. Filling this gap addresses more than one component: comp 3 capacity dev; involving diff stakeholders which is comp 2 and preparing for the updating of the economic valuation and cost benefit analysis report which is comp 4.
- Project is notably supporting four key scientific working groups that support a key monitoring programme (top predators, acidification and pollution, fisheries and coastal biodiversity) for raising the evidence and showcasing a new compliance committee in order to get a fully functional commission that provides standards for data collection and BCC policy, conservation measures, reporting and compliance. MTR was told of a need for firmly showcasing the linkage between the EAC (science committee) and the newly established (compliance committee) with support by project for the new BCC compliance Manager to make the case for funding this under regular BCC budget. The MTR learned that the ability for the BCC and by extension the project management to guide this programme under EAC and Compliance Committee are well founded.
- The technical work is currently being guided and monitored by a project manager with a unique profile to be able to understand the needs and run the project. It is really two jobs in one and not sustainable for such a large regional project. However, MTR noted and learned from and stakeholders that for such a big project more technical monitoring support and coordination /oversight of monitoring for results is needed in PMU.

Key finding6. Regional focus on working groups' science and compliance is advancing. The project monitoring and results from these need to be reported as softer results in PIR and other reports against smart process level indicators.

- The interviewees said that the design implementation focus is rightly focused on support to the BCC EAC working groups and the BCC monitoring- compliance programme. The support to the scientific work is generally through the EAC committee work, monitoring and convention-related policy at the national level to support BCC functioning. This includes national support to BCC monitoring, reporting to the convention and involvement in joint compliance measures, emphasizing work plan support of the methods and procedures for scientific decision-making.
- The scientific and compliance workshops are a priority focus (interviews). The project strategy provides for science and compliance work groups under Outcome 1.1, the Ecosystem Advisory Committee (see BCC institutional structure, Annex), including the setup of a new BCC monitoring programme and support to compliance work. It emphasizes the science-to-policy work, including setting up a baseline for data collection, setting and harmonizing regional standards and agreeing on regional monitoring indicators. Interviewees say it is through the EAC work groups that the evidence will be raised through work group through the BCLME structures for agreements on priorities for data sharing, monitoring and reporting and the compliance measures (to be agreed among the countries). The working groups are said to be the correct project support focus. There, standards, indicators and policy protocols are created for the BCC monitoring, decision-making, reporting and compliance work across the BCLME core work areas. While the new SAP is being researched, it would take note of the prioritization that has already been justified for programme of work and hopefully streamline the future work programme as such. One note made by the MTR consultant was about the need to perhaps focus on priority setting and emerging issues and how these might be raised through the scientific processes in addition to the standing work programme. The project actively supports the capacity building and compliance work through the recruitment of a BCC compliance Manager. The project assumption is that through supporting these processes, the work groups will eventually develop indicators, standards and protocols for collecting data and setting up policy and data sharing agreements and later the management, conservation and compliance measures.

Key finding 7. The project's capacity development, stakeholder engagement and resource mobilization components needs to be streamlined to all using studies and baseline information from all other components.

- The project's third component, capacity building, intends to support BCLME implementation and support capacities with a focus on ecosystem based approach, yet the component need to be streamlined with other comments work including: technical learning strategies, stakeholder engagement learning needs, knowledge management and strategic public and policy communications. The capacity development component is also linked to increasing stakeholder engagement in all of the BCC key work areas and, as such, knowledge management becomes a capacity development strategy and can be supported under this component.
- Under comp 3-capacity building, an organizational performance review was undertaken, the SAP monitoring framework has been developed, a training needs assessment was initiated and ongoing and some training activities have been implemented (which cuts across the components). The baseline work for component 3 has been initiated but what is reported as needed is to streamline to all other components. Under comp 3: an organizational performance review was undertaken, SAP monitoring framework developed, training needs assessment initiated and ongoing, some training activities implemented (which cuts across the components).

MTR EVALUATION REPORT FINAL JUNE 3, 2020

Key finding 8: Communication and knowledge management have been a weak part of design and need strategies at regional and national level.

- This third phase, according to interviewee, is to augment regional learning through sharing and learning imparted between countries based on demonstration projects to showcase integrated ecosystem monitoring approaches at selected national sites. These also needed a strategy and modality for this sharing.
- Noteworthy was a recommendation in the lessons pre-UNDP/GEF project phase three to include an output on improving knowledge management and communications. While knowledge management and communications are found to be embedded within demo work, the regional BCC level need a cross-cutting learning frame and knowledge sharing approach, according to those interviewed.
- The project management unit and BCC are hosting a regional science-to-policy learning platform and annual science-to-governance forum in July 2020, but it is not yet linked to the concept of BCC as a regional knowledge and learning network. BCC however has the basis for a robust knowledge management structure i.e. it is providing a regional learning platform for science and policy cooperation in learning and for scientists and politicians to be jointly involved in ocean and coastal ecosystem monitoring and management through convening with project activities.

Key finding 9: Log frame outcomes are relevant, but the project indicators and targets are not smart.

- The logical framework and project architecture sits well on the project strategy (theory of change) towards key third phase UNDP/GEF support, expected results around governance and SAP implementation; however, it is weaker on cross-cutting areas and national-level needs for changes. In addition, per the main project thematic focus on governance, science and monitoring, including SAP support and implementation, the design assumes monitoring work around national implementation. It also assumes monitoring around the cross-cutting components at national level: stakeholder engagement, capacity building and resources and finance work, including economic valuation exercises dependent on component one work before it can be fully implemented towards the outcome targets.
- The project design has four intrinsically interlinked components and eight expected outcomes. The log frame review shows that indicators and targets for outcomes targets are not always smart and, in cases, they are setting the teams up for disappointment. Several targets are overambitious in the remaining time frame. It was thus timely to revisit many targets and indicators to make them smarter and “contributions” towards ratification of related supportive conventions, for example ballast water convention (see revised Log frame in Separate Annex).
- The results framework is in need of compensation and adaptation for the lack of regional-level cross-cutting areas- Knowledge Management and Monitoring for Project results. It will be imperative to include these in the PMU to ensure proper integration among the components as implementation proceeds, including regional knowledge management and communications. Knowledge management, monitoring and communication as a cross-cutting components is missing in log frame design.

3.2 Results

Progress towards Results (Indicator Framework Assessed and Attached in Annex)

Progress towards Outcome Analysis

Expected outcomes: Governance, Stakeholder and Partners Engagement, Capacity Building and Finance and Resource Mobilization

Outcome 1.1: Regional-level ocean and coastal governance operating effectively

This outcome aims to address the need for regional-level agreement and harmonization of legislation, policy and management for all LME-related sectors, based on a detailed Governance Assessment/Review. It also provides some of the supportive management tools that countries need for more effective adaptive management at the ecosystem level, including a regional-level “State of the Ecosystem” information portal to support marine spatial planning and a regional coastal sensitivity atlas.

Key finding 1: The convention is well-crafted and the project is correctly focused on strengthening the capacity of the BCC to implement the Convention through the SAP.

- The current SAP (2015-2019) that was signed by 12 ministers in 2014 is currently being reviewed and updated. The current SAP has an Implementation Plan (IP). BCLME III supported the progress review of the current SAP, starting with the development of a monitoring and evaluation framework which was missing from the current IP. The review focused on achievements, opportunities and challenges to guide the next SAP. The current SAP has eight (8) thematic areas, eight (8) Ecosystem Quality Objectives (EQOs) and several policy actions. Overall, the SAP review showed that significant progress was made under the living marine resources and governance themes, which contributed towards achieving the overall desired outcomes of the BCC. The review found that, due to the numerous challenges, including but not limited to technical and financial difficulties, not all the SAP-IP Interventions, actions and asks were implemented during the period under review. Most of the interventions and tasks under theme 2 “Non-living marine resources” were not implemented in the 2015 – 2019 period.

Under the BCLME III project, the process to update the SAP has been initiated. The BCC has recruited a consultant to update the Transboundary Diagnostic Analysis (TDA), SAP and develop National Action Plans (NAPs), inception meeting convened (January 2020), key thematic reports to inform the TDA have been identified and compilation of the reports is underway. The TDA will incorporate findings from assessments and studies that were undertaken in the BCLME since 2013. Furthermore, the TDA will ensure that critical information is included and reflected in its causal chain analysis critical knowledge gaps are identified and clear priorities for action are included in the SAP. The BCC indicated that the revised SAP is expected to be presented to the Commission in December 2020 for review and onward submission to the Ministerial Conference.

Considering the findings from the SAP review, that not all the themes were implemented and discussion on this with high level stakeholders including acting Executive Secretary and the commissions during the mission, the new SAP should be building on the work of this project and more streamlined around the core function of the commission.

MTR EVALUATION REPORT FINAL JUNE 3, 2020

The Commission at its meeting held in November 2019, agreed that the current SAP will remain valid until the next SAP is endorsed by the Ministerial Conference. BCLME III therefore continues to support the BCC with implementation of the current SAP while the updating process continues.

Key finding 2. A full Governance Baseline Assessment (GBA) is completed but approval by the Commission is pending to enable implementation of the recommendations made.

- The GBA was completed. It identified governance shortfalls at transboundary and national levels that should be addressed in the four BCC sectors, which are environment, fisheries, minerals/oil and gas; and transport. The report proposes a strategy for delivering improvement in policy, legal and institutional mechanisms at regional and national levels. It further proposes regional protocols, standards and guidelines that the BCC should develop to strengthen ocean governance.
- The GBA report has been validated at national levels however, a regional validation which was planned for March 2020 is outstanding due to travel restrictions imposed by BCC Parties in response to curbing the Covid-19 pandemic. The validation workshop would culminate into an action plan to implement the priorities agreed upon.
- It has identified gaps and needs champions and communication to take the policy messages to correct forums, e.g. governance to science commission meetings. A champion will be required to push the BCC work on SAP implementation, including data sharing and compliance along with agreements;
- In terms of the travel ban based on the covid virus pandemic, the project will need to put together a plan for the post MTR planning retreat virtually. It might be good to get support with the organization and implementation of this work as the work must continue.

Key finding 3 – The BCC has taken action towards regional harmonization and adoption of legal and policy frameworks and codes of conduct with a focus on fisheries and transport sectors.

- Whilst the GBA recommendations are pending approval and implementation, the BCC continues to implement priority policy areas for regional harmonization which were identified at the inception meeting of the BCLME III project. This includes establishment of a permanent Compliance Committee under the Commission to contribute towards measures related to the harmonization of policy and legal frameworks and codes of conduct for in support of the Convention. The project supported the establishment of the Compliance Committee and developed its ToR and rules of procedure that were endorsed by the Commission. Additionally, the BCC identified the following intervention areas for regional policy cooperation; ballast water management, oil spills preparedness contingency planning and response, illegal unregulated and unreported fishing (IUU) and transboundary management of shared fish stocks.
- The Committee (with project support) established two regional task teams; one on ballast water management and the other on oil spills preparedness and response. The task teams will develop the status reports, identify capacity needs and management areas that require strengthening, develop and oversee implementation plan to address the needs. Collaboration with International Maritime Organization (IMO) on potential areas on capacity development of the Parties is under discussion. Furthermore, the Committee collaborates with the Nairobi and Abidjan Conventions on oil spills responses.
- Compliance Committee established collaboration at Southern African Development Community (SADC) level and with Food and Agriculture Organization (FAO) on IUU. All BCC parties signed the SADC Charter on Monitoring, Compliance and Surveillance (MCS) to combat IUU. The Charter will lead to the operationalization of the MCS Center for the region. The Committee with support from the project facilitated exchange visits between the parties on Vessel Monitoring Systems (VMS) with the aim to assess what is currently in place in the three countries and to facilitate discussions towards a regional VMS. An operational concept on a regional joint operation was developed by the Committee and approved by the Commission. The planned joint operation entails sea patrols and inspection within the EEZs of the three countries to monitor and ensure compliance with the laws promulgated by the parties in relation to IUUs. In addition, the initiative will address all forms of illegal activities in all the BCC sectors. This joint operation is likely not to take place as planned (in quarter 2 of 2020) due to the prevailing global travel bans associated with Covid-19.
- The MTR observed that the Compliance Committee has a competent manager and a clear work programme. The Compliance Committee is one of the 3 permanent committee of the Convention. It has clear ToR and rules of procedure that were endorsed by the Commission. It has a broad focus, inclusive of fisheries, marine transport, minerals & petroleum/oil, environment. The Committee established two task team; one on ballast water management and the other on oil spills preparedness and response. The Commission at the November 2019 meeting expressed satisfaction on how this Committee in particular is broadening the scope of BCC from the previously fishery focus.
- The BCC in partnership with EAF-NANSEN and the European Union undertook studies on transboundary fish stocks, resulting in identification of shared stocks notably hake (*Merluccius paradoxus*) between Namibia and South Africa as well as Horse mackerel (*Trachurus capensis*) between Namibia and Angola. In order to foster holistic approaches to ecosystem management, BCLME III project (in partnership with EAF-NANSEN) is supporting dialogues on transboundary management for these shared stocks. At the time of MTR, national level dialogues were undertaken in all three countries. Some of the potential areas for regional collaboration that are considered include joint research (including assessment); exchange of data from fisheries; harmonization of data formats and protocols; and addressing of IUU. Further consultations involving the private are required at national level before embarking on regional level negotiations.
- Recommendation: An agreement for sharing data and how to do the compliance measures is needed. More communication and policy level work with the BCC commissioners and Ministers is needed on this aspect. This is core support work for convention implementation. The project might need to focus this on priority area based on SAP support work.

Key finding 4 – Progress towards standardization of ecosystem monitoring is evident, however, a clear strategy for sustainability is needed.

- BCLME III project is building on the already established scientific cooperation in the BCC by developing a Regional Ecosystem Monitoring Programme (REMP) to support management and policy decisions. BCC through EAC undertook an assessment of existing ecosystem

MTR EVALUATION REPORT FINAL JUNE 3, 2020

monitoring activities in all three countries which informed the identification of monitoring indicators. The indicators will be useful in the formation of the State of Marine Ecosystem Report (SOMER) and communicating scientific information to decision makers (e.g. through science and governance forum).

- The project further supported BCC to establish regional working groups under EAC on Ecosystem Monitoring and Assessment (EMA) and Science Infrastructure and Logistics (SIL). The MTE consultant attended a meeting of the EMA in Cape Town during the review process where progress from some of the monitoring activities was presented (coastal biodiversity inventory, top predators) and concept notes on ocean acidification and water quality assessment were elaborated.
- MTR found the support to the EAC monitoring programme to be advanced and reaping significant results. However, it was observed that while indicators for ecosystem monitoring are identified and some initiatives for standardized methodologies are implemented, there is no clear strategy or guidelines for a consolidation of the regional monitoring programme. Absence of a clear strategy may result in discontinuation of activities when the project ends. MTR also noted that recording of process type work and results from EAC could be improved.
- The post MTR monitoring of project will need an exit strategy as this is a rolling and possibly longer term target.

Key finding 5: Evidence of strengthened Science to governance linkages at the regional level

- BCLME III project continues to support the BCC to strengthen the science to governance linkage through identification of platforms where scientists and policy makers share views. BCC Science Conference was identified as the main platform to bridge the science to governance interface. The Science Conference has been expanded to become Science and Governance Forum in 2017. A Science and Governance Forum (SGF) was planned for 2019, but was postponed to the second quarter of 2020.
- MTR finds the support to the BCC EAC and Compliance Committee to be relevant, and there are opportunities for synergies that would strengthen this science to policy interface.
- Project is advancing support to science under the ecosystem advisory committee, including outlining work programme for working groups. It is also supporting a permeant committee of the commission, the compliance committee and ecosystem monitoring programme but the results, i.e. workshops, policy inputs, etc. process level results are underreported and need PMU and UNDP technical monitoring/reporting/work planning in order to better bring these two functions together.
- Recommendation BCC to realistically review in post MTR retreat

Outcome 1.2. National Intersectoral Committees NICs and science to governance

This outcome aims to create the necessary national institutional arrangements (such as the National Intersectoral Committees) for LME adaptive management in-country. It develops and delivers national commitments to SAP implementation, including an effective “science-to-governance” dynamic and an evidence-based management approach. It then takes the new, regionally agreed codes of conduct, standards, etc., captures them from Outcome 1.1 under the mandate of the NICs and rolls them out at the national level through national adoption and implementation.

Key finding 1. BCC has made some effort to create mechanisms for intersectoral coordination in all three countries but improvements are needed to make them fully functional.

- The project document includes national work to support SAP implementation at national level. A National Inter-sectoral Committee on Ocean Governance was established in Namibia to promote communication, collaboration and cooperation between the four key BCC sectors. South Africa has a National Focal Point in the Department of Environmental Affairs who is tasked to coordinate all international coastal and marine related activities, including work related to BCC. The Focal Point is not necessarily responsible for sectoral coordination as stipulated in the Project Document. In South Africa, the Commissioner normally calls for sectoral meetings as needed, especially prior to regional BCC meetings. In Angola, the Commissioner is facilitating the participation of BCC sectors in the implementation of the Convention. In all countries, BCC through BCLME III Project facilitated meetings/workshops that involved stakeholders from the BCC sectors and others.

NIC in Namibia is comprised of five Partys who are representing the sectors but it appears that information is not flowing from the NIC to the institutions that they are representing. The same concern was generally reported from the three countries, that those who participate in BCC activities do not always provide feedback to their institutions. Cases of potential overlap between existing structures with NICs were reported, which may explain reluctance from some of the Parties to formalize NICs.

- For the first time, the BCC is developing National Action Plans (NAPs) to define technical and management interventions at country level that would contribute to effective implementation of the SAP. The NAPs will be developed as part of the SAP process and it is expected that the Commissioners will appoint national representatives to drive NAP development at national level.
- Recommendations
 - Role of the NICs need to be clarified and BCC need to articulate these to the Parties, considering existing structures and sustainability at national level.
 - The BCC/project should improve communication at national so that BCC work is not limited to those who sit in committees but owned by all. Additionally, the BCC can also devise a reporting mechanism to ensure feedback across all BCC sectors and structures.

MTR EVALUATION REPORT FINAL JUNE 3, 2020

- The countries are at different levels of capacity for integrated data collection, monitoring and institutional arrangement for supporting convention implementation. The national-level work needs a focus of what full-scale national success looks like, including links to demonstration projects;

Key Finding 2: The project is supporting countries to integrate policy, institutional and management structures in order to realize transboundary benefits.

- The design of the project was such that areas in policy, institutional and management arrangements that require strengthening will be identified through the governance baseline assessment. Measures to fill the gaps were to include interventions at both regional and national level. The GBA report identified these gaps and made recommendations which are yet to be approved by the Commission. The countries have however identified priority areas which are aligned to the demonstration projects, to be enhanced through the BCLME III, while the GBA process is pending. The key goal however is to showcase many faucets including the intersectoral and integrative sectoral work and community co management approaches that support policy shifts nationally and contribute to regional level impact level results.
- In South Africa, the project focus is on water quality improvement. The project assisted with the establishment of a national technical committee on water quality monitoring and pollution monitoring to coordinate and provide guidance on technical support to the implementation of the oceans and coasts water quality monitoring strategy. This is expected to contribute to strengthening water quality monitoring and pollution control at national level.
- Namibia is focusing on the development of a Blue Economy Policy as detailed out under 1.3, while Angola is working on enhancing fisheries regulations at local level.
- In addition to the policy work related to demonstration projects, all BCC Parties are participating in scientific working groups under EAC and in activities of the Compliance Committee. Through these Committees protocols and standards are supported to strengthen ocean governance and success for the BCC will depend on how countries integrate this novel work into policy, institutional and management structures at national level.
- The commissioners (BCC senior management) expressed the need for project management to focus the financing on the working groups, including science and compliance monitoring working groups, data policy collection and sharing the system as a priority work programme;
- The priority is a focus on communication of the national enabling work to influence the reasoning i.e. supports the implementations of key conventions that align to work areas and support work nationally in four key sectors of BCC. The national project will need planning and support for the national science and monitoring system and to advocate on the understanding of what compliance with BCLME means (a new area supported by the project). In general, working together on these is recognized by all commissioners as the core monitoring work and an important BCLME III support objective.

Key finding 3: The project needs smarter targets and indicators at the national level.

- The full scope of the national-level results and work need smart targets and more “holistic” national monitoring and technical oversight as well as integrative work planning.
- In order to fast-track project implementation at national level and adaptive management, the project recruited national project officers to be responsible for demonstration projects as well as intersectoral coordination. More design work (and also team work) is required.
- While the intent was for national project officers to undertake support including for demos project monitoring to be involved in NIC work, this is more difficult than had been anticipated since the project had already started implementing national-level work. Additionally, the national coordination and monitoring role need a focus on ensuring policy results related to the institutional strengthening with regular upward permanent secretaries’ briefing on project implementation for policy-related national learning goals, coordination and general support to the entire national capacity development efforts. NCs are in a position to influence BCC and national-level policy work at all levels with regular policy briefs, including those on demo-related work. A national coordinator can also support the knowledge management coordination role and ensure that documentation of all results in the country is in line with the project’s overall policy, private sector and public learning objectives. Knowledge products might be included in appropriate formats, anchored to a BCC regional KM plan for sharing (policy brief, academic publications for monitoring work, case study of needs, community and education results) and what that means for cost effectiveness and for actions and impact. Additionally, with regards to the monitoring of NICs results, for example, MTR identified a need to expand existing work on NICs to economy, tourism, budget and education. For demonstration, respondents suggest there must be a focus on management and conservation measures and compliance.

Outcome 1.3 Demonstration Projects

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

South African Demo Project (Annex x)

- MTR visited project.
- With a budget of 7 million rand, the project focuses on improving marine water quality through enhanced management of estuaries, specifically the Swartkops estuary in Port Elizabeth. The project’s aim is to create a conducive environment by monitoring water quality at the identified hotspot location to address pollution issues within the system;
- A mandate exists to ensure that the water quality is good by using a number of management tools in place. The sanitation master plan addresses infrastructure issues that are causing sewage discharges in the estuaries that affect informal housing and fishermen. Current plans and activities are not well channelled to address the pollution issue in the area. The demo project aims to bring in an integrated and focused approach to issues like these to improve water quality;

MTR EVALUATION REPORT FINAL JUNE 3, 2020

- The Department of Environmental Affairs (DEA) is the BCC focal point. DEA has the mandate for ocean water quality monitoring and leads the national implementation pilot project steering committee. There is good interest in terms of financial support for the project. The municipality has offered office space. Nelson Mandela University, Rhodes and Walter Sisulu University are also involved in the project; The National Department of Environment is the one that has offered the project to utilize their water quality monitoring staff based in Port Elizabeth.
- The project has done a situational analysis on how to organize to improve the activities and develop integrated monitoring plans. A threshold for activities was developed, and partnering with other organizations was a key component of implementation. Training opportunities and capacity building for youth were identified in order to take action on the issues in the estuary area;
- The consensus from interviewees was this project stakeholder needs more understanding of the results expected for showcasing or end results. There was certainly good practice arising including the intersectoral-multistakeholder work and impact level work with communities and youth and women.

Namibia's Demo (Annex)

- MTR met with groups of stakeholders involved in demonstration and in institutional work for BCLME implementation at national level.
- The Namibian flagship national demonstration project has focused on blue economy policy, which is a part of the fifth Namibia Development Plan (NDP 5). With objectives to provide lessons and practices, it will develop a national approach to an overall and holistic "blue economy"-based ocean governance. The adoption of lessons and best practices at the national level would help to create an environment of intersectoral and inter-ministerial collaboration for ocean governance.
- MTR interviewed stakeholders involved in the Namibia national demonstration projects, which have begun and are advancing. South Africa is ahead of the other two countries. The project has showcased intensive pilot work on NDP 5, an upstream blue economy policy. It was drafted and is currently at the cabinet, being refined with project support. This was described as a quick win as it fit with a government directive and was rushed through. The purpose is to have a good national policy and lessons learned can then be shared at BCC level. The policy will surely further the objectives of the convention, in that it will promote sustainability.
- In terms of mid-term targets and progress, the Namibia demo is highly linked to the MARISMA project (see description below under synergies) that has already developed a status report on the use of marine space with particular focus on the central areas. It was agreed at the demo project inception that the Namibian demonstration project should fill information gaps on the status report and develop a plan for the southern area (Conception Bay to the Orange River mouth). The two projects, Demo and MARISMA, have met to discuss collaboration and partnership in order to determine how the projects can fit into the previous activities in the country and complement each other. Additionally, the demo project has done the following:
 - Drafted TORs for the socioeconomic status for the entire coast;
 - Carried out field surveys on coastal biodiversity as well as training in identification of species;
 - Planned for the ecosystem valuation to be undertaken at a regional scale and completed the TORs and training;
 - Provided ongoing technical support to the Inter-ministerial Committee on Blue Economy, which is developing a Sustainable Blue Economy Policy for Namibia.
- The interviewee's consensus was this project stakeholders at national level needs knowledge sharing and more collective understanding of the national level results expected and in particular for showcasing and sharing as part of the overall project policy and public learning strategy i.e. inter sector-multistakeholder co management mechanism and stakeholder engagement including youth, women, gender, communities

Angola Demo Project

- MTR met with all relevant national level demo project stakeholders. The demo work is just beginning. The demo project focus is on mariculture and local sustainable fisheries. The selection process for the pilot sites was participatory to draw on existing national experiences.
- Good synergies are already established with the GIZ Climate Change project, and it will receive technical assistance;
- The country work for Angola, including work with NIC, needs to develop a plan to build institutional capacity. There is currently a good opportunity to showcase the value added from this work to the socioeconomic linkages and value of oceans resource to equity and rural socioeconomic development agenda.
- According to the interviewees, the current project will also include a link to climate change adaptation. The FAO project fisheries focused vulnerability assessment will be used in a demo project.

Key findings.

Key finding 1. The national demonstration work is advancing in all three countries, but their results are clear, not smart and need to be mapped out at country level with linkages to NICs for policy level results.

- The demonstration projects are well set up in South Africa and Namibia, and in Angola baseline work has been started. The projects are well aligned to national level strategies and supported by the technical and policy level staff at governments. However, it appears that there was a gap in project design (for the demos). Those involved in implementation indicated clarity in terms of activities but such activities are not linked to results which the project can demonstrate at its closure (in the long term, the activities are promising to contribute to national strategies).
- Interviewees indicated that, 'establishing relevant SMART indicators (for governance and others) and establishing the baseline status for each of them is not as easy as one might imagine. It was not something that could not 'be quickly get done' during the project design phase. To establish such baseline information, the project developers needed to invest in studies specifically for it'.
- Considering that baseline work for all three demonstration projects has been completed (in South Africa and Namibia, underway in Angola), it is timely to convene and reaffirm the logical framework and the monitoring arrangements towards results.

MTR EVALUATION REPORT FINAL JUNE 3, 2020

- A key recommendation is provide training in results based management for PMU and key stakeholders/partners, and redesign results framework for demos.

Key finding 2. Assumptions in demo linkages to national coordination, national level policy level results; implementation modalities, technical monitoring needs.

- Interviews say the demo monitoring was not thought through in design with respect to the national capacity development goals and results including NICs and sustainability, links to demonstration and its technical and capacity development needs. Adaptations have been made in design, including hiring national coordination officers.
- This issue has been in part corrected by hiring the national coordinators as a project adaptive measure. However, there are still issues raised by interviewees involved, and team and results work is needed to ensure results monitoring is in place and supportive to demonstration project expected results, including the documentation of those as successes and what platform the work is to be shared in for national and regional level results.
- The national coordination role has demonstration projects advancing in all countries. There may be an opportunity for the demonstration project which is to showcase an ecosystems management approach and cross-sectoral work to influence upstream policy. Angola has a clear intention to link the project to the national policy on decentralization and work with traditional local governments and communities;
- Gaps observed in stakeholders understanding demo project end results;
- There is a need to delineate and articulate what the national projects end results are with project implementing team, national coordinator in term of expectations for results. What is expected to be showcased and what are the expected results for results monitoring purposes? Views expressed about this included the following:
 - Demonstration projects should aim at improving the socioeconomic aspect for local communities while ensuring sustainability of ecosystems;
 - Demonstration projects should showcase broader stakeholder engagement in ecosystem management, including links to local governments, community and private sector.
 - Links should be made between capacity development and learning goals of the project (in cases, this demonstration is for policy and sharing among countries);
- Namibia and South Africa projects have outlined clear governance interventions. The outcomes of both the projects need to include management interventions in order to showcase success.

Key finding 4: Demonstration projects lack of mechanism for sharing information and communication of results for supporting NIC policy work national level.

- No mechanism is in place for knowledge sharing nationally to the upstream work from the demonstration projects;
- Currently, there is weak learning link between NICs and demonstration projects. NIC has the potential for being more involved in monitoring demonstration projects and to translate this monitoring to results at policy level;

Output 2: Stakeholder Engagement

Component 2 focuses on support for the development of more effective and interactive stakeholder engagement as well as for the strengthening of the necessary partnerships which can ensure long-term sustainability of BCC management activities. This component is expected to establish regional and national stakeholder forums for interactive and inclusive management. Partnerships are expected to be developed and adopted between communities and local government to target community-level environmental and social impacts and stress reduction (including youth and gender-related issues). Similarly, formal public-private sector partnerships will be established, primarily through a Business Leadership Forum and through organizations such as the World Ocean Council, with an emphasis on the adoption of stress reduction practices, including from the oil and gas industry and through the adoption of national ballast water management and compliance. Joint monitoring and assessment/compliance programmes will also be developed through these public-private sector agreements. These partnerships will aim at more appropriate self-regulatory operational practices within industry.

Key Finding: Stakeholder engagement work has just started. However, it is critical work which must be accelerated for project results.

- Stakeholder engagement is perceived by interviewees as a key target and end result for project including for sustainability and impact level results. Focus on policy alone will not get results. Stakeholder engagement, including communities and private sector, is critical for changing values and by increasing stakeholder knowledge of the value and what is at stake, ultimately the idea is to promote synergies in financing, data collection and monitoring efforts and for protection of the oceans resources.
- The view from interviewees is that this it is critical work linked to all other components and should include smart indicators and PMU should develop these targets in an integrative way. As part of project's acceleration strategy, a stakeholder engagement specialist position was approved at the first Steering Committee meeting in June 2018. The Specialist was to oversee the implementation of the component, under the guidance of the project manager. The Specialist was however only recruited in December 2019.
- The project has therefore engaged stakeholders, government, private sector, academia and communities on an adhoc basis, without a clear strategy for results. Notably, however, is that the project maintains a good stakeholder database and established a baseline on stakeholder participation. According to the baseline assessment undertaken by the project, BCC (and the project) predominantly engages with the environment and fisheries sectors at government level. More effort is required to bring in the transport and mineral/petroleum sectors. Tourism is another sector that has been identified to be important, both in terms of contributing to the economies of the Parties as well as potential impact on the marine environment, but is currently not sufficiently involved.
- The baseline assessment showed that the BCC is working with academic institutions in the region but representation is not equitable across the three countries as there seems to be more participation from universities in South Africa in comparison to the other two countries. To be

MTR EVALUATION REPORT FINAL JUNE 3, 2020

commendable, BCC has also reached out to international universities and some type of collaborative mechanisms are in place, but these are not formalized.

Participation of non-state actors is mainly from the environment sector and some private sector engagement notably from the fisheries sector in Namibia has been observed.

- MTR observed that the stakeholder engagement is critical also for national demonstration capacity results, with links to private sector, education and youth, women and local government according to interviewees. For instance, in the South Africa demo, management requested a clear implementation strategy and knowledge of how resources can be spent for this purpose. Their demonstration budget allocation was not known until MTR. This work has not yet begun, but awareness of it is apparent in the South African pilot. The work is there, and the need to learn together with the private sector is strong. Integration into governance objectives and demonstration sites and a knowledge management learning strategy are required.

Community level engagement is expected through the demonstration projects but this has been coming on slowly to date. An explanation that was given by the project is that the project was focusing on baseline work and that community engagement will increase going forward.

The demonstration projects in Namibia and South Africa supported awareness raising activities with special focus on the youth, and linked to celebrations of UN days, e.g. World Ocean Day. Namibia also reached out to schools to raise awareness on blue economy across the country.

Recommendations:

- The project should develop a strategy/modality for stakeholder engagement which must integrate all project components. The strategy should also include improvements in strategic communications including social media and knowledge platform for results, i.e. changing/growing values and supporting action.
- The BCC/project should support engagement of all the sectors, in particular transport and minerals/petroleum from government side and improve overall involvement non-state actors.
- Recognizing that some collaborative work is underway, these need to be supported by formal MoU/MoA, for example with academia and the private sector.
- Better engagement with civil society/non-governmental organizations should be explored, as NGOs may support implementation of activities at local level and outreach to communities.

Output Three: Capacity Development

Output 3 provides for the development of stronger capacity for ecosystem-based management within the region and includes the establishment of appropriate training strategies and platforms. They include a focus on improvements in coordination and communication related to monitoring and reporting of Convention and SAP implementation progress through agreed and adopted indicators of delivery. Strengthening BCC's capacity to manage and coordinate the multi-donor funded programme in the region is also included. A Regional Capacity Development Programme is expected to be developed and implemented to support the convention and SAP implementation. This intended to include a Capacity Tracer study to assess the effectiveness of the programme.

The capacity development work is already advancing through BCC Secretariat and SAP work (See annex – capacity building work at BCC funded by project). The component is cross cutting as it supports all the other three project components.

Key finding 1: Organization performance review was completed but BCC needs to draw out recommendations to be implemented to improve its coordination, communications, planning and operations.

- The organization performance review was completed: MTR finds the document to be focused on rating scales and need more work to draw out the recommendations from evidence based assessment on the gaps and reform-type messages. It should answer questions on whether the BCC is fit for the purpose and what is needed to support SAP implementation. Thereafter, the BCC should implement the recommendations immediately. Given that BCLME III is here to support institutional strengthening, it will be a lost opportunity for the recommendations not to be implemented.

MTR also notes that the organizational performance review included a progress review of the current SAP. As part of this process, BCLME III Project supported the BCC to develop monitoring indicators for the SAP. In the view of the MTR, reporting on the SAP to the different levels of the BCC is weak. For example, one would have expected that the results from the SAP review would have been published and disseminated to the Commission, Ministerial Conference and others.

- MTR also found a low staff morale in the BCC team, which is attributed to changes within the secretariat's leadership. Team work is a pre-requisite for the success of this project especially that it is embedded in the Secretariat's operations.

Recommendations:

- BCC should identify priority recommendations from the organizational review and start implementation immediately. A suggestion is for the BCC to host a team retreat, to be attended by its different structures, to review the report and develop implementation plan.

MTR EVALUATION REPORT FINAL JUNE 3, 2020

Key finding 2: The project is supporting BCC to update its training and capacity development programme, some training and capacity development work has been initiated but overall integration of interventions require improvement.

- MTR interviewed the BCC Capacity and Training Manager and others involved in imparting learning activities at BCC. It was reported that the BCC has a Training and Capacity Building Policy as well as an outdated Training and Capacity Development Programme which was developed before the Convention came into force. The BCLME III Project is supporting the updating of the Programme. At the time of review, training needs assessment was under taken to inform the programme and validation was completed in all the three countries.
- MTR found that capacity development activities are implemented in support of SAP, some of these are funded by the BCLME III Project (see linked CB projects, Annex), others by FAO Climate Change and MARISMA projects. Capacity building and training activities are monitored by the BCC Capacity and Training Manager but the reported activities are mainly driven through the projects. For sustainability and streamlining, projects' supported capacity building work needs to flow from the work planning of the BCC which must be around the core work of the SAP implementation. This approach will reinforce synergies with other ongoing BCC projects, i.e. links and prioritization of resources between cross-sectoral and inclusive planning of the FAO/ CCA project and blue economy with MSP work.
- The different BCC structures, notably the working groups of EAC, task teams under Compliance Committee, demonstration projects and government officials informed MTR of their capacity in areas natural resource management and BCLME results-based monitoring. There is a strong appetite for a scholarship programme which the BCC could consider introducing as part of its Training and Capacity Development programme.
- Some of the BCC structures are already involved in capacity development activities, e.g. the learning and exchange amongst BCC countries was noticed in the working groups – a good case which was shared was from the top predators working group where Partys took stock of existing data in three different countries, developed a protocol for regional surveys, identified capacity needs to deliver a joint approach.
- MTR found that capacity development is critical for successful implementation of the SAP as well as the project. The draft training needs assessment does not seem to incorporate all the capacity needs that were raised by the different stakeholders during MTR, including those of the BCC Secretariat itself. It is important to ensure that the training needs assessment and the programme includes requirements from all the structures, especially the working groups and demonstration projects because these are the vehicles for implementation of the SAP. Capacity needs for the demonstration projects are not yet determined, and there seem to be no plan to include these in the regional training needs assessment that is currently being undertaken.

Recommendations:

- Ensure inclusion of training needs from all the structures, demonstration projects and national level requirements in the ongoing training needs assessment and consequently in the programme.
- Develop monitoring tools for capacity development, to track results and impact arising from interventions.
- Strengthen the institutional capacity of BCC to implement the Training and Capacity Development programme. The strategy for capacity strengthening needs to accompany areas where there are gaps in-house, including for BCC monitoring and capacity development, monitoring for results, project management, procurement and contracting, and business processes.

Key finding 3: MTR found that Knowledge Management and Communication is a big gap within BCC Secretariat

- The project received training on communicating project results through IW LEARN and developed a Communication strategy, which was not fully implemented at the time of MTR. Overall, MTR found, the project is lacking a cross cutting knowledge management strategy.
- In addition to ongoing experience with BCC implementation, the evaluator learned from interviewees (cross-sectoral teams involved in national implementation work) at the national-level interviews that countries have many practices to share that can support policy learning goals of the project, including national implementation. South Africa, for example, indicated that it can share its experiences on unlocking the economic potential from its "Operation Phakisa".

Recommendations:

- BCC need Knowledge Management support for developing a mechanism and protocols for national and regional good practice and knowledge sharing.
- Capacity development, for example, could focus on building a capacity for knowledge management at the commission. KM could include a modality for benchmarking and case studies of other functioning work process, critical good case examples and learning from other commissions.
- The BCC/ Project should use flagship outputs such as the science to governance forum to showcase its work.

Output Four: Finance and Resource mobilization

Component 4 states that it constitutes an all-important stage in the evolution of the BCC and associated SAP and convention implementation. Components 1–3 focus on government-stakeholder engagement in the management process for BCLME as well as in strengthening the management structures and skill sets necessary to achieve this. Component 4 addresses marketing and resource mobilization with a strong focus on fiscal sustainability

MTR EVALUATION REPORT FINAL JUNE 3, 2020

within the BCC and BCLME. It employs Ecosystem Valuation, which then feeds into Cost Benefit Analysis in order to provide the overall foundation for justification of investment toward SAP implementation and associated stress reduction. It then sets out to leverage and promote financial flow/investments in support of real on-the-ground stress reduction processes and activities in the BCLME as investments within a blue/ocean economy strategy for the region. Component 4, therefore, both complements and builds on government and associated stakeholder commitments through the exploitation of leveraged venture capital to attain real and tangible stress reduction activities.

Key finding: Senior management of BCLME views this as a priority. It requires learning from good practice, culture work on partnerships and resource mobilization mindset.

- The senior leadership has requested acceleration and focus on this component and exploration of the need for building staff capacity for partnership brokering and third party cost sharing. They also expressed the need to learn how other institutions have transformed to become self-sustaining. Having GCF accreditation was highlighted as a point of interest for this component's work.
- Ecosystem valuation work is just beginning but is clearly linked to all important policy-level results. The costing work needs forums for policy support to cooperation agreements and moving from data to shared compliance and management measures.

Remaining barriers to achieving the project objective

Key finding: Time. This is a challenge for project implementation to get timely delivery towards prioritized results post-governance baseline and institutional work.

- The project had a slow start with 14 months of delay and is behind implementation schedule and delivery of budget. This project should not be compromised, and an extension is highly recommended. Even with its accelerated strategy in place, including the rationalization on a ceiling for higher procurements and hiring of national coordinators, it will struggle to spend the remaining budget. This problem has been compounded by slow procurement process of the BCC. The scheduling and planning of project activities are also dependent and affected by political processes. Such factors have made it difficult for project management and UNDP/GEF to get strategic direction from the higher decision-making bodies whose role is to set strategic direction and policy of BCLME and BCC. The oversight of what is to be done needs to be firmly established together with UNDP/GEF appointed as the execution agency responsible for results and with BCC as the implementing agent. In this regard, lines of reporting and decision-making need to be made clear. MTR suggests developing a fail-safe post-MTR accelerated work plan (see rationale below), initiating standard operating procedures and bringing in support for implementing and monitoring at the BCC level.

Key finding: Need for additional Technical Support on Cross-cutting areas: Communications, Knowledge Management and Results Based Monitoring Support

- For knowledge management and information sharing systems between work groups and regional and national project meetings, a case in point is the sharing of country experience on economic forecasting and oceans valuation linked to economy in particular. South Africa leads in this regard with Operation Phakisa: Unlocking the Economic Potential of South Africa's Oceans by Department of Environmental Affairs (DEA), which commenced on 8 July 2014.

Key finding: There is a need to firmly map and articulate the results expected from the scientific working groups and the regional and national-level development exercise and to link to outcome targets with exit strategy.

- The project is underreporting process-level work against expected results. There is a need to take stock on what these expected outcome-level results are and plot them into adapted work plans post-MTR.

3.3 Project Implementation and Adaptive Management Management and Oversight Arrangements

Project management team

- The PMU has a slim complement of staff based on a decision made during the inception meeting on how to proceed with staffing and agreements on PMU needs. The PMU includes a Project Manager, Project Assistant, Stakeholder Engagement Specialist and three National Project Officers (one based in each of the respective BCC countries). They were added after the significant need was expressed during implementation regarding a design flaw on the need for monitoring national work, including the institutional work and the demonstration project for results.
- There were many assumptions with design and implementation arrangements by doing, including that the staff of BCC would perform the project monitoring function in a learning-by-doing role. Interviewees say there is a need for more capacity building and project monitoring support for delivering the project on time and moving toward project results at three levels regional, national and subnational. Additionally, there were assumptions concerning cross-cutting areas for support to implementation, including capacity building of the PMU and BCC staff, i.e. results-based management and monitoring. In addition, the project provides support in its approved organizational structure to fill vacant BCC posts as part of the organizational capacity development, namely, the Finance and Administration Manager, Compliance Manager and a translator, who contribute to the project implementation as part of their duties. Assumption is that by a single PM shadowing these internal positions, they will be fully funded and capacities by the organization in the future. This now need extra PMU support and also an exit strategy.

Project Implementation Unit PMU Staff

Staff name	Position	Gender	Nationality
BCLME III Project Personnel			

MTR EVALUATION REPORT FINAL JUNE 3, 2020

Viviane Kinyaga	Project Manager	F	Namibia
Fransina Shihepo	Stakeholder Engagement Specialist	F	Namibia
Ipeinge Mundjulu	National Coordinator	M	Namibia
João Carvalho	National Coordinator	M	Angola
Tembisa Sineke	National Coordinator	F	South Africa
Jackson Kaoti	Project Assistant	M	Namibia

BCC and BCC project staff

Staff name	Position	Gender	Nationality
Thandiwe Gxaba	Acting Executive Secretary and Deputy Executive Secretary	F	South Africa
Kumbi Kilongo	Manager: Ecosystem Services	M	Angola
Zukile Hutu	Manager: Data and Information	M	South Africa
Xolela Wellem	Manager: Compliance	M	South Africa
Laimy Brown	Manager: Finance and Administration	F	Namibia
Jeremias dos Santos	Translator/Interpreter	M	Angola
Monica Thomas	Manager: Training and Capacity Development	F	Namibia
Zenobia Mckay	Accountant	F	Namibia
Placidus	Finance and Administration Officer	M	Namibia
Tunehafo Gottlieb	Ecosystem Officer	F	Namibia
Christiana Nakaleke	General Worker	F	Namibia
BCC/FAO Climate Change Project Personnel			
Barend van Zyl	Project Coordinator	M	Namibia
Sibongile Manzana	National Coordinator	F	South Africa
Catarina Dias	National Coordinator	F	Angola
Suzana Viriato	Communication and Participation Resource Person	F	Angola
Katrina Hilundwa	Fisheries and Fisheries Community-Based Resilience Resource Person	F	Namibia
Abednego da Silva	Fisheries and Fisheries Community Planning Assistant	M	Angola
Elethu Duna	Fisheries and Fisheries Community Planning Assistant	F	South Africa
MARISMA/GIZ Project Personnel			
Elisabeth Mausolf	Team Leader	F	German
Linda Kasheeta	Communication & Public Relation Officer	F	Namibia
Rod Brady	Regional Technical Advisor	M	Namibia
Roman Sorgenfrei	Regional Technical Advisor	M	German
Gunnar Finke	Regional Technical Advisor	M	German
Nikola Fahrbach	Finance & Administration Manager	F	Namibia
Maria Amunyela	National Technical Advisor	F	Namibia
Rebbeka Adam	Cleaner	F	Namibia

- The project manager was recruited by the parties. UNDP participated in the recruitment, and it was based on competencies. For the national activity, countries took the lead.
- MTR finds the project manager fulfilling a complex role, but is appreciated by the stakeholders and actively getting guidance from GEF and UNDP with implementation challenges, including slow procurement and work planning. There is a need for support to monitoring and results-

MTR EVALUATION REPORT FINAL JUNE 3, 2020

based management, communications and knowledge management. These are critical cross-cutting functions that support stated goals. Knowledge management was also flagged as an urgent need in terms of BCC's capacity to support SAP implementation. This has not been flagged as part of the institutional assessment.

- Project management recognizes the difficulty to plan work for and monitor a complex project at the same time as shadowing capacities, developing communications material and filling new positions within the secretariat at the same time as implementing a full-size project across three countries. The project implementation approach is implementing from within and doing growth/improvement work at the same time. In essence technical monitoring support is needed.
- The UNDP project level programme support and fiduciary monitoring led to instituting monthly meetings with PMU at BCC.

Project Steering Committee PSC

- The project steering committee was set up as dictated by the project document (see above) and is embedded in the BCC secretariat support programme. The PSC is functioning and meeting regularly. It reports results to the EAC. The rationale for placing a senior Party from the EAC as chair of the PSC was that because the project was implementing through the BCLME convention, information from the project should flow upward for decision-making by the means being put in place for intergovernmental work.
- The UNDP/GEF and PM, through PSC, came up with an acceleration strategy. The first steering committee rated the project as performing work poorly.
- There have been four PSC meetings to date. These include 21 June 2018 at Atlantic Beach Golf Club, Cape Town; 12 September 2018 at Safari Hotel, Windhoek; 14 May 2019 at INIPM, Luanda; and 29 January 2020 in Cape Town. Each meeting provides an agenda and outlines the suggested work plan and seeks inputs and approval by the Partys. Party of the BCC management board are present on the steering committee as are senior Partys from UNDP Namibia country programme. The GEF Regional technical advisor is present and provides substantive guidance during these sessions. MTE evaluator observed the PSC meeting held on 29 January 2020. During MTR, in particular, language and timing of receiving documents was highlighted as a barrier, including for those from Angola involved in project oversight. For example, it was highlighted by BCC participants from Angola that they need the documents in Portuguese well in advance of steering committee meetings. Language is an issue for Angola's participation.
- The steering committee submits its report to the EAC, which then forwards it to the Commission. This means work of project must go through the EAC and decision get raised up. MTR wondered about steering committee for its policy and influence role. Often PSC meetings might share technical consultancies to enable a more dynamic policy –work planning process. This however, was not evident but the MTR was assured that the project steering committee was representative of the key BCC form and function decision makers and so those activities can augment the work of these meetings i.e. give presentation of major readiness work including the governance and institutional baseline consultancies to all participants.

No	Recommendation from inception meeting	Resolution
1	The portal which is currently hosted by the Mandela Metropolitan University should be transferred to the BCC Secretariat	BCC Secretariat should work on the transfer (not a direct project issue).
2	BCC should ensure mainstreaming of gender and youth into its projects	Finalize the gender baseline assessment and develop strategies for gender mainstreaming.
3	BCLME III Project should consider a regional demonstration project	Strengthen collaboration with ORASECOM.
4	PSC to deliberate on the impact that the delayed commencement of the project may have on actual demonstration of stress reduction.	Accelerate implementation of the project and demonstrate results by mid-term (to increase chances for a possible extension of the project).
5	BCC to strengthen collaboration with IMO	BCC Secretariat to strengthen collaboration with IMO in areas relevant to the project and others.
6	BCC to strengthen involvement of private sector. Areas for collaboration with private sector may include (IUU) fishing, eco-labeling, ballast water management, biofouling and ocean mining.	Implement joint activities with the private sector in accordance with the project document.
7	Use the results of the governance baseline assessment to inform SAP review.	Recommendation accepted. Results of the assessment should inform the review of the SAP.
8	Strengthen collaboration with ORASECOM.	BCC Secretariat
9	Strengthen engagement with communities and NGOs for information sharing (especially in the demonstration projects)	The project should strengthen engagement of communities and NGOs through the demonstration projects.
10	Capacitate parties in both official languages of the BCC (English and Portuguese). Ensure that the translator attends meetings to provide the translation service.	The recommendation was endorsed. The BCC Secretariat to take this recommendation up.
11	Demonstration projects should aim at improving social, economic aspect for local communities while ensuring sustainability of ecosystems.	Recommendation endorsed.

MTR EVALUATION REPORT FINAL JUNE 3, 2020

12	BCLME III project to consider recruiting National Project Officers.	Recommendation endorsed with the understanding that the National Project Officers will be responsible for implementation of project related activities at national level.
13	Include resources for initiating demo projects in the 2018 budget	Recommendation endorsed.
14	Consider reduction of budget for 2018 to be realistic with remaining time in the year.	Recommendation endorsed.

Implementation Approach Opportunities /Challenges

Key finding: The project was delayed in starting behind schedule but in a good place to design for results.

- The project is implemented through regional implementation approach RIM through an accredited intergovernmental agency, the BCC, a project implementation arrangement that was said by interviewees to be complex, ambitious and a challenge. Its aim was to get results and implement while doing at regional and national, sub national levels, which makes it difficult to execute and to oversee for results; it will need even more acceleration.
- Interview with BCLME senior leaders confirm the point of the project is not to grow a bigger secretariat but to support the organization's core work. The focus of the project capacity building, in their view, should focus on the working groups and making the convention work.

Key finding: BCC implementation context is influenced (slowed) by broader factors but PMU has carte blanche to implement and work with procurement.

- Implementation was affected by the slow turnover of the executive director.
- The issue of leadership and ED recruitment, rotating chairs and the role of the chair are external factors.
- The MTR learned the current acting ED has full power to move implementation. The consensus from senior managers is that the project had already been PAC-approved and project management unit should implement with UNDP /GEF monitoring support, larger work plan approvals (more than one activity) and smarter work packages.
- BCC had been assessed by UNDP capacity assessment procedures, meaning it has strong fiduciary controls. BCC is capable of implementing projects to UNDP/GEF standards using its own procurements. This has been verified. BCC is hosted by the Namibian government and its procedures are linked to those of the Namibian government. These are rigorous standards but BCC is still learning itself;

Key finding: The full scale of the national and regional technical and knowledge support needs, while becoming evident through implementation, are not yet fully mapped out.

- The project is designed such that work planning is dependent on assessment work, i.e. governance and institutional and diagnostic work for new SAP and national SAPs. The project has thus been focused on baseline governance assessments, including setting up the TDA and SAP work planning and scientific assessments exercises and support to BCC EAC and compliance working groups. MTE observed a maturity in these assessments.
- As NICs and demonstration project have begun implementing, the technical support needs are clearer. It is timely to take stock of gaps identified in baseline to ensure their inclusion in the work plans as the project progresses. There are learning and technology needs in terms of science, compliance and monitoring, national policy arrangements and institutional linkages in terms of governance and demos. Evaluator made note of many of these, including the following (the full list of needs to be mapped):
 - Angola highlighted the needs for technical knowledge to help understand the implication of data sharing in the four area including risks involved to economy in short term. They do not know how or what to share and what is at stake. They need to better understand what the overall tradeoff for sharing is, especially in the oil industry, and would like examples from other countries on how ethyl has done this in the oil sector.

UNDP/GEF Technical and Fiduciary Monitoring Role

- UNDP Namibia is the principal implementing agent to the GEF and has full responsibility for fiduciary and programme results oversight of the GEF grant and ensuring technical support to oversee progress towards results.
- UNDP/GEF has provided consistent and strategic implementation programme support including UNDP RR guidance stepped in when there was perceived bottlenecks. For instance, a secretariat issue occurred oversight of fiduciary actions was a concern, and regular monitoring of 2016–2018 actions required more time from the staff. The agreement was monitoring including monthly meetings. There was an issue raised about the need for an acceleration strategy, including producing a detailed project budget. UNDP supported the financial work with capacity support.
- The UNDP make advances on a quarterly basis to the execution agent. The project was slow, but since a competent PM arrived, there have been efforts to catch up. Reports are the need is now for implementation strategies and delivery with clear terms of reference with packages of work and blanket work packages. It is time to scale and monitor the key results.

Value added of the UNDP/GEF TA and Implementation

- While the UNDP/GEF support for technical support to the substantive elements including work on governance and on the institutional elements is appreciated. The project has just begun to full scale implement since the baseline enabling work is now ready and so the technical needs (gaps in the monitoring for institutional capacity at regional and national level) and can be reviewed in light of this MTR and reprioritized through a suggested post-MTR work planning workshop;
- The UNDP/GEF support is highly appreciated as regional and national-level implementing partner for BCLME governance and concrete SAP result work. The track record and experience in successfully implementing regional LME approaches has been established with the three governments, and this has been verified.

MTR EVALUATION REPORT FINAL JUNE 3, 2020

- The governance work (especially at the regional/multilateral level) cannot be rushed, and certain political processes must dictate the pace; For the first SAP implementation phase, UNDP/GEF support has been thus for design and monitoring, including for development of the national demonstration work to showcase BCC work in the countries but is also need in monitoring the techno support needs- gaps identified and then to support new work planning. UNDP/GEF support has been appreciated for its efforts, with all the pressures to design and deliver for tangible results both at the policy level and on the ground and to manage these expectations. Normally, stakeholders agree that the SAP implementation project is generally over-ambitious for the time and financial resources allocated. It will only be through careful monitoring and smart indicators that this might be managed (see recommendation to upgrade monitoring in PMU and support to national coordinators for managing national-level results);
- The UNDP is strong on gender and safeguards, inequality. Equity and structural inequalities, this value added might be considered in redesign and implementation work;
- UNDP is also strategically positioned in three Party states' countries and capable of providing administrative and implementation support if needed. UNDP has synergistic projects that may benefit from this project's focus on policy and standards for ecosystem monitoring. It has administration that may also help facilitate national-level procurement and other implementation support if needed. In fact, the UNDP offices may be being under-utilized in terms of the possibility for national-level work. Support needs to implementation can be fleshed including for more support to national implementation in demonstration and national capacity development exercises;
- UNDP might provide communication and KM learning support on how to best showcase and learn together across the region;

Gender and Safeguards (Mainstreaming)

- The project has successfully developed a Gender Policy that was approached by BCC senior management. This will need more application into the capacity building work as the project implements post MTR. The inclusive approach need to permeate through the project and be monitored for results. The MTR suggest an implementation and monitoring strategy for Gender be developed and to use the BCC policy and analysis as baseline. The work need targets and indicators. This work needs to be considered the basis for which the project can aim for results on inclusion and also factor in target for youth, community engagement and women. Education is a key partner in this regard. The work might be monitored by UNDP and the stakeholder engagement specialist. The work on livelihood and alternative livelihood, SMEs can be monitored across the region in this regard.

Work planning

- Annual work planning has been done and based on the five-year work plan approved by the first steering committee meeting. The need for more integrated work planning has been discussed throughout this report.

Finance and co-finance process

Table 3 Cofinancing recorded at MTR (31 December 2019)

Donor/ co-finance	Total Budget (Commitment)	Co-financing at 31 December 2019 (MTR)	Components
GEF	\$10,900,000	\$2,428,225.30	
Participating Governments	\$135,000,000	\$11,060,171.02	Overall project implementation
UN Agency (e.g. UNDP)	\$300,000	\$317, 092.63	Executing agency
Benguela Current Commission	\$2,500,000	\$1,392,000	Office space, staff time
Partner Agency/Projects (EAF Nansen Programme, GIZ MARISMA, EU, Norway, FAO Climate Change Project)	\$15,625,000	\$12,265,366.00	Component 1 (regional and coastal ocean governance)- Shared fish stocks joint management, Regional water quality, stress reduction through demonstration projects.
Private Sector (BP Angola, Total Angola, SAMSA, PASA, Debmarine, SADSTIA)	\$900,000	\$36,602.00	Component 1 (regional and coastal ocean governance - Regional Ecosystem Monitoring Programme, development of SEIS, development coastal sensitivity atlas, oil spill preparedness and response, stress reduction through demonstration projects (coastal biodiversity survey) Component 2- stakeholder engagement
Academic Institutions	\$9,590,000	\$551,500.00	Water quality, stress reduction through demonstration projects, development coastal sensitivity atlas, oil spill preparedness and response. Training and

MTR EVALUATION REPORT FINAL JUNE 3, 2020

			Capacity Development (Component 3), Stakeholder engagement.
Non-governmental organisations		\$7500	stress reduction through demonstration projects (implementation of South African demo project), development of blue economy policy for Namibia, regional ecosystem monitoring programmes
TOTAL	\$174,815,000	\$28,058,456.34	

Key finding: Participating Government Cofinancing has been obviously robust but the project is not keeping track of it. A key MTR recommendation is to begin to track this co-financing as part of regular project monitoring. The expected cofinancing is above. A simple excell table would suffice but this is a key component of the original agreement and is expected to be tracked. UNDP can support the PMU on how to do this by providing the PMU ME with tables and templates for in kind and in cash tracking by each partner.

Key finding: Slow inefficient delivery

- Delivery is low (22% at MTR) and implementation is challenging. Even with its accelerated project implementing strategy, it will be challenging to spend the project resources in time. The BCC's capacity as IP (GEF EA) is promising, but at the end, the GEF EA is responsible to deliver the intended outputs within budget in a timely manner. To achieve that, IP needs to make sure of the timely procurement of goods and services. Since this is the first time for BCC to carry out the role of IP (GEF EA), some lessons are needed to support improved performance.
- MTR learned that standard operating procedures can help reduce bottlenecks and education for smoother work processes. For example, one case in the South Africa demonstration project did not have SOPs on how to procure and underwent the procurement exercise themselves before asking BCC;

Key finding: Small packages of Procurement – High transaction costs and Low Delivery (22 % at MTR)

- Awareness that smaller projects or time spent on procuring them does not allow good efficient use of PMU or BCC staff time (because of high transaction costs and overheads) and recognition of strategies for smarter delivery and larger packages of services may help;
- There were slow procurement issues at first. The work is moving more quickly now;
- Transaction cost of small procurements are high and is not conducive to implementation. Project needs larger procurements with work plans for regional work and national work including demos;
- National-level coordination and the demo project need costed work plans with implementation strategies linking the national evidence (science) to the policy goals at national and regional level. These projects also need to be linked to the broader BCC cross-cutting work on capacity development, knowledge management and stakeholder engagement;
- Work planning can include larger contracts and entire packages of services to help accelerate delivery;
- While the strategy has been good to implement through BCC "learning by doing" as capacity building through doing is a result in itself—reports of slow procurement and small inputs require larger work packages and plans for delivery on time across both regional work and national-level work on "enabling environment" institutions, policy and pilots designed with clear budget for implementation in this huge project.

Project-level monitoring and evaluation systems

According to the project document, project monitoring shall be according to these anticipated M&E activities.

- Inception meeting. At the project start, the inception meeting was held jointly with project steering meeting. It included those with assigned roles in the project organization structure (particularly in the BCC), UNDP country office, appropriate/feasible regional technical policy and programme advisors, as well as other stakeholders as defined in the Project Document through the roles, responsibilities and composition of the regional Project Steering Committee, including both country Party's and observers. During the inception, and based on the project results framework and the relevant GEF Tracking Tool, the teams finalized the first annual work plan. It was reviewed and agreement was made on the indicators, targets and their means of verification and assumptions and risks were rechecked.
- Quarterly: Progress is monitored in the UNDP Enhanced Results Based Management Platform. The risk log analysis was submitted and regularly updated in ATLAS. Based on the information recorded in ATLAS, a Project Progress Report (PPR) was generated in the Executive Snapshot. Annually there have been Project Review/Project Implementation Reports (APR/PIR). MTR reviewed three key reports prepared to monitor progress made since project start and, in particular, for the previous reporting period (30 June to 1 July). The APR/PIR combines both UNDP and GEF reporting requirements.
- The project PIRs were reviewed and the self-reported results are consistent with the MTR findings.
- The project document provided an indicative budget of \$225,000 and spelled out the expectation for project results monitoring. It stated, for example, that the project would produce an annual Progress-Chasing Consultancy. An independent consultant with experience in international waters projects was to be engaged to provide an independent third party viewpoint and facilitate the collation of project information into both internal progress-chasing reports and annual inputs into the UNDP APR/PIR and GEF IW Tracking Tools. This was not evident. MTR

MTR EVALUATION REPORT FINAL JUNE 3, 2020

recommends that such practice is reconsidered initiated for results monitoring and influence. As a learning by doing project the technical support is monitoring support and for overseeing the delivery of the various national and regional institutional structures associated with SAP implementation.

- The MTR finds the PMU needs focus and structure for technical monitoring and expertise for institutional capacity building in the PMU. Work is needed around the expected end of project results. The institutional needs for regional – national SAP implementation needs are great and coherence and linkages to the ongoing country work is needed including making coherent links for policy level results to demonstration project results. The national-level monitoring role of the newly instituted national coordinators need more of a national capacity building framework. Additionally, the design suggests periodic monitoring through site visits by UNDP CO and the UNDP RCU, who should conduct visits to project pilot/demo sites based on the agreed schedule in the project's Inception Report/Annual Work Plan to assess the project progress firsthand. MTR finds these to be opportune times for involving Parties of the Regional Steering Committee for BCC strategic policy expected results purposes.
- The GEF Focal Area Tracking Tools were completed during the mid-term (see Annex X).

Key findings: Monitoring for Results is needed:

BCC and project level. For BCC level monitoring, the result expected are improvements in convention and SAP implementation facilitated by the BCC. However, the project level monitoring goes beyond business as usual and should support value added to the BCC monitoring.

- The project does not have a dedicated monitoring support officer. The assumption was that the monitoring would be supported incrementally by UNDP/GEF and through the BCC supported compliance officer. The second did not take into account the need for monitoring other officer's expected results and to supplement where there are gaps in BCC convention SAP support and monitoring while doing i.e. national level monitoring of the capacity building work to support SAP implementing and putting in place national BCC institutional arrangements towards concrete ecosystem level results.
- Significant evidence of policy-level and others results at the national level was underreported despite the irregularity.
- Project might provide training on results-based management and monitoring provided at the BCC and involve BCC secretariat staff as well as national project staff at all levels.
- NICs might be further supported with results-based management training on how to best support, monitor and share/articulate policy and demonstration-level results and project accomplishments at national level.

Regional-level Monitoring for Results (Expected Outcome)

- Transboundary ecosystem monitoring type results: To focus on implementing convention, the core project work is linked to a better functioning convention monitoring, reporting and compliance system. This is beginning to evolve based on a long history of trilateral scientific collaboration concerning indicators and working groups and under other conventions. It is moving towards BCLME convention implementation baseline and data collection, monitoring, reporting for compliance.
- Compliance officer has been hired and is instrumental to the function of the convention. The post is already deserting results by doing and developing a mapping and capacity building programme around core work areas.

Stakeholder engagement/partnerships/synergies

- Per project document, the key stakeholders of the BCLME region are well known, and the BCC is cognizant of new or emerging stakeholders due to changes in the use, governance or conservation of the ecosystem. Some key stakeholders include youth, women, coastal and river basin communities, artisanal and subsistence fishermen, academia, school children and the youth, commercial fishers, small scale coastal and marine entrepreneurs, oil and gas explorers and producers, diamond and other extractive minerals explorers and producers (e.g. emerging marine phosphate in Namibia), coastal and marine tourism operators, coastal infrastructure developers, port and harbor operators, shipping and marine transporters, conservation NGOs (national, regional and international, such as WWF), and associations of NGOs, IGOs and national governments. The project also has a component on stakeholder engagement. The work is perceived by stakeholders as critical for BCC level results.
- In general at project implementation level, partnerships and synergies, coordination with others is supported by the PMU. The PMU is actively supporting synergies among all above stakeholders involved in project implementation but is limited in coordination roles as this must be done by BCC. Principle initiatives within the BCLME region that are closely related to the aims and objectives of the Convention, to SAP implementation and to the overall aims and objectives of the current UNDP GEF BCLME project include, in particular, the following:
 - The GIZ-supported BCC MARISMA project;
 - The FAO/GEF/BCC project "Enhancing Climate Change Resilience in the Benguela Current Fisheries System";
 - ORASECOM Orange River Joint Management measures.
- MTR reviewed these initiatives and spoke with key informants. This cooperation is also being executed by the BCC secretariat and as such are expected to ensure close coordination between them. Additionally, as with the GEF/UNDP project, the BCC is expected to work closely to align all projects steering and management processes to ensure close coordination at the level of the Project Managers and at the level of the Steering Committee/Management Board. This was not evident. To ensure closer and in-depth collaboration and complementarity between these interwoven projects and their aims and objectives, the Project and the BCC had highlighted areas of interaction (and options for avoidance of any overlap) at the inception stage. While there has been specific meeting/workshop between the two projects and the GIZ MARISMA project on occasions, and to ensure complementarity of efforts and true collaborative delivery in support of the BCC and its SAP Implementation Plan through an agreed work-plan and road-map more need to happen. (Not as evident as Viviane to clarify dates of planning and collaboration.)

MTR EVALUATION REPORT FINAL JUNE 3, 2020

Key findings

- The evaluation was not briefed on disconnect between the management Board (Commission) of the BCC and the Steering Committee function for all projects. In the project document, it was expected that there would be coordination so all ongoing BCC initiatives would be closely interactive and non-duplicative. The MTR consultant identified some gaps. This can be strengthened with invitations extended to PSC steering meetings and a post-design retreat.
- Marine Spatial Planning MSP MARISA^v: In general all three countries are advancing on blue economy policy, yet MTR see there is a need for coordination with the BCC intergovernmental work on MSP, which has been advancing under the BCC project. This project has created sectoral working groups in each country. This needs better coordination with the national work of the BCLME 3 project. The national coordinators can play a role at the national level in bringing these together around country level results.
- The FAO project^{vi} has completed tools for vulnerability mapping along the coastal communities. These tools can be applied to BCC national implementation work and will make a significant impact especially in Angola. There are synergies identified being the demo sites in Angola and other countries that currently need to be planned in work plans.
- Senior staff of key partner organizations are observers at meetings of the BCC Management Board (Commission meetings). The BCLME Project works closely with UNDP GEF Project for Orange-Senqu River SAP Implementation with senior staff continuing to be invited as observers to the appropriate BCC Management and technical meetings in order to better move forward the joint activities and joint interests highlighted in "From Source to Sea." There is a need for project to support BCC how to write a MOU type support and what are the steps to take.
- While the project has created the BCC enabling environment for gender specific programming and monitoring for results, the monitoring of the inclusion aspects of BCC and the project need to be better conceived and consolidated and monitored at the regional level. The project need targets for community engagement, youth and women and a monitoring /technical support programme for results. This can be possibly merged with the work on monitoring stakeholder engagement with the private sector focus from the regional level. UNDP is suggested to augment this with technical support.

Reporting (also see monitoring section)

- Monitoring and reporting are conducted per GEF requirements, i.e. PIRs. The UNDP GEF regional advisor visited project at least twice a year.
- Steering committee is active on adaptive management and decision making.
- The lessons from adaptive management are documented through the PSC minutes and in other work planning and reporting exercises, such as PIRs and PPRs.

Knowledge Management and Communications

Key finding. The project team do not have a Knowledge Management KM Strategy but does have a Communication strategy but both need further work and work planning integration for BCC expected institutional capacity development and the broader national project expected results.

- The results of these need to be considered for monitoring for project-level results, BCC substantive monitoring and compliance, data collection work level expected results.
- Most interviewees say KM and communications is weak and there is a need to augment support.
- KM was generally weakly discussed in the project document. Knowledge management and experience and information sharing for policy results are happening in the form of meeting and workgroups. It can be done online and with a platform, e.g. Facebook and website and other systems building a learning platform.
- There was a decision made during the inception meeting to not include a communications and monitoring officer at PMU because the new BCC Compliance officer would do it.
- Additional assumptions was that communication officer from the climate change project would do the GEF BCLME 3 project communications.

PMU Level

- Online platform for regional and national project lessons and work sharing needs to be conceived;
- At national level and regional level, knowledge management, but KM products and services, including: cases from pilots, academic papers from work groups etc., need coordination and monitoring for results.
- A focus point for communications and KM is necessary at the PMU level. In terms of work planning, the PMU might commission a knowledge management study to inform BCC on knowledge sharing systems and online platforms and IT systems that facilitate the two way access of information and experience and communication flows.

Regional level

- Stakeholder agreed that the BCC level communications is generally weak and the secretariat and the Partys are shy, and under-communicated results in the region. Goals for the convention to become self-sustaining in financial terms are required. More work on communication of results is therefore needed to position the BCC as a partner of choice.
- The visibility can be raised with Party states. While regional knowledge sharing and learning is ongoing through working groups, it is limited to workshops which are labor and travel intensive. An online platform would support follow-up and learning from meetings and also support sharing between countries for practice type learning purposes.

MTR EVALUATION REPORT FINAL JUNE 3, 2020

- BCC is promoting a platform for scientists and politicians to work together on the evidence and monitoring system and is encouraging joint monitoring and scientific collaboration across the region. Through this it is influencing policy through knowledge sharing and integration into the direct working groups and forums.
- The participants to the BCC meetings noted too many meetings, the possibility of online forum can ensure efficiency in their time away from their own work.
- Project management might put in place communication and knowledge management work: include knowledge sharing platforms and social media, education strategies for strategic-level communication and sharing good practices. Experiences while implementing from the demonstration can be shared to promote inter-country knowledge sharing, learning and showcasing.
- The project is planning a science to government forum which can be a nice anchor for the knowledge sharing and collation activities including science and implement practice sharing.

Projects contribution to sustainable development benefits as well as global environmental benefits.

3.4 Sustainability

Financial risks to sustainability

There is a strong need and a request by the management board of the BCLME and BCC for work on partnerships and resource mobilization studies for BCC. This work will also require changing the culture of the BCC staff to become more outward-oriented and to understanding positioning and report re mobilization with third party cost sharing agreements, access to the green climate fund, partnership strategies and what that means for country level results. There are excellent examples of this culture-change type work from UNDP and UNV. A comparative benchmarking with the partnership unit of these organizations may help to understand how to become a resource mobilizing organizations. UNDP might provide technical assistance on partnership strategies and procuring bigger packages for projects.

Socio-economic to sustainability

There is urgency for the project implementation and work plans to consider having the structural inequalities and risks integrated in the upcoming work planning; need to integrate the GENDER policy (key results) and targets on inclusion including communities, women and youth into aspects of the policy and demonstration work, BCC planning work in SAP Party's (For Angola for example such action might be immediately transformative for the development trajectory if done correct). For instance, Angola project work has high stakes for the rural development and oceans and blue economy policy linked to the artisanal fishing, rural communities' livelihoods and women's issues. This needs to be permeated through the project's capacity building approaches and to the demonstration project and in the communication and the policy work of the BCC in the three countries. This is a value added of the projects technical assistance components. The project has already developed a gender strategy. Now it can develop an analysis for pushing structural equity activities in all three countries. This can also inform the planning of its activities through policy and planning work, institutional work, demonstration projects and the policy communications. This aspect, strategic communication, needs work and a full project focus (see effectiveness section).

Institutional framework and governance risks to sustainability

The project is an institutional development and governance project, so all the work is aimed at this sustainability. The project monitoring for results are need to be considered –regional and national/subnational. While the project is designed well for regional work and regional SAP, it is less well designed for national institutional sustainability linked to the sub national governance and impacts level needs including work with communities and private sector. The needs for institutional sustainability include advocating for structures for changes in the three countries to support the BCC work on harmonizing policies and work around priority areas for an integrated management approach and for demonstrated results (institutional links to upstream work from downstream - demo projects). The work on policy communication is extremely important to raise the good practices and the benefits coming from this part. The communication work needs to start and become a focus of the project implementing unit. This work should also be considered in terms of the BCC capacity building needs together with a focus on results management. Regarding sustainability, the MTR finds the need for a project exit strategy.

Environmental risks to sustainability

This is ultimately an environmental project. Sustainability will come from the success of the implementation, the institutional structures that are set up and the results of the interacted ecosystem management approach in the demonstration projects. The demonstration projects are to dissertate the approach, so these must be fail-safe for success. The project must ensure monitoring of these projects for results and for showcasing. These projects need a communication component and focus as well as a better expected results framework and teamwork for results.

4. Conclusions

The project is highly relevant. As the third phase of UNDP GEF support to countries, in the view of evaluator, the collaboration between countries nonetheless would probably continue in absence of GEF support, albeit not so effective. The political will for a learning and sharing platform for work between scientists and politicians in the region is very strong and entrenched in solidarity.

GEF funding and UNDP technical support is widely accepted as providing the “enabling aspects” of the new BCLME convention, which came into force only in 2017. The governance work, however, cannot rush its political process, and the implementation at MTR need smarter targets and indicators and clear work plans with procurement of bigger/smarter work packages for results. Otherwise, the plan is overambitious in the time frame. The work results can be framed as a supporting process of institutional change and or making contributions as opposed to definitive statements, i.e. ratification of conventions like Ballast, etc. The project work to date has been concentrated on establishing baselines and doing assessments for governance gaps and needs and convention strategic work planning. The project has done very well on these enabling goals but now it is timely to step back to planning as a team and make strategies for accelerated implementation, setting targets around the results expected by the end for implementation, i.e. SAP preparation, prepare the institutional setup regionally and establish national monitoring, and reporting on the compliance work of the convention. A post-MTE redesign and work planning workshop must take place—the work is not there yet in the evaluator's view.

MTR EVALUATION REPORT FINAL JUNE 3, 2020

The project design has a clear focus on governance and institutional baseline establishment (component 1) and then three cross-cutting areas (component 2) on stakeholder engagement, (component 3) capacity building and (component 4). Resource mobilization, finance and partnerships). With the baseline work on governance almost completed, it is time to come together and do integrative work planning as well as set in motion these cross-cutting areas. The project needs an integrated approach in the work planning. This might be best done through a results based and facilitated project post MTR work planning retreat post-MTR. The BCC capacity building work plan needs to flow from the work planning around the core work of the project –SAP implementation at (regional and national/subnational) linked to institutional capacity development. This approach will also reinforce synergies with other ongoing BCC projects which are not promising opportunities, i.e. links and prioritization of resources between cross-sectoral and inclusive planning of the FAO/ CCA project and blue economy with MSP work.

During evaluation, the commissioners made a call for the work on resource mobilization and partnership building to start for the project to bring in support and to show good practices from other agencies that may have gone through a similar process. It should do capacity building and implement a results-based management approach to these expected results with the BCC secretariat and others. Partnership and strategic partnership is core work from the secretariat. This needs strategies and capacity building.

The UNDP GEF Technical Support TS is filtering through (value added), but at MTR there was a fundamental gaps in the design identified related to the implementation strategy that made it difficult for UNDP and GEF to monitor and provide institutional capacity expertise and monitoring and the suggested remedy for this is hiring of a chief technical advisor within the PMU. As the o the baseline work is just readying the project for work planning, the project will need more focus on identifying technical support needs for results especially on the core science to governance work. In addition to technical support needs in terms of monitoring, reporting and assessments, the project needs technical support for clear strategies and project work planning? MTR made note of some technical gaps in the system (see technical support section above) but his need to be firmly mapped by a work plan retreat with the entire team post MTR- a key recommendation coming from this MTR. Ensuring adequate technical support for improving BCLME ecosystems monitoring, assessment and compliance is work for the UNDP/GEF technical support focus. UNDP and GEF technical advisers can facilitate this post MTR assessment in terms of what the needs are and then help project make a plan to fill in gaps. Also, during evaluation the scientists and politicians involved in ecosystem advisory work groups and the governance of the BCLME were clear that the finances and technical support of UNDP/GEF project should go to gaps in monitoring areas. In this regard, the technical needs and gaps must to be assessed to determine outstanding needs and gaps for UNDP/GEF technical assistance and monitoring. These should be introduced into the work planning processes. GEF might be present in these meetings and or send advisory services in the key work areas, i.e. ecosystem monitoring indicators, target setting; four BCLME key work areas and related compliance work and best practices from around the world, etc.

The GEF project is aimed at demonstrating cross-sector collaboration, showcasing integrated ecosystem monitoring approaches and enhancing stakeholder participation for results. It is not there to do the work for the countries. As demonstration projects, these activities need better results plans and support on monitoring, knowledge management, strategic communications and results-based management. These must be monitored from the project and documented and shared as successes, so there is no room for failure—only room for demonstration, documenting and sharing those successes. The demonstration projects also need project management unit-led guidance and support from cross-cutting areas of the project components on stakeholder engagement, capacity building and resource mobilization, partnerships and financing. This now needs to be planned post-MTR in a planning section. The technical and monitoring support needs for the national level results and demonstrations can also be mapped out and costed and fully integrated with the project cross-cutting strategies.

Gender and inclusion

While the project has created the enabling work for gender specific programming, the monitoring of the inclusion aspects need to be better conceived and consolidated at the regional level. The project need targets for community engagement, youth and women and a monitoring programme for results. This can be possibly merged with the work on monitoring stakeholder engagement with the private sector focus from the regional level.

5. Recommendations

Corrective actions for the design, implementation, monitoring and evaluation of the project

See table in ES.

6. ANNEXES

MTR ToR

MTR evaluative matrix

Evaluation questions	Indicators	Sources	Methodology
(include evaluative question(s))	(I.e. relationships established, level of coherence between project design and implementation approach, specific activities conducted, quality of risk mitigation strategies, etc.)	(I.e. project documents, national policies or strategies, websites, project staff, project partners, data collected throughout the TE mission, etc.)	(I.e. document analysis, data analysis, interviews with project staff, and interviews with stakeholders, etc.)
Relevance: How does the project related to the main objectives of the International, Regional, National Priorities, GEF focal area, and the environment and development priorities at the local, regional and national levels?			
<ul style="list-style-type: none"> Project Strategy: To what extent is the project strategy relevant to international, regional and country priorities, country ownership, and the best route towards expected results? To what extent is the project strategy in line with Government and UNDP /GEF priorities? 	<ul style="list-style-type: none"> Level of participation of the concerned agencies in project activities Consistency with international, regional, national strategies and policies. 	<ul style="list-style-type: none"> Project documents National policies and strategies 	<ul style="list-style-type: none"> Desk review Interviews with project team, UNDP and other partners.
<ul style="list-style-type: none"> To what extent is the project aligned to the main objectives of the GEF focal area? 	<ul style="list-style-type: none"> Consistency with GEF strategic objectives. 	<ul style="list-style-type: none"> Project documents GEF focal areas strategies and documents 	<ul style="list-style-type: none"> Desk review GEF website Interviews with project team and UNDP
Effectiveness: Progress towards Results: To what extent have the expected outcomes and objectives of the project been achieved? To what extent have the expected outcomes and objectives of the project been achieved thus far?			
<ul style="list-style-type: none"> Has the project been effective in achieving its expected outcomes? 	<ul style="list-style-type: none"> See indicators in project document results framework. 	<ul style="list-style-type: none"> Project document Project team and stakeholder Data reported in project annual and quarterly reports 	<ul style="list-style-type: none"> Desk review Interviews with project team and relevant stakeholders
<ul style="list-style-type: none"> Project Implementation and Adaptive Management: Has the project been implemented efficiently, cost-effectively, and been able to adapt to any changing conditions thus far? 	<ul style="list-style-type: none"> Steering committee meetings PMU an/d UNDP notes 	<ul style="list-style-type: none"> Data collected throughout the evaluation 	<ul style="list-style-type: none"> Desk review
<ul style="list-style-type: none"> To what extent are project-level monitoring and evaluation systems, reporting, and project communications supporting the project's implementation? 	<ul style="list-style-type: none"> Steering committee meetings PMU and UNDP notes 	<ul style="list-style-type: none"> Project document Project team and stakeholder Data reported in project annual and quarterly reports 	<ul style="list-style-type: none"> Desk review Interviews with project team and relevant stakeholders
<ul style="list-style-type: none"> To what extent have partnerships and linkages between institutions/organizations were encouraged and supported? What was the level of efficiency of cooperation and collaboration arrangements? 	<ul style="list-style-type: none"> Specific activities conducted to support the development of the cooperative arrangements between partners Examples of supported partnerships 	<ul style="list-style-type: none"> Project documents 	<ul style="list-style-type: none"> Desk review Interviews with project team and relevant stakeholders

MTR EVALUATION REPORT FINAL JUNE 3, 2020

	<ul style="list-style-type: none"> • Evidence that particular partnerships /linkages will be sustainable • Types/quality of partnerships cooperation methods utilized 		
Efficiency: Was the project implemented efficiently, in line with international and national norms and standards?			
<ul style="list-style-type: none"> • Were the accounting and financial system in place and adequate for project management and producing accurate and timely information? • Was the project efficient with respect to incremental cost criteria? • Were progress reports produced accurately, timely and represented to reporting requirements including adaptive management changes? • Was the project implementation as cost effective as originally proposed (planned vs. actual)? • Was procurement carried out in a manner making efficient use of project resources? 	<ul style="list-style-type: none"> • Availability and quality of financial and progress reports • Timeliness and adequacy of reporting provided • Level of discrepancy between planned and utilized financial expenditures • Planned and actual fund leveraged • Quality of actual funds leveraged • Quality of results based management reporting (progress reporting, monitoring and evaluations) 	<ul style="list-style-type: none"> • Project documents and evaluations • UNDP • Project team 	<ul style="list-style-type: none"> • Document analysis • Key interview
Sustainability: To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results?			
To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results?			
<ul style="list-style-type: none"> • How does the project support resource mobilization for the FISHERIES MANAGEMENT implementation? 	<ul style="list-style-type: none"> • Amount of national budget allocation 	<ul style="list-style-type: none"> • Legal regulation 	<ul style="list-style-type: none"> • Document analysis
<ul style="list-style-type: none"> • How does the project support personnel allocation for the system approach to implementation? 	<ul style="list-style-type: none"> • Personnel allocation 	<ul style="list-style-type: none"> • Legal regulation 	<ul style="list-style-type: none"> • Document analysis
<ul style="list-style-type: none"> • To what extent is compliance and monitoring conservation related issues considered? 	<ul style="list-style-type: none"> • Government agencies aware and committee to regional tuna fisheries integration and sustainable development. • Legislation and planning documents show evidence of mainstreaming? 	<ul style="list-style-type: none"> • Legal regulation • Project document /reports 	<ul style="list-style-type: none"> • Document analysis • Interviews with stakeholders
<ul style="list-style-type: none"> • Are there any political risks that may threaten the sustainability of the project outcomes? 	<ul style="list-style-type: none"> • Government agencies aware of three Rios? 	<ul style="list-style-type: none"> • Government policies 	<ul style="list-style-type: none"> • Analysis
Impact: Are there any indication that the project has contributed to, and enabled progress towards, reduced environmental stress and or improved ecological status?			
<ul style="list-style-type: none"> • Has the project strengthened local capacity? 	<ul style="list-style-type: none"> • Awareness and understanding of the global norms and standards and related conventions at the provincial level 	<ul style="list-style-type: none"> • Interviews • Provincial level plans /strategies 	<ul style="list-style-type: none"> • Interviews • Document analysis
<ul style="list-style-type: none"> • Has the project developed tools to support mainstreaming process? 	<ul style="list-style-type: none"> • Evidence of development of different tools to support the mainstreaming process 	<ul style="list-style-type: none"> • Interviews • Provincial level plans /strategies 	<ul style="list-style-type: none"> • Interview • Document analysis

MTR EVALUATION REPORT FINAL JUNE 3, 2020

	<ul style="list-style-type: none"> Evidence of incorporation of Biodiversity, Climate change and land Degradation in planning processes at the provincial level. 	<ul style="list-style-type: none"> Interviews Provincial level plans /strategies 	<ul style="list-style-type: none"> Interview Document analysis
--	---	--	--

Ratings Scales

Ratings for Progress Towards Results: (one rating for each outcome and for the objective)		
6	Highly Satisfactory (HS)	The objective/outcome is expected to achieve or exceed all its end-of-project targets, without major shortcomings. The progress towards the objective/outcome can be presented as “good practice”.
5	Satisfactory (S)	The objective/outcome is expected to achieve most of its end-of-project targets, with only minor shortcomings.
4	Moderately Satisfactory (MS)	The objective/outcome is expected to achieve most of its end-of-project targets but with significant shortcomings.
3	Moderately Unsatisfactory (HU)	The objective/outcome is expected to achieve its end-of-project targets with major shortcomings.
2	Unsatisfactory (U)	The objective/outcome is expected not to achieve most of its end-of-project targets.
1	Highly Unsatisfactory (HU)	The objective/outcome has failed to achieve its midterm targets, and is not expected to achieve any of its end-of-project targets.

Ratings for Project Implementation & Adaptive Management: (one overall rating)		
6	Highly Satisfactory (HS)	Implementation of all seven components – management arrangements, work planning, finance and co-finance, project-level monitoring and evaluation systems, stakeholder engagement, reporting, and communications – is leading to efficient and effective project implementation and adaptive management. The project can be presented as “good practice”.
5	Satisfactory (S)	Implementation of most of the seven components is leading to efficient and effective project implementation and adaptive management except for only few that are subject to remedial action.
4	Moderately Satisfactory (MS)	Implementation of some of the seven components is leading to efficient and effective project implementation and adaptive management, with some components requiring remedial action.
3	Moderately Unsatisfactory (MU)	Implementation of some of the seven components is not leading to efficient and effective project implementation and adaptive, with most components requiring remedial action.
2	Unsatisfactory (U)	Implementation of most of the seven components is not leading to efficient and effective project implementation and adaptive management.

MTR EVALUATION REPORT FINAL JUNE 3, 2020

1	Highly Unsatisfactory (HU)	Implementation of none of the seven components is leading to efficient and effective project implementation and adaptive management.
---	----------------------------	--

Ratings for Sustainability: (one overall rating)		
4	Likely (L)	Negligible risks to sustainability, with key outcomes on track to be achieved by the project's closure and expected to continue into the foreseeable future
3	Moderately Likely (ML)	Moderate risks, but expectations that at least some outcomes will be sustained due to the progress towards results on outcomes at the Midterm Review
2	Moderately Unlikely (MU)	Significant risk that key outcomes will not carry on after project closure, although some outputs and activities should carry on
1	Unlikely (U)	Severe risks that project outcomes as well as key outputs will not be sustained

MTR mission itinerary

Date, time and venue	Meeting	Role in BCC/project
South Africa, 28 Jan to 03 Feb		
27 Jan Arrival in Cape Town		
28 Jan; 09h00 Venue TBC	BCC Secretariat and PMU (All managers)	Project execution
28 Jan; 14h30	Sectoral representatives from South Africa	Sector representatives
29 Jan	BCLME III PSC meeting Interviews with PSC and Compliance Committee Partys	Project oversight
Travel to Port Elizabeth from Cape Town, 30 Jan (morning)		
30 Jan 09h00	RSA Demo Project implementation team and others stakeholders in PE	RSA Demo Project implementation team
30 Jan, fly from Port Elizabeth to Cape Town (afternoon)		
31 Jan	Meeting with 2 EAC Partys Claudeth Yamba Estefania Kiteculo	Discussed the present situation of the BCLME 3 in Angola and provided some links on how to improve
1 Feb	Meeting with Angolan EAC Partys Avelina Catarina Maria Dombaxe Maria Sardinha	Discussed the present situation of the BCLME 3 in Angola and provided some links on how to improve
3 Feb	Meeting with the SA Commissioner	
4 Feb, Fly from Cape Town to Swakopmund		
5 Feb	Meeting with Hashali Hamukuaya (former Executive Secretary of BCC) Swakopmund NATMIRC/Fisheries Chris, Beau, Paulus, Anja, etc, Walvis Bay Meeting Pinehas Auene Compliance Committee Partys	
6 Feb	Swakopmund BCC Projects (Climate Change, MARISMA)	

MTR EVALUATION REPORT FINAL JUNE 3, 2020

6 Feb, Travel from Swakopmund to Windhoek		
07 Feb	Meeting with Namibian Commissioner, NISCOG and other sector representatives	
08-09 Feb,	Write MTR report	Stephanie Hodge
10 Feb	Fly to New York	

List of documents reviewed

Document
PIF
UNDP Initiation Plan
UNDP Project Document
CEO Endorsement Document
UNDP Environmental and Social Screening results
Project Inception Report
Strategic Results framework
PIR 2018
PIR 2019
Quarterly progress reports and work plans of the various implementation task teams
Audit reports
Finalized GEF focal area Tracking Tools at CEO endorsement and midterm (IW TT)
Oversight mission reports
All monitoring reports prepared by the project
Finance Policy
Financial and Administration guidelines used by Project Team
Procurement Policy
Financial and Administration guidelines used by Project Team
Project operational guidelines, manuals and systems
UNDP country/countries programme document(s)
Minutes of the BCLME III Project Steering Committee Meetings and other meetings (i.e. Project Appraisal Committee meetings)
Project site location maps
Technical reports
Communication material

MTR EVALUATION REPORT FINAL JUNE 3, 2020

List of policies
Results framework with updated progress
Capacity development and training matrix
Co-financing
Breakdown of GEF grant expenditure
List of project staff and BCC organogram
Stakeholder list

Co-financing table

Donor/ co-finance	Total Budget (Commitment)	Co-financing at 31 December 2019 (MTR)	Components
GEF	\$10,900,000	\$2,428,225.30	
Participating Governments	\$135,000,000	\$11,060,171.02	Overall project implementation
UN Agency (e.g. UNDP)	\$300,000	\$317, 092.63	Executing agency
Benguela Current Commission	\$2,500,000	\$1,392,000	Office space, staff time
Partner Agency/Projects (EAF Nansen Programme, GIZ MARISMA, EU, Norway, FAO Climate Change Project)	\$15,625,000	\$12,265,366.00	Component 1 (regional and coastal ocean governance)- Shared fish stocks joint management, Regional water quality, stress reduction through demonstration projects.
Private Sector (BP Angola, Total Angola, SAMSA, PASA, Debmarine, SADSTIA)	\$900,000	\$36,602.00	Component 1 (regional and coastal ocean governance - Regional Ecosystem Monitoring Programme, development of SEIS, development coastal sensitivity atlas, oil spill preparedness and response, stress reduction through demonstration projects (coastal biodiversity survey) Component 2- stakeholder engagement
Academic Institutions	\$9,590,000	\$551,500.00	Water quality, stress reduction through demonstration projects, development coastal sensitivity atlas, oil spill preparedness and response. Training and Capacity Development (Component 3), Stakeholder engagement.
Non-governmental organisations		\$7500	stress reduction through demonstration projects (implementation of South African demo project), development of blue economy policy for Namibia, regional ecosystem monitoring programmes
TOTAL	\$174,815,000	\$28,058,456.34	

Signed UNEG Code of Conduct form

Evaluators/Consultants:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum

notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.

4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study limitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

MTR Consultant Agreement Form

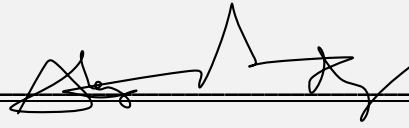
Agreement to abide by the Code of Conduct for Evaluation in the UN System:

Name of Consultant: _____ Stephanie Jill Hodge _____

Name of Consultancy Organization (where relevant): _____ n/a _____

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at _____ New York _____ **(Place) on** _____ December 4, 2019 _____
(Date)

Signature: _____


Signed MTR final report clearance form

Midterm Review Report Reviewed and Cleared By:

Commissioning Unit

Name: _____

Signature: _____ **Date:** _____

UNDP-GEF Regional Technical Advisor

Name: _____

Signature: _____ **Date:** _____

Annexed in a separate file: Audit trail from received comments on draft MTR report

Annexed in a separate file: Relevant midterm tracking tools (IW TT)

MTR EVALUATION REPORT FINAL JUNE 3, 2020

List of persons interviewed

List of the Groups and persons interviewed- MTR				
Name	Institution	Designation	Email	Role in the Project
South Africa Focus Group meeting, 28 January 2020, Cape Town				
Ashley Naidoo	Department of Environment, Forestry and Fisheries	CD: Ocean & Coast Research	anaidoo@environment.gov.za	Party of BCC EAC
Thembalet hu Tanci	Department of Environment, Forestry and Fisheries	D: Ocean Economy	ttanci@environment.gov.za	Provide input to BCC related work on Ocean Economy
Gcobani Popose	Department of Environment, Forestry and Fisheries	D: Ocean Strategies	gpopose@environment.gov.za	Was employed under the BCLME11 phase of the project for coordinating BCC work in South Africa. Is now a government employee on ocean conservation
Luvuyo Bali	Department of Environment, Forestry and Fisheries	DD: Marine Monitoring	lbali@environment.gov.za	Is the country BCLME pilot project manager
Zimbini Nkwitya	Department of Environment, Forestry and Fisheries	ASD: Integrated projects & International Coordination	znkwintya@environment.gov.za	Assistant Director at the BCC Focal point office in SA
Siya Mngxekeza	Department of Environment, Forestry and Fisheries	Env. Production Officer: Integrated projects & International Coordination	SMngxekeza@environment.gov.za	Project coordinator of BCC projects in SA, and works directly with Mr Bali in the BCLME111 pilot project
Molefe Morokane	Department of Mineral Resources and Energy	D: Mine Env. Man, Policy, Research & development	Molefe.Morokane@dmr.gov.za	EAC Party representation for the mining issues – Department of Mineral Resources employee
Nekekazi Jukunda	Department of Environment, Forestry and Fisheries	Coastal Conservation:	NJukuda@environment.gov.za	With interest on the streaming of climate change into the BCLME111
Lorna Nondaka	Department of Environment, Forestry and Fisheries	Environment Officer	Inondaka@environment.gov.za	Interest dumping at the sea BCC issues
Jessica du Toit	Department of Environment, Forestry and Fisheries	Coastal pollution management – dumping at the sea	jedutoit@environment.gov.za	Interest dumping at the sea BCC issues
South Africa Commissioner, 03 February 2020, Cape Town				

MTR EVALUATION REPORT FINAL JUNE 3, 2020

Lisolomzi Fikizolo	Department of Environment, Forestry and Fisheries		Lfikizolo@environment.gov.za	BCC Commissioner
Port Elizabeth (Demo Project) Focus Group meeting, 30 January 2020				
Tembisa Sineke	Benguela Current Convention	National Project Officer-SA demo project	tembisa@benguelacc.org	demo project coordinator
Luvuyo Bali	Department of Environment, Forestry and Fisheries	Project Manager-SA demo project	Lbali@environment.gov.za	responsible for the implementation of the demo project
Siya Mngxekeza	Department of Environment, Forestry and Fisheries	Environmental Officer	Smngxekeza@environment.gov.za	responsible for the implementation of the demo project
Toto Msaseni	CREDANCE	DIRECTOR	Credance@webmail.co.za	Service provider who complied Monitoring programme for the Swartkops Estuary
Xola Sabani	Nelson Mandela Bay Metro	Ward 16 Councillor	xsabani@mendelametro.gov.za	Community development interest
Councillor Bongwana	Nelson Mandela Bay Metro	Ward 24 Councillor	Bongwana@mendelametro.gov.za	Community development interest
Sizwe J	Nelson Mandela Bay Metro	Ward 21 Councillor		Community development interest
Pumla Mzazi-Geja	Department of Economic Development and Env. Affairs	Director: Biodiversity and Coastal	Pumla.mzazi@dedea.gov.za	Co-chair of the pilot project steering committee
Chwayita Mapekula	Department of Environment, Forestry and Fisheries	Coastal Monitors	cmapekula@environment.gov.za	DEFF monitors based in Port Elisabeth
Athule Makani	Department of Environment, Forestry and Fisheries	Coastal Monitors	amakani@environment.gov.za	DEFF monitors based in Port Elisabeth
Zamxolo Mlangeni	Department of Environment, Forestry and Fisheries	Coastal Monitors	zmlangeni@environment.gov.za	DEFF monitors based in Port Elisabeth
Jongikhaya Ntozakhe	Walter Sisulu University	Technical Manager	jntozakhe@wsu.ac.za	National Water quality monitoring laboratory technical manager
Mkhalelwa Mazibuko	RULIV	RULIV: chairperson	mk@ruliv.org.za	Service provider / environmentalist group
Thandi Mmchako	Department of Water and Sanitation	Scientific Manager	mmchakot@dw.s.gov.za	Steering committee Party
Angolan Focus Group meeting, 31 of January and 01 February 2020				

MTR EVALUATION REPORT FINAL JUNE 3, 2020

Maria Dombaxe	Ministry of Fisheries and Sea	Senior Officer	marialvas70@yahoo.com		EAC Party
Catarina Dias	Ministry of Environment	Senior Officer	catarina@benguelacc.org		EAC Party
Avelina Victor	Ministry of Fisheries and Sea	Deputy Director	avelinajoao22@gmail.com		EAC Party
Maria de Lourdes Sardinha	Ministry of Fisheries and Sea	senior researcher	mdlsardinha@gmail.com		PSC chair Angola
Estefania Almeida	Ministry of Mineral Resources and Petroleum	chief department	Estefania.almeida@mirempet.gov.ao		EAC Party
Claudete Yamba	Ministry of Transports	Senior Officer	Claudeth_solan@ge@yahoo.com.br		alternative EAC
Joao de Carvalho	Benguela Current Convention	National Project Officer-ANG demo project	joao@benguela.cc.org	demo project coordinator	
Ministry of Fisheries and Marine Resources (NaTMIRC) Focus Group meeting, 05 February 2020, Swakopmund					
Chris Bartholomae	Ministry of Fisheries and Marine Resources	Deputy Director	Chris.Bartholomae@mfm.gov.na		
Anja Kreiner	Ministry of Fisheries and Marine Resources	Chief Fisheries Biologist	Anja.Kreiner@mfm.gov.na	implementation of the coastal biodiversity survey under Nam demo project	
Beau Tjizoo	Ministry of Fisheries and Marine Resources	Chief Fisheries Biologist	Beau.Tjizoo@mfm.gov.na	expert on the Top Predator Working Group- development of an Ecosystem Monitoring Programme	
John Kathena	Ministry of Fisheries and Marine Resources	Chief Fisheries Biologist	John.Kathena@mfm.gov.na	expert on the Top Predator Working Group- development of an Ecosystem Monitoring Programme	
Paulus Kainge	Ministry of Fisheries and Marine Resources	Chief Fisheries Biologist	Paulus. Kainge@mfm.gov.na	Blue economy policy development and NISCOG	
Windhoek Stakeholder Focus Group meeting, 07 February 2020, Windhoek					
Hiskia Tyapa	Ministry of Environment and Tourism	Control Warden	Ltyapa@yahoo.com		
Pinehas Auene	Ministry of Works and Transport	Deputy Director	pauene@mwtc.gov.na	Party of the Oil Spill Contingency and Ballast Water Task teams, Blue economy policy development and NISCOG	
Israel Hasheela	Ministry of Mines and Energy	Deputy Director	Israel.Hasheela@mme.gov.na	Party of Training and Capacity Development Working Group and part of the Blue economy policy development process	
Aphary Muyongo	Ministry of Mines and Energy	Deputy Director	Apahry.Muyongo@mfm.gov.na	PSC Party	

MTR EVALUATION REPORT FINAL JUNE 3, 2020

Dinah Kauraisa	Office of the Attorney General	Deputy Chief	Dinah.Kauraisa@ag.gov.na	Blue economy policy development process
Anna Erastus	Ministry of Fisheries and Marine Resources	DIRECTOR/BCC Commissioner	aerastus@gmail.com	BCC Commissioner, Party of NISCOG, Party the blue economy committee
Leana Van Wyk	Ministry of Fisheries and Marine Resources	Policy Analyst	Leana.VanWyk@mfmr.gov.na	Blue economy policy development process
Paulus Kainge	Ministry of Fisheries and Marine Resources	Chief Fisheries Biologist	Paulus.Kainge@mfmr.gov.na	Blue economy policy development and NISCOG
Ipeinge Mundjulu	Benguela Current Convention	National Project Officer-Nam demo project	ipeinge@benguelacc.org	responsible for the implementation of the demo project
Fransina Shihepo	Benguela Current Convention	Stakeholder Engagement Specialist	fransina.shihepo@undp.org	Implementation of Component 2 (Stakeholder Engagement)
Sylvester Kamwi	National Planning Commission	CAN	skamwi@npc.gov.na	Blue economy policy development process
Walvis Bay Stakeholder Focus Group meeting, 06 February 2020, Walvis Bay				
Pinehas Auene	Ministry of Works and Transport	Deputy Director	pauene@mwtc.gov.na	Party of the Oil Spill Contingency and Ballast Water Task teams, Blue economy policy development and NISCOG
Tangeni Mujoro	WOMESA	Secretary	admin@womesanamibia.org	
Leena Kagola	WOMESA	Chairperson	leena@namport.com.na	
S.N Mundjogo	WOMESA	Party	suamamundjegoo@gmail.com	
Ignatius Nakwaya	Fisheries Observers Agency	Chief Fishery Observer	inakwaya@foa.co.na	
Ester Abraham	WOMESA	Party	estermonika1@gmail.com	
Ivory Uirab	Ministry of Fisheries and Marine Resources	Chief Fishery Observer	ivox45200@yahoo.com	
BCC Secretariat				
Thandiwe Gxaba	Benguela Current Convention	Acting Executive Secretary	thandiwe@benguelacc.org	PMU
Viviane Kinyaga	Benguela Current Convention	Project Manager: BCLME III Project	viviane@benguelacc.org	PMU
Xolela Wellem	Benguela Current Convention	Manager: Compliance	xolela@benguelacc.org	PMU
Zukile Hutu	Benguela Current Convention	Manager: Data and Information	zukile@benguelacc.org	PMU
Monica Thomas	Benguela Current Convention	Manager: Training and Capacity Development	monica@benguelacc.org	PMU

MTR EVALUATION REPORT FINAL JUNE 3, 2020

BCC Projects, 06 February 2020, Swakopmund				
Rod Brady	GIZ MARISMA Project	Regional technical Advisor	rodney.braby@giz.de	
Ben Van Zyl	GEF/FAO Climate Change Project	Project Coordinator	ben@benguelac.c.org	

Annex: Stress Reduction Measures listed in the Project Document

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

Thematic Area and EQO	Improved Management Processes and Stress Reduction Requirements in the LME
1. Living Marine Resources The impacts of harvesting transboundary living marine resources on the marine ecosystem are minimized and mitigation procedures implemented; harvesting is sustainable and depleted stocks are recovering.	<ul style="list-style-type: none"> • Identification and joint management of shared stocks under a generic sharing protocol • Implement ecosystem-based fisheries management (including bycatch reduction and eco-labeling) • Ensure compliance with shared-stock management measures • Alternative sourcing through eco-friendly mariculture enterprises • Community level localizes stock management measures and fish-farming practices
2. Non-living Marine Resources The impacts of the exploration for and extraction of non-living marine resources on the marine ecosystem and other sectors are minimized and mitigation procedures implemented.	<ul style="list-style-type: none"> • Harmonized regulations leading to a single code of conduct • Voluntary and/or enforced compliance with a code of conduct for responsible coastal and offshore mining • Compliance with formally adopted spatial planning requirements • Monitoring and assessment capacity strengthened • Proactive management as well as adaptive response to monitoring of coastal and offshore water quality
3. Productivity and Environmental Variability A greater understanding of the variability and productivity of the ecosystem such that this knowledge can be incorporated into the decision-making process.	<ul style="list-style-type: none"> • More data capture to advise on all aspects of large-scale variability • Analysis and assessment of predicted climate change impacts and variability • Adoption of adaptation plans and early warning systems • Regional database on HABs, hypoxia, etc. to support early warning system
4. Pollution	<ul style="list-style-type: none"> • Harmonized WQ Standards and monitoring activities

Coastal and marine pollution and water quality are controlled and managed to meet agreed standards for human and ecosystem health.	<ul style="list-style-type: none"> • Transboundary oil spill response plan/protocol and active training/practices • PPP Agreement for oil and hazardous spill response • Identification and mitigation of impacts from pollution hotspots (industry, agriculture) • Active estuary/river management (with community engagement) • Data capture and management plans for noise pollution • Activities to reduce GHG emissions
5. Ecosystem health and biodiversity	
Degraded, threatened and critical marine habitats are restored, conserved and maintained; populations of threatened species are protected and recovering	<ul style="list-style-type: none"> • Regional Coastal Sensitivity Atlas • Inclusion of key indicator species/habitats in monitoring activities • EBSAs identified and included in marine spatial planning process • MPAs identified and designated • Ballast water management processes and facilities in place • Habitat restoration activities undertaken • Active management of threatened species impacts (e.g. bycatch, coastal spatial planning, MPAs in place) • Control of invasive alien species from mariculture through improved planning and facilities • Blue biotechnology
6. Human dimensions	
The understanding of social-ecological interdependencies is improved such that this knowledge can be integrated into the management process.	<ul style="list-style-type: none"> • Improved and harmonized data capture for human dimension indicators related to management of LME goods and services • Socio-ecological working group established in BCC • Regional cooperation for SOLAS and rescue response • Conflict reduction through adopted marine spatial planning processes in each country which include community engagement
7. Enhance the economic development potential	
The ecosystem that is providing goods and services through blue/ocean ³ economic initiatives for the sustainable livelihood of the people of the region.	<ul style="list-style-type: none"> • Amalgamation of ICZM and MSP into single national approaches to coastal and ocean management/governance • ICZM Plans in pilot local coastal communities (LED), developed , adopted & implemented – including community-based ecosystem monitoring • Direct involvement/engagement of appropriate stakeholders/sectors into MSP (e.g. marine transport, offshore oil and gas, mining, fisheries, etc.) • Adoption of sustainable finance mechanisms • On-the-ground pilots of investment in stress reduction and SAP implementation • BCC Business Leadership Forum – voluntary action plan
8. Governance	
The political and legal frameworks and human, institutional and operational resources are in place and adequate	<ul style="list-style-type: none"> • National SAP Implementation capacity strengthened through adoption of National intersectoral Committees • Regional State of the Ecosystem Information System (SEIS) operational • Strengthen regional & international co-operation (SADC, LME Caucus etc.)

³ Some countries use the term 'blue economy' and others prefer the term 'ocean economy'. In order to accommodate both preferences, the term blue/ocean economy is used throughout this document.

mechanisms exist to implement the BCC SAP and achieve the BCC's objective.	<ul style="list-style-type: none">• Capacity development and training programmes in support of EBM, SAP implementation and domestication of the Convention• Regional alliance of training institutions (possible linked to an African LME Caucus training programme)• Capacity tracking demonstrates significant improvement• Recommendations from Annual Science Forum to policy makers• Overall Science-to-Governance structure in place and management/policy decisions being made based on advisory inputs and options
--	--

Annex: Progress review, January- February 2020

Table 1: Progress Towards Results Matrix (Achievement of outcomes against End of Project Targets)

MTR EVALUATION REPORT FINAL JUNE 3, 2020

Outcome 1: Improved Ocean and Coastal Governance through SAP Implementation and delivery at regional, national and local levels							
Baseline Level: The Benguela Current Convention (BCC) was signed in 2013 by all countries. The Strategic Action Programme covering the period 2014 to 2019 was endorsed in 2014 and the TDA in 2013. BCC Parties have signed and ratified some international agreements that are relevant to the SAP and overall reduction of stress on the LME. The Parties are at various stages of implementation of these instruments. BCC has also identified additional regional instruments that will enhance implementation of the Convention and the SAP. There is a need to ensure coherence in governance at both regional and across the Party states. BCC needs stronger institutional and intersectoral representation at the national level.							
Project Strategy	Indicator	Level in 1st PIR (self-reported)	Midterm Target	End-of-project Target	Midterm Level & Assessment	Achievement Rating	Justification for Rating
Project Objective: To realize a coordinated regional approach to the long-term conservation, protection, rehabilitation, enhancement and sustainable use of the Benguela Current Large Marine Ecosystem in order to provide economic, environmental and social benefits and wellbeing to the region through the implementation of the Benguela Current Convention and accompanying Strategic Action Programme.	Objective indicator 1: Ocean and coastal governance to support SAP implementation is strengthened at regional and national level through coherent policies/laws, functional institutions and demonstration of stress reduction measures	No progress. The project has made limited progress at outcome level due to administrative delays with recruitment of the Project Manager, hence no progress is made at objective level. The Project Manager only came on board in March 2018. As a result, the project only completed its inception phase in June 2018.	<ul style="list-style-type: none"> Current SAP reviewed and a SAP covering 2020 to 2024 adopted National Intersectoral coordination mechanisms established at national level 	<ul style="list-style-type: none"> Relevant governance instruments (as identified through a Governance Baseline Assessment) adopted at both regional and national levels Stress reduction measures demonstrated 	To promote the vision of sustaining human and ecosystem wellbeing for current and future generations, the BCC Parties adopted a regional approach to the management of the shared Benguela Current Large Marine Ecosystem by signing the Benguela Current Convention. The Convention is operationalized through a Strategic Action Programme (SAP) which is implemented in phases and coordinated by the BCC Secretariat. Although the BCC has established these ⁴ necessary enabling legal and institutional framework, as a transitioning institution support is needed to effectively implement the Convention and the SAP. BCLME III is supporting the BCC to:	Satisfactory	Despite delays, the project hired a competent project manager and project is moving based on the plans in the project document. There seems to be some design and monitoring confusion as to the expected results of governance and instituting effectiveness and impact at the national level. The project is doing this work, it just need coordination and monitoring with results integrated...
	Objective indicator 2: Stakeholders engagement and partnerships for SAP implementation strengthened		<ul style="list-style-type: none"> Regional and National Level Stakeholder Engagement platforms established/strengthened Partnership agreements signed with private sector 	<ul style="list-style-type: none"> 400 community Partys in each country have participated in implementation of the demonstration projects Stress reduction measures demonstrated through 	<ul style="list-style-type: none"> Establish the requisite regional and national 		

⁴ The Convention, SAP, institutional structures including Ministerial Conference, Commission, Permanent Committees with working groups, Secretariat and operational policies.

MTR EVALUATION REPORT FINAL JUNE 3, 2020

				partnerships with the private sector	institutional structures, codes of conduct, standards and management/governance mechanisms that will ensure SAP Implementation and stress reduction;		
Objective indicator 3: BCC Institutional Capacity for SAP implementation is strengthened		<ul style="list-style-type: none">• BCC Implementation Plan updated• A monitoring framework is adopted as part of the Implementation Plan• Compliance Committee is established	<ul style="list-style-type: none">• The Compliance Manager and the Finance Manager posts (which were financed by the project initially) are fully financed by the BCC's ordinary budget.• BCC coordinates various initiatives contributing to the BCLME SAP implementation using the Implementation Plan, and monitors their contributions to SAP implementation through its Monitoring Framework	<ul style="list-style-type: none">• Engage the wider stakeholder groups into the management processes (community, local government, private sector);• Ensure effective and targeted capacity development for improving coordination, communication, planning and operations within the BCC; and to• Secure long-term sustainability of this entire process by leveraging the necessary financing and investment. <p>At MTR, the following has been achieved in relation to the objective and the indicators:</p> <p><u>Indicator 1:</u></p> <p>SAP 2015 – 2019 has been reviewed and the process to formulate the next SAP is underway. Furthermore, a governance baseline assessment was undertaken, priority areas requiring transboundary interventions through regional protocols and or guidelines have been identified. The governance assessment report is pending validation by the Parties.</p>			
Objective indicator 4: SAP implementation finance secured by governments, development partners and the private sector		<ul style="list-style-type: none">• BCC has linked all relevant ongoing and anticipated transboundary and national/local initiatives to SAP 2020-2024 to better estimate how much contribution has been/is/will be	<ul style="list-style-type: none">• Private Sector investment in/contribution to SAP implementation quantified.• Investments in/Contribution to SAP implementation				

MTR EVALUATION REPORT FINAL JUNE 3, 2020

			<p>made towards SAP implementation.</p> <ul style="list-style-type: none"> • Private Sector engagement in SAP implementation concretely identified. 	<p>by Party States quantified.</p> <ul style="list-style-type: none"> • Development partners' contributions to SAP implementation quantified. • Donor Round Table for SAP implementation yielded additional contributions to SAP implementation 	<p>Similarly, the Parties are yet to prioritise the protocols to be developed through the project. The validation and prioritization will be undertaken at a workshop that is scheduled to take place in Q1 of 2020. In addition, the project assisted the BCC to establish the Compliance Committee which is mandated to provide the Commission with information, advice and recommendations on the implementation of, and compliance with, the measures adopted to give effect to the objectives of the Convention. The Compliance Committee has provided guidance during the governance baseline assessment and it will ultimately oversee compliance and enforcement of the protocols that will be developed under the project. The Committee established two functional tasks teams, on ballast water management and oil spill response.</p> <p>The project has supported the Ecosystem Advisory Committee to establish and strengthen working groups that are contributing towards harmonization and implementation of an ecosystem monitoring programme. The working groups are Ecosystem</p>		
--	--	--	--	---	--	--	--

					<p>Monitoring and Assessment, Top Predator, Science, Infrastructure and Logistics, Data and Information and Training and Capacity Development working groups.</p> <p>Sectoral coordination mechanisms are in place in all three countries. Namibia has established a National Intersectoral Committee on Ocean Governance (NISCOG), South Africa has a national focal point for coordination of matters related to ocean and coast activities. In Angola, the Commissioner is facilitating participation of the BCC sectors in the implementation of the Convention. There is interest from Angola and South Africa to explore and replicate the Namibian approach.</p> <p>Demonstration projects⁵ which are aimed at showcasing stress reduction activities have been initiated in all three countries. A draft policy on blue economy has been formulated in Namibia through a participatory process which was guided by an interministerial technical committee. In South Africa, a baseline assessment has been completed, water quality</p>		
--	--	--	--	--	---	--	--

⁵ Four demonstration projects as follows: Blue economy in Namibia; water quality improvement in South Africa; mariculture and enhancing of sustainable fisheries management at community level in Angola.

					<p>standards and indicators agreed and an integrated management plan developed for the Swartkops Estuary. The two demonstration projects in Angola are still in initial stages where a feasibility study on mariculture and a baseline analysis are being undertaken.</p> <p><u>Indicator 2:</u></p> <p>The project is strengthening regional and national level stakeholder engagement mechanisms to promote interactions and inclusive management discussions across all sectors. The mechanisms for engagement that were supported by the project include, inter alia, meetings of the compliance committee; regional working groups; task teams; national level workshops and intersectoral/interministerial committees. With project support, the BCC was able to reach approximately 495 stakeholders from government, academia, private sector, development partners and NGOs. Participation from government made up 71% and the rest 29%. A Stakeholder Engagement Specialist was recruited in December 2019 to further strengthen engagement of stakeholders</p>		
--	--	--	--	--	---	--	--

					<p>for long term management of the BCLME.</p> <p><u>Indicator 3:</u></p> <p>Component 3 provides for the development of stronger capacity within the region for ecosystem-based management and includes the establishment of appropriate training strategies and platforms. The BCC is on track to achieve the MTR targets against this indicator, as follows:</p> <ul style="list-style-type: none"> • An Organizational Review was completed, focusing on among others, effectiveness, efficiency, relevance, impact and sustainability of the Organization. • Compliance Committee with two tasks teams (on oil spills and ballast water management) were established and are operational. • The salary of the Deputy Executive Secretary is gradually covered by the BCC. • A Training and Capacity Needs Assessment is underway, consultations with stakeholders to identify the training and capacity requirements were undertaken and preliminary reports for all 		
--	--	--	--	--	--	--	--

					<p>Parties have been produced.</p> <ul style="list-style-type: none"> • Eighteen training and capacity development interventions were delivered with support by the project. Examples include training on oil spill preparedness and response; economic valuation; identification of species; data and information management etc. <p><u>Indicator 4:</u></p> <p>Component 4 addresses marketing and resource mobilization for the BCC. BCLME III Project is financing an economic valuation and cost benefit analysis of the goods and services of the BCLME. This will provide justification of investment in the BCLME for the SAP implementation and further investment that can support the long-term management and sustainability of the ecosystem while providing economic growth and expansion (Blue or Ocean Economy strategy).</p> <ul style="list-style-type: none"> • Training of the BCC Secretariat and representatives of the Parties on Economic Valuation and Cost 		
--	--	--	--	--	--	--	--

MTR EVALUATION REPORT FINAL JUNE 3, 2020

					<p>Benefit Analysis took place. Terms of reference for a consultant/service provider to assist the Parties to conduct the economic valuation and cost benefit analysis were developed, advertised and tenders received. Evaluation of the tenders is pending.</p> <p>Discussions have been initiated with IMO and FAO on potential areas for collaboration on capacity development of the Parties, particularly on oil spill responses, IUU and ballast water management. Benefit Analysis was do</p>		
<p>Outcome 1: Improved Ocean and Coastal Governance through SAP Implementation and delivery at regional, national and local levels</p> <p>Outcome 1.1: Regional Level Ocean and Coastal Governance operating effectively</p>	<p>Indicator 1: Number of policies/guidelines adopted/ harmonized in support of transboundary management</p>	<p>No progress as yet. The Project Manager started in March 2018. Therefore, the project just completed the inception phase. A governance baseline assessment will be conducted during 2018 to determine and prioritize the governance improvements that would need be appropriate to support effective SAP implementation.</p>	<p>Governance Baseline Assessment (GBA) Completed</p>	<p>Protocols/Standards/ Guidelines on four priority areas arising from GBA adopted</p>	<ul style="list-style-type: none"> - Midterm target is 90% achieved. Pending is the validation of the GBA report. - The Regional GBA validation workshop is scheduled to be undertaken in Q1 of 2020. - Following the validation, Regional protocols, standards and guidelines on four priority areas will be developed to support transboundary management of the BCLME. 	<p>Satisfactory</p>	<p>The baseline work has been completed and now there is a need for a design exercise to integrate the project results framework work plan, clarify the governance and institutional capacity building results at regional and national levels and linking national level institutional results and sustainability to the sub national demonstrations and setting clear targets for impact results including on nature.</p>
			<p>Water Quality Standards and Monitoring Guidelines for Pollution and Biosafety drafted</p>	<p>Regional Water Quality Standards and Monitoring standardized/ harmonized in all</p>	<ul style="list-style-type: none"> - The MTR target of drafting water quality standards and monitoring guidelines have been achieved (although through another project) 		

MTR EVALUATION REPORT FINAL JUNE 3, 2020

				three countries in line with the guidelines	- BCLME III will support the implementation of the regional monitoring programme on pollution. This will include standardization of monitoring methods, establishing monitoring sites, regional joint survey, strengthen regional and national capacity to monitor and manage coastal pollution, establish regional and national database, and provide advice on prevention and abatement of coastal pollution.		
			SAP 2015-2019 implementation progress reviewed and assessed.		- Implementation progress review for SAP 2015-2019 was completed as part of organization review. - The next step is to update the TDA, SAP for next phase and to develop NAPs.		
			SAP 2020-2024 drafted and endorsed by EAC	Next SAP adopted by Ministerial Conference	The target was not achieved due to delays in recruitment of a consultant. The consultant was recruited in December 2019. It is anticipated that the draft SAP will be produced by end of 2020. The Commission at its meeting held in November 2019 agreed that the current SAP will remain in place until the new SAP is adopted.		
	Indicator 2: Strengthened technical and scientific cooperation to support management and policy decisions.		A design of the joint Ecosystem Monitoring Programme developed with a set of key indicators and timeline, agreed by the countries	<ul style="list-style-type: none"> A BCC Ecosystem Monitoring Programme (EMP) operational (monitoring activities between countries harmonized, 	<ul style="list-style-type: none"> To strengthen technical and scientific cooperation, the Project supported the BCC to establish an Environmental Monitoring and Assessment (EMA) Working Group and Science Infrastructure and Logistics (SIL) Working 		

MTR EVALUATION REPORT FINAL JUNE 3, 2020

				<p>regional surveys undertaken)</p> <ul style="list-style-type: none"> • State of Marine Ecosystem Report (SOMER) published • TDA update finalized 	<p>Group in September 2018. EMA oversees the development and implementation of the Regional Ecosystem Monitoring Programme (REMP)⁶. Since its establishment, EMA held three meetings to take stock of existing monitoring activities and existing environmental monitoring activities in all three countries, identified regional ecosystem monitoring indicators, and drafted a framework for the REMP.</p> <ul style="list-style-type: none"> - Furthermore, EMA developed ecosystem monitoring project concepts (on Ocean acidification, coastal inventory and water quality assessment; Top predators) that would assist the region to harmonize monitoring protocols and standards - Following development of the concept notes, a biodiversity survey was undertaken along the Namibian coastline with technical input from regional and international experts. The survey also standardized coastal biodiversity methodologies between Namibia and South Africa, established permanent monitoring sites in Namibia. These 		
--	--	--	--	--	---	--	--

⁶ EAC at its extraordinary working group held in Namibia in March 2019 agreed that that the State of Marine Ecosystem Report (SOMER) will be the output from ecosystem monitoring activities and that work of the various working groups will be consolidated into the ecosystem monitoring and assessment programme.

MTR EVALUATION REPORT FINAL JUNE 3, 2020

					<p>monitoring activities will be aligned for a regional coastal biodiversity inventory. Subsequently, training workshops on taxonomic identification of seaweed and invertebrates were undertaken.</p> <ul style="list-style-type: none"> - The top predators group met in December 2019 to collate and develop indices of ecosystem health based on marine mammals, sea birds and turtles. - A joint regional survey on top predators is planned to take place in December 2020. - SIL convened two meetings since 2018 of which the key output was to undertake an assessment of existing infrastructure and logistics for ecosystem monitoring. The SIL Working Group is expected to make recommendations to EAC on capacity requirements on science, infrastructure and logistics. 		
			<p>A set of key ecosystems indicators/ info/data to be shared through State of Ecosystem Information Systems (SEIS) agreed by the countries and how the SEIS will be kept updated</p>	<p>Information/data is shared through the State of Ecosystem Information Systems (SEIS)</p>	<ul style="list-style-type: none"> - A first draft of regional level ecosystem indicators and scope for SEIS identified and discussed. - A set of draft ecosystems indicators/ info/data to be shared through SEIS identified. - Benchmarking on suitable info/data systems (ORASECOM) in November 2019. 	<p>Marginally Satisfactory</p>	<p>This need a monitoring process around it. It will also require BCLME senior management buy in. The set of indicators will set the tone for the monitoring and should link up to the SAP and the science monitoring work at BCC. The management of the BCLME need to agree on these indicators and then they should be basis of monitoring and reporting and data collection. This links to Data</p>

MTR EVALUATION REPORT FINAL JUNE 3, 2020

	Indicator 3: Evidence of strengthened Science-to-Governance linkages at the regional level.		Identification of suitable/relevant regional policy and management platforms that will influence ocean governance of BCLME at the regional level, to which scientific information should be fed in a strategic and systematic manner	<ul style="list-style-type: none"> - Number of evidence-based policy recommendations produced by BCC in the form of policy briefs presented at various regional policy discussion fora - Number of policy guidance/management decisions made by BCC Commission and/or by the BCC Ministerial Conference, supported by a science-based recommendation - Number of directions, guidance, requests, etc., provided from policy decision makers to scientific communities (BCC Science Forum, Working Groups, Ecosystem Advisory Committee, academia, etc.) that would in future influence policy and management decision making 	<ul style="list-style-type: none"> - BCC Science Conference was identified as the main platform to bridge the science to governance interface. The Science Conference has been expanded to become Science and Governance Forum in 2017. A Science and Governance Forum (SGF) was planned for 2019, but was postponed to 2020. Contracts have been signed with event organizer and concept developer (Science and Governance Forum (SGF). A zero draft programme for SGF has been developed. - The BCC through EAC have been working on determining shared fish stocks between the Parties. Scientific reports have been produced as evidenced in the terminal report of Eco fish project. Discussion on translating the scientific findings to management have been initiated, with national consultation dialogues in Namibia and South Africa. A dialogue in Angola is scheduled to take place in March 2020. Regional dialogue will be convened after the national ones, with the aim to move the BCC Parties towards joint management of shared fish stocks. 		Policy work. Process level leadership by ICT and Policy officer needed.
Outcome 1.2: National Level Ocean and Coastal Governance strengthened and supported by BCC	Indicator 1: Inter-sectoral mechanisms established and operational	Some progress has been made towards strengthening ocean and coastal level governance at national level. Namibia established a National Intersectoral Committee on Ocean Governance during the reporting phase (November 2017). Since its	Each country formally adopts a National Inter-sectoral Committee (NIC) or similar	NICs are operational and sustainable beyond project funding	<ul style="list-style-type: none"> - National Inter-sectoral Committee (referred to as National Inter-sectoral Committee on Ocean Governance - NISCOG) has been established in Namibia to promote communication, collaboration and cooperation between the four key BCC sector 	Satisfactory	This work need sustainability ensured. There should be work on 'enabling environment' in all three countries. Some countries are ahead in this regard, for instance in South Africa, the NIC is established in the institutional structure. In Angola, the work will need to be supported by the results of the demonstration

MTR EVALUATION REPORT FINAL JUNE 3, 2020

		<p>establishment the Committee met twice. The first meeting was dedicated to the finalization of its Terms of Reference and Rules of Procedures. At the second meeting, the Committee focused on strategic approach for the coordination of activities on the LME and stakeholders shared updates on ongoing projects. In addition, the committee agreed on the establishment of a stakeholder engagement forum at the national level, to engage wider stakeholders in the management of the BCLME.</p> <p>The experience from Namibia was shared with Angola and South Africa during the national inception meetings on 1 June and 19 June 2018, respectively. At these meetings, similar coordination approaches in the two countries were discussed and these will be pursued during 2018.</p>			<p>ministry i.e. Ministry of Fisheries and Marine Resources, Ministry of Environment and Tourism, Ministry of Mines and Energy, Ministry of Works and Transport in the context of the ocean governance. NISCOG also provides oversight coordination and ensures integrated management of multi-sectoral activities within the Namibian ocean space. All BCC implemented projects provides feedback to NISCOG (at least bi-annually). NISCOG also ensures broader participation of stakeholders in BCC related activities, as necessary. As examples; active participation was noted from the public, private, academia as well non-governmental institutions during inception of BCLME III; Blue Economy Policy development, coastal biodiversity survey; national consultations on shared fish stocks; training and capacity needs assessment; governance baseline assessment and gender policy development. Participation was through workshops, focus group discussions, interviews and online surveys.</p> <p>- South Africa has appointed a National</p>		<p>project which is a real opportunity for rural development and decentralization policy in the country. This need to be better defined in a national level work and monitoring plan.</p>
--	--	---	--	--	---	--	---

MTR EVALUATION REPORT FINAL JUNE 3, 2020

					<p>Focal Point for coordination of BCC activities at national level, including implementation of the SAP. The Focal Point is also responsible for inter-sectoral coordination and is the link between the BCC and the country. South Africa has seen strong participation from academia in BCC related activities, generally there is a need to strengthen participation from other stakeholder groups. Further, South Africa is working towards formalization of inter-sectoral coordination mechanisms at national level.</p> <p>- In Angola, the Commissioner is facilitating participation of BCC sectors in the implementation of the Convention. The Commissioner is supported by a project paid staff to coordinate sector participation. The four BCC sectors actively participate in activities at national level but involvement from non-BCC sectors requires strengthening.</p>		
			National Action Plans (NAP) to support SAP implementation at national level adopted		A consultant has been recruited to develop NAPs. An inception meeting was convened in January 2020. It is anticipated that the draft NAPs will be produced by December 2020.		

MTR EVALUATION REPORT FINAL JUNE 3, 2020

	Indicator 2: Coherence of national policies/laws and practices with regional and international legal instruments		Status report on legal and institutional arrangements as well as the implementation of measures (e.g. on ballast water management, IUU, oil spill responses etc.)	<p>- Contribute towards full ratification of Port State Measures Agreement by all the three BCC Parties</p> <p>- Contribute towards full ratification of Ballast Water Management Convention by Namibia and South Africa</p> <p>- Best Practices on ballast water management, eco-labelling, IUU abatement and oil spill contingency responses implemented</p> <p>- Ecosystem monitoring programme adopted and implemented at national level</p>	Midterm target is 90% achieved. Pending is the validation of the Governance Baseline Assessment report (inclusive of status report on legal and institutional arrangements at national level).		
			Partnership agreements adopted and signed for sustainable fisheries (eco-labelling) in the BCLME		<ul style="list-style-type: none"> • Consultations with Parties (Namibia and South Africa on the status of eco-labelling; hake fisheries in South Africa has certification and Namibia is in the process of application for the same). • ToR developed for baseline assessment but not executed because Parties were not ready. Therefore, no progress has been made on partnership agreements for sustainable fisheries. Up until recently, the BCC Parties were not ready for external support on eco-labelling. • Project to work with Parties to identify interventions requiring support. 		
			Update of national sensitivity Atlas with focus on oil spills		Status on coastal sensitivity mapping has been determined and areas requiring action identified.		
	Indicator 3: Evidence that Parties use scientific information for policy and adaptive		Formal procedures adopted and implemented by NICs for translating technical and scientific data into	# Of evidence/science-based management options/scenarios and potential policy	- The BCLME III project is contributing to the process of applying science to inform management measures		

MTR EVALUATION REPORT FINAL JUNE 3, 2020

		management guidance		adaptive management guidance	options submitted from NICs to appropriate government departments (including finance, national planning) for consideration in their decision making.	through the following interventions: <ul style="list-style-type: none">• Development of Blue Economy Policy (Namibia)• Development of the Swartkops Estuary Monitoring and Adaptive Management Plans (South Africa)• Support dialogue on shared/transboundary fish stocks• Support with development and implementation of regional ecosystem monitoring programme as well as the Science and Governance Forum. - Formal procedures are yet to be developed in all three countries		
Outcome 1.3 National Governance Pilots	Indicator 1: Quantifiable evidence that 4 pilot communities are better off through the implementation of sustainable fisheries practices, including mariculture	National inception meetings were held in Angola, Namibia and South Africa in June 2018. The main aim of these meetings was to validate the demonstration projects and to reaffirm stakeholder ownership. Field visits to 4 out of the 5 proposed demonstration sites in Angola were carried out prior to the national inception meeting. This allowed the project to	Community level organizations (cooperatives) established for enhanced community involvement in sustainable fisheries in the BCLME	- Number of people implementing sustainable fishing practices including gear restrictions and exchanges properly - Alternative livelihoods introduced to fisheries depended communities (also as incentive for community participation in sustainable fisheries	- A south-south learning exchange was undertaken, to Mozambique to investigate best approaches to setting up mariculture pilots - Cooperatives identified for artisanal fisheries in Angola - Consultant on board to undertake Baseline socio-economic and environmental	Satisfactory	This work is progressing and sites and issues have been defined in all three countries. The demonstration work however needs a larger results frame linked to the national BCC institutional work with upstream NICs for national policy on cross sectoral integrated approaches .it should showcase downstream links to communities, private sector, academia and local governments. The showcase elements also need cross cutting services at the national level	

MTR EVALUATION REPORT FINAL JUNE 3, 2020

		confirm the proposed activities, interact with local government and the proposed beneficiaries. The validation at the inception meeting was informed by recent information obtained through the site visits. In South Africa, the national Implementing Partner (Department of Environmental Affairs) has initiated discussions with potential local partners from academia and a local NGO, as well as the community. A meeting involving all the identified stakeholders at the local level will take place on 8 August 2018. Namibia is in the process to finalize adjustments to the demonstration project based on recent developments and recommendations from the national inception meeting. The main adjustment is on the change of one (Walvis Bay lagoon) of the two project sites, taking into consideration similar activities undertaken by other projects on the Walvis Bay Lagoon.		management) – mariculture and improved fish processing. - % increase in their income (sex disaggregated)	assessment inclusive of SES (for Angola) - Mariculture feasibility study for Angola commissioned. Consultant identified		including results based management, knowledge sharing and capacity building. This need to be corrected in a redesign session and also with a monitoring framework for national level results.
			(Fishing) Regulation measures consolidated and enforced at local level through the involvement of community	-Number of employment created (sex disaggregated) - More than 80% of adult population in the targeted communities sensitized about the importance of sustainable fisheries for their future, how they can practice sustainable fisheries, what they are allowed and not allowed (sex-disaggregated data)	Fishing regulations exist at national level and there is capacity to consolidate them.	Satisfactory	
			>50% of the adult population in the targeted communities sensitized about the importance of sustainable fisheries for their future, how they can practice sustainable fisheries, what they are allowed and not allowed. (sex-disaggregated data)		Consultations at community level during identification of cooperatives	Satisfactory	
	Indicator 2: Blue Economy/ocean governance		Status report on the use of marine space in the pilot area (incl socio-		- Agreement with GIZ on approach to Marine Spatial Planning (MSP) activities	Satisfactory	Excellent practice in Namibia. Needs more focus on visibility and knowledge sharing of the

MTR EVALUATION REPORT FINAL JUNE 3, 2020

	demonstrated through a demonstration project in Namibia		economic activities, state of ecosystem/biodiversity, potential conflicts and synergies) Spatial mapping		<p>reached but the approach is yet to be endorsed by the government;</p> <ul style="list-style-type: none"> - BCC is implementing the Marine Spatial Management and Governance Programme (MARISMA) which promotes sustainable ocean use, focusing on implementing Marine Spatial Planning (MSP). MSP is a process which guides when and where human activities occur in the ocean. It reveals spatial conflicts and synergies between users, and it encourages the shared use of marine areas to benefit as many industries as possible. In Namibia, working groups have been established, status report and maps developed. - BCLME III and MARISMA are collaborating on promoting MSP in Namibia. An agreement was reached between the two projects, that BCLME III will fill information gaps in the southern areas of Namibia (not covered by MARISMA), undertake an ecosystem valuation and a cost benefit analysis for potential development options. - The status report and plan are pending endorsement by government. The BCLME III interventions will commence after endorsement of the status report and plan. 		<p>work for internal and for other countries learning purposes. This can be propagated through regional knowledge sharing mechanism and approach. The ongoing BBCC MSP work can be better integrated.</p>
--	---	--	--	--	---	--	---

MTR EVALUATION REPORT FINAL JUNE 3, 2020

					- Draft Policy on Blue Economy developed		
			Biodiversity inventory report		<ul style="list-style-type: none"> - Three sample sites along the Namibian coastline were surveyed between July and October 2019. The survey will result in the development of biodiversity inventory, standardization of monitoring protocols and guidelines with South Africa, strengthen national capacity to manage the direct and indirect use of coastal ecosystem and determine potential socio-economic development from coastal biodiversity. - Training on taxonomic identification of seaweed and invertebrates was undertaken in November 2019. - 12 Namibians from the University of Namibia and Ministry of Fisheries and Marine Resources participated in the surveys and trainings. 	Satisfactory	Excellent work. The Namibian coast has never been surveyed. Good practice. This will link to the ecosystem valuation exercise and also the work planning for gaps in monitoring. Other countries will need assess to methods and approaches.
			Ecosystem valuation and cost benefit analysis	Local Economic Development Plan formally adopted	<ul style="list-style-type: none"> - Training of the BCC Secretariat and representatives of the Parties on economic valuation and cost benefit analysis undertaken - ToR developed 	Satisfactory	Will need to be propagated/.integrated with national planning exercises to be useful as a tool.
	Indicator 3: Coastal and marine pollution and water quality are controlled and managed to meet agreed standards		"Fit-for-Purpose" water quality standards established for the demonstration site	<ul style="list-style-type: none"> - Reduction in N, P and BOD - Management options/ policy decisions taken from the results of the 	<ul style="list-style-type: none"> - Final Situational Analysis and Management Plan Produced for the Swartkop Estuary - Water quality standards/indicators confirmed 	Satisfactory	Demo is working well. Need more focus on institutional cross sectoral – multistakeholder work (process level) results and also links to communities, youth, private sector and schools.

MTR EVALUATION REPORT FINAL JUNE 3, 2020

	for human and ecosystem health			monitoring programme	- World Ocean Day and International Clean-up Campaign observed in Port Elizabeth (for awareness raising)		
			A set of water quality monitoring indicators agreed		- Final Situational Analysis and Management Plan Produced for the Swartkop Estuary - Water quality standards/indicators confirmed.	Satisfactory	
			A participatory water quality monitoring programme is established and implemented		- Water quality monitoring activities ongoing	Satisfactory	

MTR EVALUATION REPORT FINAL JUNE 3, 2020

Outcome 2: Stakeholder Engagement and Partnership Collaboration to realize sustainable SAP Implementation and Delivery							
Baseline Level: Active engagement/ involvement of other sectors and other institutions outside of government (e.g. community and private sector) is currently limited. Stronger stakeholder engagement is essential for long term management of LME resources.							
Project Strategy	Indicator	Level in 1 st PIR (self- reported)	Midterm Target	End-of-project Target	Midterm Level & Assessment	Achievement Rating	Justification for Rating
Outcome 2.1: Regional and National Level Stakeholder Engagement Activities for Delivering SAP Implementation and BCC Convention domestication	Indicator 1: Increased number of stakeholders (sex-disaggregated data) from various sectors, levels, institutions, participating in BCC activities at regional and national levels	Little progress has been made on this. However, the project has initiated discussions with the Parties on the need for broader stakeholder engagement as part of the national and regional inception meetings. Limited participation of stakeholders outside of government was highlighted as one of the current shortcoming in the management of the BCLME. The Parties at the Regional Inception meetings acknowledged this limitation. The project will implement measures to strengthen engagement of stakeholders in the project.	Participation of stakeholders at the BCC Science and Governance Forum (SGF) expanded	20 new institutions participated in BCC activities	The project is strengthening regional and national level stakeholder engagement mechanisms to promote interactions and inclusive management discussions across all sectors. The mechanisms for engagement that were supported by the project include, inter alia, meetings of the compliance committee; regional working groups; task teams; national level workshops and intersectoral/interministerial committees. With project support, the BCC was able to reach approximately 495 stakeholders from government, academia, private sector, development partners and NGOs. Participation from government made up 71% and the rest 29%. A Stakeholder Engagement Specialist was recruited in December 2019 to further strengthen engagement of	Satisfactory	This work is just starting but promises to be integrated and well designed. The stakeholder position was recently recruited. It will be inherently linked to showcasing a KM approach at BCC. MTR recommend a KM strategy is accompanying this work.
			Experiences and lessons learned on management practices shared at the SGF				
			National stakeholder engagement fora established				

MTR EVALUATION REPORT FINAL JUNE 3, 2020

					<p>stakeholders for long term management of the BCLME</p> <p>The first BCC Science and Governance Forum was convened in 2017. Experiences and lessons learned at the last science conference were shared at the Ministerial Conference. A second Forum is scheduled to take place in the second quarter of 2020.</p>		
	Indicator 2: BCC's capacity to reach out and coordinate stakeholders strengthened		Stakeholder Engagement Specialist recruited (with the project support)	<p>1. BCC Stakeholder database developed and managed by BCC, taking into account gender specific concerns and considerations.</p> <p>2. BCC made decisions on how it will continue with the stakeholder engagement and coordination activities after the project completion (Sustainability</p>	Stakeholder Engagement Specialist on board		

MTR EVALUATION REPORT FINAL JUNE 3, 2020

				Plan for the stakeholder coordination capacity of BCC Sec.			
Outcome 2.2: Community Level Engagement Activities for Delivering SAP Implementation and BCC Convention domestication	Indicator 1: Increased number of community Partys participating in SAP implementation through the demonstration projects	Limited progress. The project staff met some community Partys during the field visits in Angola. However, no targeted interventions for community engagement have been initiated as yet.	200 community Partys have participated in the implementation of the demonstration projects	<ul style="list-style-type: none"> - 400 community Partys in each country have participated in the implementation of the demonstration projects - 50 % of participants are women - 30% of project beneficiaries are youth 	Demonstration projects have been launched in all three countries and identification of beneficiaries is ongoing	Marginally Satisfactory	This outcome demonstrated the need for an integrated work planning.
			Gender Analysis completed and Action Plan developed	Gender Action Plan implemented through the demonstration projects	<p>Gender policy and action plan developed and approved by the Commission.</p> <p>Implementation of the Action Plan to commence in 2020</p>	Marginally Satisfactory	This policy need to be integrated into the project work planning a, approach and activities (2 levels) including policy and demo work at national level and need to be monitored for outcome level results.
Outcome 2.3: Public and Private Sector Engagement strengthened through partnerships	Indicator 1: Number of MOUs/MOAs with private sector entities (Foundations, Associations, etc.) to support specific priorities in the SAP and BCC Convention	Limited progress. Some stakeholders from the private sector participated in the national and regional inception meetings. Potential areas for collaboration with the private sector have been identified through these engagement, notably on eco-labelling and management of ballast water. Formal	Three MOU/MOA signed; one in each country (1 Angola, 1 Namibia, 1 South Africa)	Six, two in each country MOU/MOAs (2 Angola, 2 Namibia, 2 South Africa)	No MoU/MoA has been signed	Marginally Satisfactory	KM and regionally supported BCC learning approach is needed.

MTR EVALUATION REPORT FINAL JUNE 3, 2020

		engagement with the private sector is yet to be pursued.					
			TOR for the BCC Business Leadership (BLF) Forum agreed	<ul style="list-style-type: none"> - BCC Business Leadership Forum functioning as a platform to exchange views and perspectives with private sectors. - Recommendations from the BLF feeding into BCC and policy and management discussions. 	ToR for BLF not yet developed		

MTR EVALUATION REPORT FINAL JUNE 3, 2020

Outcome 3: Capacity Building and Training to support sustainable SAP Implementation and Convention Domestication							
Baseline Level: BCC currently has a SAP Implementation Plan which will come to an end in 2019. The current plan is costed but does not have an M&E framework. Ecosystem Advisory (EAC) and Finance and Administration (FAC) Committees are established and functioning. Additional Working Groups have been identified under the EAC.							
Project Strategy	Indicator	Level in 1 st PIR (self-reported)	Midterm Target	End-of-project Target	Midterm Level & Assessment	Achievement Rating	Justification for Rating
Outcome 3.1: Capacity Development and Strengthening of the BCC, its Secretariat and various associated Committees and Bodies	Indicator 1: Critical positions in the BCC Secretariat filled and funded through Parties' contributions	There is no progress on capacity development of the BCC because the project just completed its inception phase. A capacity/training needs assessment for the BCC will be conducted in 2018 to inform future capacity development initiatives. It is expected that the assessment will lead to the review of the BCC Capacity Development Policy and development of a Capacity Development Programme.	An organizational performance review finalized and areas requiring strengthening identified		- An organizational review on performance of the Benguela Current Convention completed, report presented to the Commission -	Satisfactory	Work ongoing through BCC office but the value added of the capacity building plan applied to the project expected results including the BCC capacity office is needed. More integration with project level results overall is needed so this can be monitored at the project level. Need a broader view and to be informed by the governance and institutional capacity assessment in component one.
			Deputy Executive Secretary (DES) co-funded through development partners and party's contribution	Deputy Executive Secretary (DES); Compliance Manager; and Finance and Administration Manager and others are fully funded through Parties' contributions	The salary of the Deputy Executive Secretary is gradually covered by the BCC. At project midterm, the BCC has taken over more than 50% of the salary.		
	Indicator 2: Evidence of BCC's increased capacity to monitor and report the SAP implementation progress		SAP Implementation plan with a monitoring framework and a financial plan developed for SAP 2020-2024	-BCC has adopted a costed SAP Implementation Plan (which includes all its activities) with a monitoring and	- Consultant to develop SAP2020-2024 identified - The development of the next SAP is delayed, however, the Commission at its meeting held in November 2019 extended the current		

MTR EVALUATION REPORT FINAL JUNE 3, 2020

				<p>evaluation framework</p> <ul style="list-style-type: none"> - BCC regularly monitors the SAP implementation progress and various initiatives contribution to it, based on the SAP Implementation Plan and its monitoring framework. -BCC Secretariat regularly reports to the Commission on the SAP implementation progress 	<p>SAP to remain in place until the next is adopted by the Ministerial Conference. Therefore, the BCC will use the M&E framework which was developed as part of organizational review to report on the current SAP.</p>		
	<p>Indicator 3: Evidence of increased capacity in the BCLME region necessary to implement SAP and to domesticate the Convention</p>		<p>Agreements with IMO and FAO on capacity development (on oil spill responses, ballast water management, IUU etc.)</p>		<ul style="list-style-type: none"> - BCC is collaborating with IMO GIWACAF project. Two joint training sessions transboundary on oil spill preparedness exercises have been undertaken for Parties - Discussions have been initiated with IMO and FAO on potential areas for collaboration on capacity development of the Parties, particularly on oil spill responses, IUU and ballast water management. At this 	Satisfactory	

MTR EVALUATION REPORT FINAL JUNE 3, 2020

					stage, no formal MOU has been signed with FAO and IMO		
			Capacity Needs Assessment conducted		<ul style="list-style-type: none"> - Consultations of stakeholders to identify the training and capacity requirements concluded and preliminary reports for all Parties produced; - National validation Workshop for Namibia convened 		
			Regional Training and Capacity Development Programme updated and aligned with the SAP2020-2024.	<ul style="list-style-type: none"> - Top 5 Priority capacity needs to be filled through the implementation of the Regional T&CD Programme - At least 400 beneficiaries (sex-disaggregated) from the T&CD opportunities coordinated/catalyzed by BCC - An inventory of training courses and CD opportunities 	<ul style="list-style-type: none"> - The consultancy to update the Regional Training and Capacity Development Programme is ongoing - Several (18) training activities undertaken 	Satisfactory	

MTR EVALUATION REPORT FINAL JUNE 3, 2020

				<p>s realized updated by BCC and reported to the Commission at least annually.</p> <p>- An inventory of those who benefited from the T&CD opportunities (sex-disaggregated) created and updated by BCC, and reported to the Commission at least annually</p>			
--	--	--	--	--	--	--	--

MTR EVALUATION REPORT FINAL JUNE 3, 2020

Outcome 4: Marketing and Resource Mobilization and Fiscal Sustainability							
Baseline Level: Countries are making annual contributions towards the operations of the BCC Secretariat and provide co-financing for SAP implementation through their national activities.							
Project Strategy	Indicator	Level in 1 st PIR (self-reported)	Midterm Target	End-of-project target	Midterm Level & Assessment	Achievement Rating	Justification for Rating
Outcome 4.1: Sustainable long-term management structures and financing mechanisms adopted by the BCC and underpinned by both public and private sector investments	Indicator 1: Evidence of (innovative) investments identified from non-conventional sources (e.g. private sectors, philanthropic organizations, academic institutions, etc.) that contribute to SAP implementation	Limited progress. The BCC Commission made some recommendations on potential financing mechanisms for the Secretariat to investigate. One such mechanism is financing from the Green Climate Fund. Subsequently, the Secretariat held meetings with the National Designated and Accredited Entities in Namibia to learn about financing possibilities from the GCF. The Secretariat is yet to work on a structured financing mechanism for the BCC.	One MOU/MOA signed regarding investments contributing to SAP implementation	Three MOU/MOA signed regarding investments contributing to SAP implementation.	<ul style="list-style-type: none"> - No MOU signed - Training on Economic Valuation undertaken for BCC Secretariat (with some participation of Parties) - Terms of Reference for a consultant to undertake the Economic Valuation and Cost Benefit Analysis developed 	Marginally satisfactory	<p>AI indication is that this is a priority and will start. See recommendations in report. The valuation work is linked to policy and need to be tailored and advocated at the national as well as regional level .It should link to planning exercises.</p> <p>MTR suggest GCF accreditation might be a target.</p>
	Indicator 2: Evidence of successful resource mobilization efforts by BCC from development partners		One additional Financial Agreements signed after 2017	Three additional Financial Agreements signed after 2017	No Financial Agreement signed		

MTR EVALUATION REPORT FINAL JUNE 3, 2020

	Indicator 3: Increased Party State contribution to BCC budget and SAP implementation		BCC receives >NAD 18,123,312.70 (USD 1,375,061.66) as Party State contribution. Each country discusses and identifies their potential contributions to SAP implementation at NIC meetings	-BCC receives >NAD 45,291,155.45 (USD 3,436,354.74) as Party State contribution – sufficient to cover all key BCC staff positions through the country contribution -Countries report their respective contributions to SAP implementation (through activities funded from their own budget) to BCC	BCC continues to receive Party contributions including in-kind contribution as part of project implementation.		
--	---	--	---	--	---	--	--

Green= Achieved

Yellow= On target to be achieved

Red= Not on target to be achieved

Annex extra progress review-during evaluation, December 2019

Component 1:

Outcome 1: Improved Ocean and Coastal Governance through SAP Implementation and delivery at regional, national and local levels				
Outcome 1.1: Regional Level Ocean and Coastal Governance operating effectively				
Indicator 1: Number of policies/guidelines adopted/ harmonized in support of transboundary management				
Midterm targets	Status December 2019	Progress	Pending Actions/comments	Reference Documents
Governance Baseline Assessment (GBA) Completed	Draft GBA report produced and validated at national level in all three countries Draft GBA Report presented to the Compliance Committee and the Commission	90%	Regional validation workshop on GBA to be undertaken in Q1 of 2020	GBA Report
Water Quality Standards and Monitoring Guidelines for Pollution and Biosafety drafted	Regional Water Quality Standards and Monitoring Guidelines for Pollution developed (through Norwegian funding) Pollution monitoring indicators identified at regional level and site specific indicators for South Africa National Technical Committee on Water Quality Monitoring (for South Africa) established and being supported (refer to TOR) Pilot project on water quality monitoring in Port Elizabeth (one of the hotspot areas) is being supported	40%	Support and monitor implementation of the monitoring programme by the Parties. This will be done through: Establishment of a Regional Task Team on water quality monitoring under EMA-WG Assess water quality monitoring activities and capacity in the three BCC countries (BCC water quality guidelines for pollution) Develop and implement a regional strategy on water quality monitoring	Science programme pollution reports TOR, Water Quality Strategy, Action Plan for South Africa Situational Analysis and Management Plan Produced for the Swartkops Estuary in Port Elizabeth State of knowledge, conservation and management of the Swartkops Estuary
SAP 2015-2019 implementation progress reviewed and assessed	Implementation of SAP 2015-2019 assessed as part of the organizational performance review	90%	Drafting of SAP 2020-2024	Organizational Review Report
SAP 2020-2024 drafted and endorsed by EAC	Tender evaluation for SAP undertaken and the Consultant has been recruited	10%		TOR, Contract
End of term targets Regional Codes of Conduct for Responsible Coastal and Offshore Mining drafted. Regional Water Quality Standards and Monitoring Guidelines for Pollution and Biosafety in place (adopted). Protocol on Marine Spill Pollution Preparedness and Response in the BCLME area drafted. SAP 2020-2024				
Progress towards End of Term Targets Necessary protocols, standards and guidelines have been identified through GBA, prioritization to be undertaken in early 2020 by Parties. Consultant contracted to develop the prioritized protocols, standards and guidelines.				
Indicator 2: Strengthened technical and scientific cooperation to support management and policy decisions				
Midterm targets	Status December 2019	Progress	Pending Actions/comments	Reference Documents

MTR EVALUATION REPORT FINAL JUNE 3, 2020

A design of the joint Ecosystem Monitoring Programme developed with a set of key indicators and timeline, agreed by the countries	To strengthen technical and scientific cooperation, the BCC established an Environmental Monitoring and Assessment (EMA) Working Group and Science Infrastructure and Logistics (SIL) Working Group. EMA oversees the development and implementation of the Regional Ecosystem Monitoring Programme (REMP) while SIL makes recommendations to EAC on capacity requirements on SIL to support technical and scientific cooperation; BCC through EAC undertook an assessment of existing environmental monitoring activities in all three countries, identified regional ecosystem monitoring indicators, and drafted a framework for the REMP. Ecosystem monitoring project concepts have been developed on key areas for scientific and technical cooperation (Ocean acidification, coastal inventory and water quality assessment; Top predators). Implementation for some ecosystem monitoring projects initiated (top predators, coastal biodiversity inventory, water quality)	80%	Implementation of REMP, sharing of information with policy makers/ managers to institutionalize monitoring programmes Funding / sustainability plan to continue with monitoring activities beyond BCLME III	EAC workshops/meeting reports (EMA, top predators, fisheries) Project concept notes Survey/Monitoring reports (Coastal survey) TORs for updating of SOMER
A set of key ecosystems indicators/ info/data to be shared through State of Ecosystem Information Systems (SEIS) agreed by the countries and how the SEIS will be kept updated	A first draft of regional level ecosystem indicators and scope for SEIS identified and discussed. A set of draft ecosystems indicators/ info/data to be shared through SEIS identified. Benchmarking on suitable info/data systems (ORASECOM)	75%	EAC to endorse the indicators and information to be shared through SEIS Finalization of SEIS TORs by EAC Appointment of system developer Develop operational SEIS at a testing stage Launch SEIS	EMA and DIM Reports Benchmarking report (Mission Report)
TDA Table of Content agreed	Tender evaluation for TDA undertaken and the Consultant has been identified	10%	Inception meeting Review Draft TDA Table of Content Endorse Table of Content and finalize TDA	TORs Minutes for tender evaluation Contract
End of term targets A BCC Ecosystem Monitoring Programme (EMP) operational with sufficient data and information fed into the BCC EMP from the national-level monitoring efforts and from a joint monitoring exercise A set of key ecosystem indicators/ information/data collected by BCC-led initiatives TDA update finalized				
Progress towards End of Term Targets Coastal biodiversity assessment undertaken in Namibia – involved South Africa for training and harmonization of monitoring protocol at regional level (South to South Cooperation) Water quality monitoring is being supported in South Africa				
Indicator 3: Evidence of strengthened Science-to-Governance linkages at the regional level				
Midterm targets	Status December 2019	Progress	Pending Actions/comments	Reference Documents
Identification of suitable/relevant regional policy and management platforms that will influence ocean governance of BCLME at the regional	BCC Science Conference has been expanded to become Science and Governance Forum. A Science and Governance Forum was planned for 2019, but was postponed to 2020.	35%	Dialogue on the management of shared fish stocks in Angola Regional dialogue on the management of shared fish stocks	TORs & contract for event organizer Inception Report Mission reports for participation in dialogue

MTR EVALUATION REPORT FINAL JUNE 3, 2020

level, to which scientific information should be fed in a strategic and systematic manner	Dialogue on the management of shared fish stocks conducted in Namibia and South Africa Participated in dialogue and international/regional meetings on ocean governance (High Level Panel on Blue Economy, climate change and environmental sustainability; Ocean Governance Conference) Contracts signed with event organizer and concept developer (Science and Governance Forum(SGF)) Zero draft programme for SGF developed		Identify and communicate date for Science and Governance Forum Identify non-participating sectors to partake in SGF Finalize programme and concept note for SGF Draft policy briefs based on SGF policy recommendations	
End of term targets Number of evidence-based policy recommendations produced by BCC in the form of policy briefs presented at various regional policy discussion for a Number of policy guidance/management decisions made by BCC Commission and/or by the BCC Ministerial Conference, supported by a science-based recommendation Number of directions, guidance, requests, etc., provided from policy decision makers to scientific communities (BCC Science Forum, Working Groups, Ecosystem Advisory Committee, academia, etc.) that would in future influence policy and management decision-making				
Progress towards End of Term Targets				
Outcome 1.2: National-level Ocean and Coastal Governance strengthened and supported by BCC				
Indicator 1: Inter-sectoral mechanisms established and operational				
Midterm targets	Status December 2019	Progress	Pending Actions/comments	Reference Documents
Each country formally adopts a National Inter-sectoral Committee (NIC) or similar	National Inter-sectoral Committee established in Namibia to promote communication, collaboration and cooperation between the four key BCC sector ministries, namely, MFMR, MET, MME, and MWT in the context of the ocean governance South Africa has appointed a National Focal Point for coordination of BCC activities at national level, including implementation of the SAP. The Focal Point is also responsible for intersectoral coordination. In Angola, the Commissioner is facilitating the participation of BCC sectors in the implementation of the Convention. The Commissioner is supported by a Project paid staff to coordinate sector participation. BCLME III Project is bringing the sectors together on a needs-basis. A formal structure may be required.	60%	Develop sustainability strategy for the NICs beyond the project South Africa to establish/formalize NIC Explore possibilities in Angola	NISCOG TORs
National Action Plan (NAP) to support SAP implementation at national level adopted	Tender evaluation for SAP undertaken and the Consultant has been recruited	10%	Drafting of SAP inclusive of NAP	TORs & Contract
End of term targets NICs are operational and sustainable beyond project funding				
Progress towards End of Term Targets				
-				
Indicator 2: Coherence of national policies/laws and practices with regional and international legal instruments				
Midterm targets	Status December 2019	Progress	Pending Actions/comments	Reference Documents

MTR EVALUATION REPORT FINAL JUNE 3, 2020

Status report on legal and institutional arrangements as well as the implementation of measures (e.g. on ballast water management, IUU, oil spill responses etc.)	Draft GBA report includes status on legal and institutional arrangements as well as implementation measures in all the four BCC sectors.	80%	Update the status report on IUU to include initiatives of RFMOs	GBA Report
Partnership agreements adopted and signed for sustainable fisheries (eco-labeling) in the BCLME	Consultations with Parties (Namibia and South Africa on the status of eco-labeling; hake fisheries in South Africa has certification and Namibia is in the process of application for the same). ToR developed for baseline assessment	10%	Assess potential areas for collaboration to promote sustainable fisheries management	
Update of national sensitivity Atlas with focus on oil spills	Status on coastal sensitivity mapping has been determined and areas requiring action identified.	10%	Oil spills task team to discuss the status of national sensitivity maps and develop a work plan Training on GIS Development of national regional maps and regional Atlas	
End of term targets Full ratification of Port State Measures Agreement by all the three BCC Parties Full ratification of Ballast Water Management Convention by Namibia and South Africa National-level adoption and implementation of the regionally-correlated Codes of Conduct e.g. on ecosystem monitoring, water quality standards, oil spill responses etc. Practices aligned across Parties to ensure coherence (and sharing of best practices) e.g. ballast water management, eco-labeling, ecosystem monitoring A compliance and monitoring programme is in place Increased number of companies certified for sustainable fisheries practices				
Progress towards End of Term Targets Ratification of Ballast Water Management Convention by South Africa (Namibia, process still with Cabinet) Ratification of Port State Measures Agreement by South and Namibia (Angola still in process)				
Indicator 3: Evidence that Parties use scientific information for policy and adaptive management guidance				
Midterm targets	Status December 2019	Progress	Pending Actions/comments	Reference Documents
Formal procedures adopted and implemented by NICs for translating technical and scientific data into adaptive management guidance	Refer to Indicator 3 on NANSEN Dialogue on shared stock Development of Blue Economy Policy (Namibia) Development of the Swartkops Estuary Monitoring and Adaptive Management Plans (South Africa)	30%	Formal procedures yet to be developed in all the three countries	Namibian Blue Economy Policy Swartkops Estuary Monitoring Plan (South Africa) Swartkops Estuary Monitoring and Adaptive Management Plans (South Africa) NANSEN dialogue report
End of term targets # Of evidence/science-based management options/scenarios and potential policy options submitted from NICs to appropriate government departments (including finance, national planning) for consideration in their decision-making.				
Progress towards End of Term Targets -				
Outcome 1.3 National Governance Pilots				
Indicator 1: Quantifiable evidence that 4 pilot communities are better off through the implementation of sustainable fisheries practices, including mariculture				
Midterm targets	Status December 2019	Progress	Pending Actions/comments	Reference Documents

MTR EVALUATION REPORT FINAL JUNE 3, 2020

Community level organizations (cooperatives) established for enhanced community involvement in sustainable fisheries in the BCLME	A south-south learning exchange was undertaken, to Mozambique to investigate best approaches to setting up mariculture pilots Cooperatives identified for artisanal fisheries in Angola Consultant on board to undertake Baseline socio-economic and environmental assessment inclusive of SES (for Angola) Mariculture feasibility study for Angola commissioned. Consultant identified	35%	Conclude baseline socio-economic and environmental assessment Finalize Mariculture Feasibility Study	TORs for Baseline socio-economic assessment TORs for Mariculture Feasibility Study
(Fishing) Regulation measures consolidated and enforced at local level through the involvement of community	Fishing regulations exist at national level and there is capacity to consolidate them.	10%		
>50% of the adult population in the targeted communities sensitized about the importance of sustainable fisheries for their future, how they can practice sustainable fisheries, what they are allowed and not allowed. (sex-disaggregated data)	Consultations at community level during identification of cooperatives	10%		Attendance register
End of term targets Number of people implementing sustainable fishing practices including gear restrictions and exchanges properly Alternative livelihoods introduced equal to 200 – 400 persons (also as incentive for community participation in sustainable fisheries management) – mariculture and improved fish processing. % increase in their catch from wild catch and / or mariculture (sex disaggregated) % increase in their income (sex disaggregated) Number of employment created (sex disaggregated) More than 80% of adult population in the targeted communities sensitized about the importance of sustainable fisheries for their future, how they can practice sustainable fisheries, what they are allowed and not allowed (sex disaggregated data).				
Progress towards End of Term Targets -				
Indicator 2: Blue Economy/ocean governance demonstrated through a demonstration project in Namibia				
Midterm targets	Status December 2019	Progress	Pending Actions/comments	Reference Documents
Status report on the use of marine space in the pilot area (including socioeconomic activities, state of ecosystem/biodiversity, potential conflicts and synergies) Spatial mapping	Agreement with GIZ on approach to Marine Spatial Planning (MSP) activities reached but the approach is yet to be endorsed by the government; Draft TORs for the Socio-Economic status for the entire coast is done. Draft Policy on Blue Economy developed	10%	Amendment of Draft TORs for the Socio-economic assessment Appoint a consultant to undertake socio-economic assessment	Draft Blue Economy Policy
Biodiversity inventory report	Biodiversity Survey along the Namibian coast undertaken from July to October 2019 Training on identification of flora and fauna of the Namibian intertidal zone	80%	Complete coastal survey outstanding sites Undertake a scientific write-up workshop Develop a field guide manual	Biodiversity Survey Report Training Report
Ecosystem valuation and cost benefit analysis	Training of the BCC Secretariat and representatives of the Parties on economic valuation and cost benefit analysis undertaken	10%	Training inclusive of all BCC sectors to be undertaken. Economic valuation to be undertaken.	Training manual TORs for economic valuation

MTR EVALUATION REPORT FINAL JUNE 3, 2020

	ToR developed			
Agreement (MoU) with ORASECOM on areas for collaboration	No MoU signed as yet. However, exchange with ORASECOM has been initiated. ORASECOM was invited to the BCC to share experiences on incorporating NAPs into SAPs; water quality monitoring as well as data and information management. BCC also visited ORASECOM to learn about the way it manages data and information. It was agreed at PSC that the MOU will be entered into at BCC level and not at demo project level. The demo project will support Namibia to adopt the Orange River Mouth Implementation Plan.	50%	Support Namibia to adopt the Orange River Mouth Management Plan Establish an MoU on sharing of coastal data at the river mouth	
End of term targets				
Local Economic Development Plan formally adopted				
Progress towards End of Term Targets				
-				
Indicator 3: Coastal and marine pollution and water quality are controlled and managed to meet agreed standards for human and ecosystem health				
Midterm targets	Status December 2019	Progress	Pending Actions/comments	Reference Documents
"Fit-for-Purpose" water quality standards established for the demonstration site	Final Situational Analysis and Management Plan Produced for the Swartkop Estuary Water quality standards/indicators confirmed World Ocean Day and International Clean-up Campaign observed in Port Elizabeth (for awareness raising)	100%	- On-going monitoring activities	Final Situational Analysis and Management Plan
A set of water quality monitoring indicators agreed	Final Situational Analysis and Management Plan Produced for the Swartkop Estuary Water quality standards/indicators confirmed	100%	- On-going monitoring activities	Final Situational Analysis and Management Plan
A participatory water quality monitoring programme is established and implemented	Water quality monitoring activities ongoing	100%	- On-going monitoring activities	Final Situational Analysis and Management Plan
End of term targets				
Reduction in N, P and BOD Management options/ policy decisions taken from the results of the monitoring programme				
Progress towards End of Term Targets				
-				

Component 2:

Outcome 2: Stakeholder Engagement and Partnership Collaboration to realize sustainable SAP Implementation and Delivery				
Outcome 2.1: Regional and National-level Stakeholder Engagement Activities for Delivering SAP Implementation and BCC Convention domestication				
Indicator 1: Increased number of stakeholders (sex-disaggregated data) from various sectors, levels, institutions, participating in BCC activities at regional and national levels				
Midterm targets	Status December 2019	Progress	Pending Actions/comments	Reference Documents
Participation of stakeholders at the BCC Science and Governance Forum (SGF) expanded	Identification of stakeholders for the BCC Science and Governance Forum is underway	10%	Identification of stakeholders for the BCC Science and Governance Forum	
Experiences and lessons learned on management practices shared at the SGF	SGF is yet to take place	0%		
National stakeholder engagement forums established	Not established	0%		
End of term targets 20 new institutions participated in BCC activities				
Progress towards End of Term Targets - Stakeholder Engagement Specialist on board				
Indicator 2: BCC's capacity to reach out and coordinate stakeholders strengthened				
Midterm targets	Status December 2019	Progress	Pending Actions/comments	Reference Documents
Stakeholder Engagement Specialist recruited (with the project support)	Stakeholder Engagement Specialist on board	100%	Implementation of Component 2 Activities	
End of term targets Stakeholder Coordination Specialist on board BCC Stakeholder database developed and managed by BCC, taking into account gender specific concerns and considerations. BCC made decisions on how it will continue with the stakeholder engagement and coordination activities after the project completion (Sustainability Plan for the stakeholder coordination capacity of BCC Sec.				
Progress towards End of Term Targets - Stakeholder Engagement Specialist on board				
Outcome 2.2: Community Level Engagement Activities for Delivering SAP Implementation and BCC Convention domestication				
Indicator 1: Increased number of community Partys participating in SAP implementation through the demonstration projects				
Midterm targets	Status December 2019	Progress	Pending Actions/comments	Reference Documents
200 community Partys have participated in the implementation of the demonstration projects	Demonstration projects have been launched in all three countries and identification of beneficiaries is ongoing	25%	Identification of beneficiaries ongoing Sensitization on best fishing practices in artisanal fisheries (use of unauthorized fishing gear) Develop a strategy for sustainable fisheries Mariculture feasibility study and implementation plan Socio-economic study for Namibian Demo	
Gender Analysis completed and Action Plan developed	Gender policy and action plan developed and approved by the Commission.	100%	Implementation of the Action Plan to commence in 2020	Gender Policy and Action Plan
End of term targets 400 community Partys in each country have participated in the implementation of the demonstration projects				

MTR EVALUATION REPORT FINAL JUNE 3, 2020

50 % of participants are women Gender Action Plan implemented through the demonstration projects 30% of project beneficiaries are youth				
<u>Progress towards End of Term Targets</u>				
-				
Outcome 2.3: Public and Private Sector Engagement strengthened through partnerships				
Indicator 1: Number of MOUs/MOAs with private sector entities (Foundations, Associations, etc.) to support specific priorities in the SAP and BCC Convention				
Midterm targets	Status December 2019	Progress	Pending Actions/comments	Reference Documents
Three MOU/MOA signed; one in each country (1 Angola, 1 Namibia, 1 South Africa)	No MoU/MoA has been signed	0%	Identify institutions of mutual interest (e.g. DebMarine for sharing of coastal data, NamPort for compliance on oil spills) Initiate collaboration with BP / Total Angola?	
TOR for the BCC Business Leadership (BLF) Forum agreed.	ToR for BLF not yet developed	0%	Develop a concept note Identify and invite prospective institutions	
<u>End of term targets</u>				
Six, two in each country (2 Angola, 2 Namibia, 2 South Africa) BCC Business Leadership Forum functioning as a platform to exchange views and perspectives with private sectors. Practices aligned across Parties to ensure coherence (and sharing of best practices) e.g. ballast water management, eco-labeling, ecosystem monitoring A compliance and monitoring programme is in place Increased number of companies certified for sustainable fisheries practices Recommendations from the BLF feeding into BCC and policy and management discussions. Three innovative solutions implemented for stress reduction in the BCLME				
<u>Progress towards End of Term Targets</u>				
-				

MTR EVALUATION REPORT FINAL JUNE 3, 2020

Component 3:

Outcome 3: Capacity Building and Training to support sustainable SAP Implementation and Convention Domestication				
Outcome 3.1: Capacity Development and Strengthening of the BCC, its Secretariat and various associated Committees and Bodies				
Indicator 1: Critical positions in the BCC Secretariat filled and funded through Parties' contributions				
Midterm targets	Status December 2019	Progress	Pending Actions/comments	Reference Documents
An organizational performance review finalized and areas requiring strengthening identified	An organizational review on performance of the Benguela Current Convention completed, report presented to the Commission	85%	Implement recommendations emanating from Organizational Review Report	Organizational Review Report
Deputy Executive Secretary (DES) co-funded through development partners and party's contribution	The salary of the Deputy Executive Secretary is gradually covered by the BCC. At project midterm, the BCC has taken over more than 50% of the salary.	85%		
End of term targets				
Deputy Executive Secretary (DES); Compliance Manager; and Finance and Administration Manager and others are fully funded through Parties' contributions				
Progress towards End of Term Targets				
-				
Indicator 2: Evidence of BCC's increased capacity to monitor and report the SAP implementation progress				
Midterm targets	Status December 2019	Progress	Pending Actions/comments	Reference Documents
SAP Implementation plan with a monitoring framework and a financial plan developed for SAP 2020-2024	Consultant to develop SAP2020-2024 identified	10%	Inception meeting Drafting of SAP2020-2024	TORS for consultant
End of term targets				
BCC has adopted a costed SAP Implementation Plan (which includes all its activities) with a monitoring and evaluation framework				
BCC regularly monitors the SAP implementation progress and various initiatives contribution to it, based on the SAP Implementation Plan and its monitoring framework.				
BCC Sec regularly reports to the Commission the SAP implementation progress				
Progress towards End of Term Targets				
-				
Indicator 3: Evidence of increased capacity in the BCLME region necessary to implement SAP and to domesticate the Convention				
Midterm targets	Status December 2019	Progress	Pending Actions/comments	Reference Documents
Agreements with IMO and FAO on capacity development (on oil spill responses, ballast water management, IUU etc.)	BCC is collaborating with IMO GIWACAF project. Two joint training sessions transboundary on oil spill preparedness exercises have been undertaken for Parties Discussions have been initiated with IMO and FAO on potential areas for collaboration on capacity development of the Parties, particularly on oil spill responses, IUU and ballast water management. At this stage, no formal MOU has been signed with FAO and IMO	30%	Develop concept notes on areas of collaboration; Sign MOUs	Transboundary Training Report
Capacity Needs Assessment conducted	Consultations of stakeholders to identify the training and capacity requirements concluded and preliminary reports for all Parties produced; National validation Workshop for Namibia convened	50%	National validation workshop for Angola, South Africa Regional validation workshop	Validation Workshop Report

MTR EVALUATION REPORT FINAL JUNE 3, 2020

			Development of the capacity needs assessment Report.	
Regional Training and Capacity Development Programme updated and aligned with the SAP2020-2024.	The consultancy to update the Regional Training and Capacity Development Programme is ongoing Several training activities undertaken	50%	Updating of training and capacity development programme Formulate a capacity development and training matrix	Consultant TORs Matrix on training and capacity development
<u>End of term targets</u> Top 5 Priority capacity needs to be filled through the implementation of the Regional T&CD Programme. At least 400 beneficiaries (sex-disaggregated) from the T&CD opportunities coordinated/ catalyzed by BCC An inventory of training courses and CD opportunities realized updated by BCC and reported to the Commission at least annually. An inventory of those who benefited from the T&CD opportunities (sex-disaggregated) created and updated by BCC, and reported to the Commission at least annually				
<u>Progress towards End of Term Targets</u> -				

Component 4:

Outcome 4: Marketing and Resource Mobilization and Fiscal Sustainability				
Outcome 4.1: Sustainable long-term management structures and financing mechanisms adopted by the BCC and underpinned by both public and private sector investments				
Indicator 1: Evidence of (innovative) investments identified from non-conventional sources (e.g. private sectors, philanthropic organizations, academic institutions, etc.) that contribute to SAP implementation				
Midterm targets	Status December 2019	Progress	Pending Actions/comments	Reference Documents
One MOU/MOA signed regarding investments contributing to SAP implementation	No MOU signed Training on Economic Valuation undertaken for BCC Secretariat (with some participation of Parties) Terms of Reference for a consultant to undertake the Economic Valuation and Cost Benefit Analysis developed	0%		Economic valuation training manual and ToR for consultant
End of term targets				
Three MOU/MOA signed regarding investments contributing to SAP implementation				
Progress towards End of Term Targets				
-				
Indicator 2: Evidence of successful resource mobilization efforts by BCC from development partners				
Midterm targets	Status December 2019	Progress	Pending Actions/comments	Reference Documents
One additional Financial Agreements signed after 2017	No Financial Agreement signed	0%		
End of term targets				
Three additional Financial Agreements signed after 2017				
Progress towards End of Term Targets				
-				
Indicator 3: Increased Party State contribution to BCC budget and SAP implementation				
Midterm targets	Status December 2019	Progress	Pending Actions/comments	Reference Documents
BCC receives >NAD 18,123,312.70 (USD 1,375,061.66) as Party State contribution. Each country discusses and identifies their potential contributions to SAP implementation at NIC meetings	BCC continues to receive Party contributions including in-kind contribution as part of project implementation.	40%		
End of term targets				
BCC receives >NAD 45,291,155.45 (USD 3,436,354.74) as Party State contribution – sufficient to cover all key BCC staff positions through the country contribution Countries report their respective contributions to SAP implementation (through activities funded from their own budget) to BCC				
Progress towards End of Term Targets				
-				

ANNEX – SOUTH AFRICA DEMONSTRATION PROJECT

Country: South Africa

Responsible Agency(s):

Department of Environmental Affairs (DEA) in collaboration with Department of Water and Sanitation Affairs (DWS), Department of Agriculture Forestry & Fisheries, Provincial Department of Environmental Affairs; South African National Biodiversity Institute (SANBI); South African National Parks; Provincial Parks/Biodiversity Institutions and Local community organizations, etc.

Title of National Governance Pilot Project:

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

Objective of National Governance Pilot Project:

A number of primary sources of pollutants are affecting the marine ecosystem around South Africa and also potentially impacting on the 'users' of the coastal and marine environment. Some of the main sources of pollution come from sewage and effluents from municipalities, other effluent and pollutant discharges from a number of different industries (e.g. fertilizer factories, pulp/paper mills, chemical and explosive factories, oil refineries, sugar mills, fish factories, textile factories, food canning, aluminum smelters, power stations, dredging and sand-mining). Types of discharges vary widely from surf zone and estuarine discharges of municipal sewage or industrial wastewater to discharges through well designed offshore marine outfalls fitted with hydraulically efficient diffusers operating in water depths of more than 20 meter.

The overall Objective of this Pilot project will be to ensure that marine water quality is 'fit for use' for different users (marine aquaculture, seafood processing plants, recreational and tourism, and conservation) with the possibility of setting thresholds for multi-users in a stressed environment. This will provide a conducive environment in terms of good water quality for sustainable local economic development while minimizing environmental and social impacts associated with poor water quality. This governance pilot will also work with the FAO GEF project on enhancing Climate Resilience to ensure such climate-related issues as changes in surface water temperatures and potential declines in oxygen concentration as well as acidification and sea level rise are addressed within this overall water quality management strategy

Specific objectives will include:

- (1) Better understanding of the importance of marine water quality, and its impacts through improved monitoring, data collection and analysis leading to options and scenarios for management
 - a. Developing standards and adopting a recommended schedule of monitoring,
 - b. Strengthening national, provincial and local capacity to collect manage and analyze marine water quality information
 - c. Improve monitoring technology, including real time in situ monitoring, expanding the number and types of indicators monitored, and reducing costs while improving reliability of sampling tools and analysis;
- (2) More effective communication, education and training. This would be achieved through:
 - a. Linking and connecting information on water quality with local education, social marketing and awareness building campaigns to trigger behavioral change,
 - b. Increasing local culturally sensitive education and awareness building programmes
 - c. Building the capacity of local government to make improvements in wastewater management.
- (3) Improve technology and infrastructure by promoting cleaner production industries for efficiency of water and other material, thereby preventing and reducing water pollution at source.

Definition of Geographical Area/Community/Extent

The site(s) selected for investigation will be chosen on the basis of a number of criteria as agreed by the responsible agencies. In developing these criteria, the following concerns will be taken into consideration.

MTR EVALUATION REPORT FINAL JUNE 3, 2020

A number of mariculture operations are currently undertaken in estuaries. These include mussel farming, oyster farming, commercial harvesting of seaweed, and commercial harvesting of wild mussels. Many of these are undertaken by local communities in collaboration with South African National Parks (SANParks). Additional areas have also been earmarked for future mariculture operations as well as some having been identified as 'hot-spot' for targeting economic development.

Intended Outputs and Deliverables

Output 1:	Select Areas for Investigation based on agreed Criteria
Deliverable(s):	Selection Criteria adopted (these will include specific targeting of primary pollutant sources) Specific Area(s) agreed and documented (location, extent, linkages to significant living marine resources, linkages to dependent communities, etc.)
Output 2:	Stakeholder involvement/consultation: A review of current practices and gaps, challenges to current monitoring initiatives, other 'best lessons and practices' available, summary of options
Deliverable(s):	Review Report on various options and approaches made available to responsible Agencies steering the demo project
Output 3:	Mapping of the existing sources of marine water quality pollution including categorizing the sources of pollution per sector. Determination of the aggregated impacts on water quality.
Deliverable(s):	Diagnostic Analysis of Threats and Causes including A. Demo Site maps of point-sources and other impacts as well as their 'origins', and B. Quantitative report on the magnitude and extent of individual impacts
Output 4:	Interventions to address the identified impacts and to reduce the threats to water quality at the demo site(s) and adjacent areas. Based on the information captured through Outputs 1-3 above, identify and summarize those management scenarios and monitoring strategies most applicable to the Pilot area(s) and implement new or enhanced management strategies and on-the-ground improvements
Deliverable(s):	i) Adoption of standard water quality monitoring indicators and monitoring techniques (including selected monitoring sites and frequency of monitoring; analysis and statistical techniques to be used to ensure comparable outputs) ii) Strategy for delivery of results and analysis to appropriate government bodies for management decisions. iii) identify improvements to wastewater treatment and mitigation of point-source and chronic pollution that can be adopted to improve stress reduction (see also Output 5)
Output 5:	Improve coastal water quality through the implementation of six integrated and simultaneous actions: A. Supporting community-based Initiatives to address environmental concerns. B. Improving operations and maintenance of municipal wastewater works. C. Improving environmental practices of industries and commercial establishments (e.g. marine aquaculture) through an Environmental Audit Program. D. Developing partnerships with the existing Trust to expand and standardize coastal water quality monitoring. E. Improving coordination of coastal zone management activities among Government Departments and NGOs F. Providing education and awareness (e.g. in performance and environmental monitoring)
Deliverable(s):	i) Communities actively engaged in water quality monitoring activities ii) Operational and maintenance guidelines for wastewater treatment improved/ strengthened (where appropriate) to address enhanced water quality parameters iii) Environmental Audit Program operational and reporting back to responsible agencies and government bodies iv) Agreed partnerships in place and standard coastal water quality monitoring indicators adopted by partners v) Stronger intersectoral coordination and sharing of information/activities between government stakeholders and NGOs in relation to water quality maintenance vi) Training programmes and awareness campaigns implemented
Output 6:	Capture all lessons, practices and guidelines from this demo for use 'in-country' and for distribution through BCC to other countries with a view to them being able to replicate as appropriate.

MTR EVALUATION REPORT FINAL JUNE 3, 2020

Deliverable(s): Review of best lessons and practices and development/adoption of a formal water quality management strategy at national government level (and for distribution through BCC to other countries with a view to them being able to replicate as appropriate)

End-of Pilot Landscape

It is anticipated that, by the end of this Pilot, the current water quality status will have improved and the local water quality infrastructure strengthened in order to more effectively monitor and report on the status of estuaries and support adaptive management processes for their conservation and sustainable use. The project will build on the existing national oceans and coasts water quality monitoring programme and will receive the necessary support and co-financing through that programme.

SAP Implementation Priorities being addressed

This Pilot Project conforms to the requirements of the BCC SAP Implementation Plan through the Ecosystem Quality Objectives on Pollution (EQO 2.4)

Ecosystem Quality Objective: Coastal and marine pollution and water quality are controlled and managed to meet agreed standards for human and ecosystem health.

4.1 Monitor and manage coastal water quality around 'hotspot' locations.

4.1.1 Develop and expand the monitoring of coastal water quality in the vicinity of coastal developments (pollution "hotspots"), new potential hotspots to be monitored and existing ones to be extended beyond the immediate vicinity (currently usually only within bays).

Description of expected Stress Reduction arising from the Pilot

The Pilot aims not only to develop water quality monitoring standards and practices to maintain such quality as 'fit-for-purpose' but also to improve the operation of wastewater treatment and to improve the environmental practices of industries and commercial establishments. The overall intent is to mitigate or remove the effects of impacts on water quality through 'concrete' stress reduction activities such as recycling of wastewater, removal of pollutants before discharge, better management practices by industry and commercial interest. Existing wastewater treatment will be adapted to meet specific and higher standards. Wastewater treatment will also be expanded for more effective water quality management, communities will monitor water quality for their own welfare, agricultural run-off and sedimentation will be more strictly monitored and controlled, and the potentially harmful impacts from aquaculture will be addressed through better treatments and controls, etc.

Stress Reduction will further include the investment in technology and infrastructure on the treatment of polluted water that will focus on low technology, low energy, biological and ecological sensitive approaches. The management actions identified will result in the improvement of the water quality from estuaries and provide a conducive environment for growth in the marine aquaculture sector, thus reducing pressure on the natural stocks.

Management and Monitoring

The Benguela Current Commission Secretariat will monitor the progress of the Pilot. South Africa will appoint its own Pilot Project Manager to oversee and manage the day-to-day Pilot site activities and various partnerships and collaborations as well as cooperation between the various government departments. A small Pilot steering group will be assigned by the responsible agencies to manage the project and ensure it is meeting its targets and objectives.

The South African Government aims to align the Pilot project with Operation Phakisa and utilize the personnel already involved. Where there is a need for additional support with management or associated Pilot activities this can be agreed by the responsible parties and catered for through the Pilot budget.

Regular, three-monthly brief progress reports will be provided by the Project Manager to the Pilot steering committee and then to the BCC and the overall BCLME UNDP GEF Project Management. The Pilot Project Manager will also provide updates in project activities to the overall BCLME Project Steering Committee when it meets.

A final Pilot Evaluation Report (DER) will provide an evaluation of overall delivery and success, a final budget breakdown and, importantly, a review of lessons and best practices focusing on the options for replicability.

Linkages to and coordination with other closely related projects and funded activities

MTR EVALUATION REPORT FINAL JUNE 3, 2020

The Pilot project will be linked with the Marine Governance and Protection component of the Operation Phakisa especially the water quality monitoring programme initiative.

Pilot Stress Reduction objectives at 'site' level as part of this pilot process:

Reduction in levels of primary pollutants in Municipal wastewater (nutrients, BOD, COD, E.coli, oil, cleaning fluids, etc.) by 30% from Pilot inception baseline within lifetime of Pilot project

Reduction in levels of primary pollutant in Industrial wastewater (BOD, COD, oil, surfactants, persistent organic pollutants, sediments, thermal pollution, etc.) by 30% from Pilot inception baseline within lifetime of Pilot project

Agriculture pollution reduction practices = 40% reduction from pilot inception baseline in pesticides and fertilizer levels at point-of-contact with coastal waters, such as river mouths and environmental flow discharges, within Pilot lifetime.

40% reduction from pilot inception baseline in heavy metals (as measured at final discharge) within Pilot lifetime.

< 10mg/l of BOD in all rivers and river mouths in the pilot area

Alternative livelihoods introduced = Approx. 50-100 persons at pilot

Integrated Coastal Management adopted across entire pilot area – at least 1000 Ha

National Indicators - Best Lessons and Practices for National Adoption/Replication:

The governance pilot to be assessed for the cost-benefit and efficiency of stress reduction measures versus 'business-as-usual' and this cost-benefit analysis of individual stress reduction actions and their indicators to be included as part of the water quality management strategy

The governance pilot to take into consideration any climate resilience measures and options that need to be incorporated into a national marine water quality management and monitoring strategy (in close collaboration with the FAO GEF project on Enhancing Climate Change resilience in the Benguela Current Fisheries System)

National marine water quality management and monitoring strategy developed/revised based on lessons from governance pilot and formally adopted.

Government and private sector (and other appropriate stakeholders) negotiate partnerships for stress reduction activities and projects to improve water quality

Clear targets adopted and monitored for stress reduction (timeframe and quantitative) within water quality monitoring strategy and partnership stress reduction activities

Targeted training and capacity building of individuals and institutions to support this national marine water quality management approach

Experience Notes produced by the Project and delivered to IW:LEARN and LME:LEARN

ANNEX: NAMIBIA PILOT

Responsible Agency(s): Ministry of Fisheries & Marine Resources and the Ministry of Environment & Tourism

Contact Person: Dr. J.A. Holtzhausen

Title of National Governance Pilot Project:

Demonstrating and piloting integrated and harmonized coastal and marine planning and management for Namibia in line with BCLME SAP implementation

Objective of National Governance Pilot Project:

To pilot and develop harmonization of the marine spatial planning process and the coastal management process. This will aim to bridge the High Water – Low Water interface currently perceived as the boundary for these two processes and will work to enhance interaction and collaboration between the mandated government institutions and departments as well as other concerned stakeholders. This integration and harmonization strategy will be of enormous value at the national level and will

be demonstrated initially, in parallel with a process of **Local Economic Community Development**, at appropriate locations including a river mouth (estuarine) environment as well as in area close to one of the major ports. The Pilot will provide lessons and practices that will then be used to develop a national approach to an overall and holistic 'blue 'economy' based ocean governance. Ultimately the Pilot and subsequent, appropriate adoption of lessons and best practices at the national level would help to create an environment of inter-sectoral and inter-ministerial collaboration for ocean governance in line with the implementation of the BCLME Strategic Action Programme. This will then help to guide the Commission and its various bodies in implementing more effective integrated coastal and marine governance across the BCLME region. This approach will also allow the German-funded BCC-GIZ Project and the UNDP GEF project to collaborate closely and cost-effectively on areas of mutual interest and objectives. GIZ support will focus on the marine spatial planning component below the high water mark and UNDP GEF support will focus on intertidal management and impacts and influence on the coastal/hinterland areas. Both projects will work together to assist in the delivery of a single coastal and marine spatial planning product with appropriate zoning, regulatory systems, compliance and monitoring, etc. that covers both the coastal and marine environments. The overall process will further support the achievements of NACOMA and help to build in NACOMA's objectives. NACOMA was tasked to pave the way for an Integrated Coastal Zone Management System in Namibia. This process will consolidate and expand NACOMA's original mandate.

Definition of Geographical Area/Community/Extent

Pilot Site One: The Orange River Mouth. The Orange River is South Africa's largest river and forms the border with Namibia. The Orange River mouth wetland became the first transboundary Ramsar site in Southern Africa in 1995. This is a delta type wetland with a braided channel system. The Orange River Mouth wetland has been identified as being of international importance because A. It is an example of a rare wetland in its particular biogeographical region, B. It supports an appreciable assemblage of rare, vulnerable or endangered species. Of the 57 wetland bird species recorded, 14 can be considered either to be rare or endangered. The site also supports 33 mammal species (including the Cape clawless otter) and the Namaqua barb, a red data species fish found only in the lower reaches of the Orange River, and C. It regularly supports substantial numbers of particular waterfowl, indicative of wetland productivity and diversity. Its welfare came into question in the late 1990's following the collapse of the salt marsh component of the system, as a result of a combination of impacts, both at and upstream of the wetland. These impacts included adjacent diamond mining activities, flow regulation of the Orange River as a result of dam construction, mosquito control measures and poor management of the mouth. These impacts resulted in a significant decrease in the number of waterfowl utilizing the system. The impact of the decline in ecological functioning on fish species utilizing the estuary and salt marsh is unknown. It is however suspected that the loss of such an integral component of the wetland system cannot fail to impact on these species. The area on the immediate south of the river is irrigated farmland for supply of produce while diamond mining companies hold a concession to most of this land. The north bank of the Orange River forms the border between South Africa and Namibia. The township of Alexander Bay is situated on the slopes behind the belt of farmland to the South of the river mouth and immediately outside the former floodplain area. The closest settlement is that of Alexander Bay (South Africa) and Oranjemund (Namibia). Seaward of the meadows along the northern shore of the mouth, the floodplain is under "natural" vegetation on the river side of the dyke, with developments taking place near Oranjemund, notably a golf course. The area is also a popular tourist destination. The Orange-Senqu River Commission (ORASECOM) promotes the equitable and sustainable development of the resources of the Orange-Senqu River. ORASECOM provides a forum for consultation and coordination between the riparian states to promote integrated water resources management and development within the basin. ORASECOM. Supported by UNDP and GE, ORASECOM has recently completed its TDA-SAP process and is now about to engage in SAP implementation. This highlights the need for close collaboration between ORASECOM and BCC and this governance pilot is one obvious area for developing such close collaboration, both at the Commission/Secretariat level and on-the-round with activities.

Pilot Site Two: Walvis Bay Lagoon. This wetland is considered the most important coastal habitat of its kind in Southern Africa and among the top 3 in Africa. It stands out as a birding paradise because of its vast quantities and varied species of shorebirds that congregate here in the Walvis Bay wetlands from September to April each year. In view of this importance, the Walvis Bay Wetlands were declared a Ramsar Site in June 1995. The bay itself is a safe haven for sea vessels because of its natural deep-water harbor, Lüderitz to the south is also a natural harbor although smaller in size. Many different fishing and fish processing companies are based in Walvis Bay and this accounts for a major part of the economy of this area. Walvis Bay Salt Holdings (Pty) Ltd, through its various subsidiaries, is the largest producer of solar sea salt in sub-Saharan Africa. The group process 50 million tons of seawater to produce in excess of 700 000 tons of high-quality salt per annum. The total operation covers an area of 4500ha. In addition to producing salt for the chemical industry and other general purposes the Group also produce high quality table salt for the Southern Africa market. Concessions for aquaculture in the form of oyster rafts have

been granted within the salt works area during the past decade. Oyster production in Walvis Bay has been a financial success, and extensions of this activity are expected. However, sedimentation of the lagoon has become a cause for concern as there have been indications that the lagoon could be silting up. The main source is wind-blown sand and dust, with very small and infrequent contributions from the bay and floods in the Kuiseb River. Following sedimentation, pollution from activities in the Walvis Bay harbor has the largest impact on the functioning of the Walvis Bay Lagoon. Pollutants affecting the water column have been identified as petroleum products, fish processing waste, ore dust, cargo packaging waste, heavy metal waste, toxic waste, galley waste and dredged material. In contrast to the severe effects of water-borne pollutants, air and ground pollutants originating in the harbor have a relatively small impact on the lagoon. Similarly, the organic load produced from the fish factory outfalls in the harbor leads to accumulation and decomposition of organic matter on the bottom, which, in turn, causes sulphur eruptions. These eruptions are more common in summer than in winter and may kill fish in the harbor and lagoon, turning the water a variety of colors and producing an unpleasant sulphurous smell. In addition to the reduction in total area of the lagoon caused by surrounding development, the Walvis Bay Lagoon is directly and indirectly affected by a variety of influences originating in the surrounding area. Currents entering and flowing from the lagoon carry sediments that are deposited, mainly at the mouth of the lagoon. The water-borne sediment load has apparently been augmented by dredging in the harbor. Windblown sand is the other major source of sedimentary input into the lagoon.

Intended Outputs and Deliverables

Output 1: An Ecosystem Valuation of the two Pilot areas to identify and confirm the value of the goods and services provided by the coastal and marine ecosystems (in relation to both living and non-living marine resources).

Deliverable(s): An Ecosystem Valuation Report for the Orange River Mouth and the Walvis Bay Lagoon

Output 2: Extrapolation of Ecosystem Valuation along with input from the commercial and private sector (on the value of both living and non-living marine resources to the commercial sectors) to deliver a Cost-Benefit Analysis for more effective zoning, planning, management and governance in order to catalyze political support and ownership and to encourage appropriate and sustainable investment

Deliverable(s): A Cost-Benefit Review Report for the Orange River Mouth and the Walvis Bay Lagoon.

Output 3: Direct involvement of ORASECOM and the Orange-Senqu River SAP Implementation initiative (UNDP GEF Project) in any planning and strategies developed for the Orange River Mouth

Deliverable(s): BCC Management Board to consider adopting ORASECOM as an Observer

Appropriate technical and managerial input from ORASECOM and the Orange-Senqu River SAP Implementation project into the Outputs for this governance pilot

Output 4: Interpret the value of investments into a broader 'blue economy' approach that identifies and highlights the return on investments that support stress reduction and environmental-social benefits at the ecosystem level (e.g. reversal of habitat degradation; restoration/rehabilitation; responsible fisheries stewardship;) This process will aim to demonstrate ecosystem-based community development at a localized level through Local Economic Development at the Orange River Mouth and Walvis Bay lagoon. This process will also integrate with the activities and work of the FAO GEF Project on Enhancing Climate Resilience to ensure that this 'blue/ocean economy' approach captures this need for resilience.

Deliverable(s): Local Economic Development Plans/Strategies implemented at the pilot sites focusing on Community development and sustainability for both Pilot Areas.

Output 5: A Review of the coastal management and the marine spatial planning arrangements of the subtidal and offshore EEZ in order to harmonize and facilitate more efficient ocean management and governance for Namibia

Deliverable(s): A stakeholder-driven Report that clearly defines a harmonization and integration process for Coastal management and marine spatial planning for review and adoption by Cabinet

Output 6: A Private-Public Sector partnership(s) for areas of commercial and economic interest both current and for future potential development within an ecosystem-based sustainable (blue economy) management strategy. These partnerships will also focus on stress reduction needs such as improved wastewater management and reduced pollution input and threat at the 'Pilot' sites.

MTR EVALUATION REPORT FINAL JUNE 3, 2020

Deliverable(s): Formal partnership agreements (bilateral/multilateral) for local economic development between private and public sector based on the overall concept of sustainable marine spatial planning and the welfare of the BCLME.

Private-Public Partnerships for development of specific stress reduction actions including improved wastewater treatment and pollution reduction as well as mitigating the impacts from non-ecosystem friendly development.

Output 7: A sustainable Coastal and Marine Management Authority with intersectoral Partnership and involvement

Deliverable(s): A formal government White Paper presented to Cabinet for adoption of a Management Authority that includes both CZM and MSP.

Output 8: A training and capacity development programme and appropriate capacity building activities related to the above.

Deliverable(s): Targeted training and capacity building of individuals and institutions based on national priorities and using centers of excellence within the region and internationally if necessary.

Output 9: Capture of lessons and best practices from the above to develop an appropriate national ocean zoning and management strategy, which can ultimately be adopted at the policy level.

Deliverable(s): Final report on achievements lessons and best practices sent to BCC and 'Experience Notes' provided to IW:LEARN and LME:LEARN

End-of-Pilot Landscape

By the end of the Pilot, two 'pilots' will have been completed which demonstrate how Local Economic Development can be promoted using A. harmonized CZM and MSP and B. using an ecosystem-based sustainable management approach which recognizes the importance of economic development in harmony with sustainable management of resources. Based on the lessons from this process a new institutional and legal approach will have been developed and submitted to government for adoption which integrates ICM and MSP into one coastal and marine spatial planning process.

SAP Implementation Priorities being addressed

Ecosystem health and biodiversity

Ecosystem Quality Objective: Degraded, threatened and critical marine habitats are restored, conserved and maintained; populations of threatened species are protected and recovering.

Reduce threats to species and habitats and incorporate biodiversity considerations into coastal planning (marine spatial planning / coastal zone management), including identifying threatened coastal and marine habitats/threatened species (such as spawning and nursery areas such as intertidal pools and lagoons), developing coastal reserves/MPAs, training of personnel, etc.

Enhance the economic development potential

Ecosystem Quality Objective: The ecosystem that is providing goods and services through blue economic initiatives for the sustainable livelihood of the people of the region.

Managed competition of shared resources space by employing adequate spatial planning. Enhancing key economic sectors, i.e. marine transport & manufacturing; offshore oil & gas and fisheries, integrated ocean governance & protection to achieve sustainable oceans development through integrated ocean governance framework and marine spatial planning. Develop and implement a series of marine spatial management plans in priority national and transboundary ocean areas.

Description of expected Stress Reduction arising from the Pilot

It is intended that these two pilots of local economic development within an ecosystem-based management approach will improve coastal planning in the context of setbacks, mitigation of habitat degradation or loss, reduction in site-specific coastal erosion, reduced point and chronic pollution, better upstream environmental flow management and generally balancing the socio-economic and environmental requirements. Although much of this falls within 'Process' rather than 'Stress Reduction' that process at the local and community level is currently absent and without it stress reduction will be difficult to

realize. However, Output 5 addressing partnerships between the public and private sector will focus specifically on demonstrating stress reduction through wastewater management and pollution control.

Management and Monitoring

These two demo 'pilot' projects are intended to last for 3 years.

The Benguela Current Commission Secretariat will collaborate with the Namibian Government and the responsible Agency to contract and appoint a Pilot Project Manager to oversee and manage the day-to-day Pilot site activities and various partnerships and collaborations as well as cooperation between the various government departments. BCC will monitor the progress of the Pilot closely along with the responsible national agency. In view of the close linkages to the GIZ MARISAM project, the possibilities of sharing a full-time management position for the demo will be considered and discussed.

A small Pilot steering group will be assigned by the responsible agencies to manage the project and ensure it is meeting its targets and objectives. This Steering group should, where possible, include appropriate stakeholders or interact with stakeholders during the demo project inception and implementation through a stakeholder workshop.

Regular, three-monthly brief progress reports will be provided by the Project Manager to the Pilot steering committee and then to the BCC and the overall BCLME UNDP GEF Project Management. The Pilot Project Manager will also provide updates in project activities to the overall BCLME Project Steering Committee when it meets.

A final Pilot Evaluation Report (DER) will provide an evaluation of overall delivery and success, a final budget breakdown and, importantly, a review of lessons and best practices focusing on the options for replicability.

Linkages to and coordination with other closely related projects and funded activities

A. The GIZ MARISAM Project

The main Objectives of this on-going project is to ensure that the sustainable management of the marine biodiversity and resources of the Benguela Current Large Marine Ecosystem (BCLME) is strengthened by improving the capacities of the Benguela Current Commission (BCC) and its Party states in relation to Ecologically or Biologically Significant Marine Areas (EBSAs) and Marine Spatial Planning (MSP). In this context it has three main components/outputs, A. To provide support to the BCC Party states to describe, recognize and manage EBSAs, B. Assisting the Party states to implement and institutionalize marine spatial planning, and C. Ensuring that the concepts and instruments for the sustainable management of marine biodiversity and natural marine resources are widely known, accessible and used in the BCLME region and internationally. The UNDP GEF BCLME III Project and the GIZ MARISMA Project have worked closely with the countries in parallel development of their two support projects, their expected outputs and their deliverables. Their over-riding agreement and understanding is that both projects can provide the most cost-effective inputs and activities within a collaborative framework. In particular, with GIZ MARISMA focusing on marine spatial planning at the ocean level, and UNDP GEF BCLME III focusing on integrated Coastal Management (Including watershed impacts), the possibilities and options for harmonizing and integrating these two geographically (and, in Namibia's case, administratively) distinct responsibilities become very real and achievable.

B. The NACOMA Project

The Namibian Coast Conservation and Management Project is tasked to pave the way for an Integrated Coastal Zone Management System in Namibia. This is a GEF-funded initiative which started in March 2006 under the auspices of the Ministry of Environment and Tourism and which should be completed by the end of 2015. The project aims to:

- Enable Namibians to agree on a common vision for the management of the coastal zone;
- Develop & support the implementation of the Government's coastal policy;
- Clarify the legal and regulatory framework for coastal zone development planning;
- Harmonize institutional mandates and roles for the management of the coastal zone;
- Provide required training & practical skills to key stakeholders responsible for managing the coast;
- Improve awareness about the coastal biodiversity, environmental problems and the coastal value.

Clearly, NACOMA's work and legacy feeds directly into the aims of this demo project.

C. SEMP (Strategic Environmental Management Plan of the Uranium Province)

The Strategic Environmental Management Plan (SEMP) for the central Namib Uranium province is an over-arching framework addressing cumulative impacts of existing and potential developments through monitoring and management. The SEMP arises from the Strategic Environmental Assessment (SEA) for the uranium province, an initiative that provides vision and generates a culture of collaboration within the mining industry, government, and the public. Such mining is often associated with positive synergies such as employment, infrastructures and various socio-economic benefits; however, the potentially negative effects (e.g. air quality and radiation, effect on tourism as some of these mines are situated in National Parks) are among the major public concerns. Where there are linkages at the pilot sites and in the overall harmonization of coastal and marine management, SEMP will be taken into account

D. Namibia Seabed Environmental Assessment Project (Project on cumulative impact of seabed mining and co-existence)

Under the supervision of the Ministry of Fisheries and Marine Resources, this project is undertaking an investigation of cumulative impacts on the marine ecosystem from mining of phosphorites off the Namibian coast within the EEZ. The project will identify and develop the scientific procedures and studies necessary to compile a Strategic Environmental Assessment of the cumulative impacts on the marine ecosystem from seabed mining of industrial minerals, focusing on phosphorites, along the Namibian coast. Again, where such impacts are relevant to the demo project objectives (e.g. in the harmonization of ICM and MSP) the project will interact and collaborate with SEAP and its activities and findings.

E. Enhancing Climate Change Resilience in the Benguela Current Fisheries System

This is a five-year GEF-funded project which aims to build resilience and reduce vulnerability of the Benguela Current marine fisheries systems to climate change through strengthening adaptive capacity and implementation of participatory and integrated adaptive strategies in order to ensure food and livelihood security

F. Second UNDP GEF Orange-Senqu River Project

The Orange-Senqu River Commission (ORASECOM) promotes the equitable and sustainable development of the resources of the Orange-Senqu River. ORASECOM provides a forum for consultation and coordination between the riparian states to promote integrated water resources management and development within the basin. UNDP GEF supported an initial Transboundary Diagnostic Analysis for the Basin leading to a Strategic Action Programme. They are now planning a second phase to implement this SAP and the Orange River Mouth will be an important area in that SAP Implementation. Consequently, this Demo Project will interact closely with this UNDP GEF supported project for the Orange Senqu River SAP implementation process.

G. Coastal Environmental Trust of Namibia (Walvis Bay Lagoon)

The Coastal Environmental Trust of Namibia (CETN) aims to promote sustainable development, to conserve the fragile coastal wetlands and desert environment and to promote environmental education, awareness and understanding. CETN partnered with the Government in the Walvis Bay Local Action for Biodiversity project and produced a Biodiversity Report for the Municipality of Walvis Bay in 2008. The Namibian Dolphin Project is a partner with CETN and was started in 2008 and has grown from strength to strength since then. Their core focus is research on coastal dolphins and whales in Namibian waters with the ultimate aim of generating high quality data that is useful to both science and management. They work closely with local NGO's, the marine tourism industry and the Namibian government to ensure that their results get to the right people. The Namibian Dolphin Project is now managed as part of the Sea Search Africa group. It is hoped that this current demo project can use the work already started as a partnership between CETN and government in relation to the Walvis Bay Lagoon as a foundation for some of the Local Economic Development planning.

H. Gobabeb research and training center

The Gobabeb Training and Research Center is an internationally recognized center for dry land training and research in Namibia. It is located in the Namib Desert, 120 km south-east of Walvis Bay. Gobabeb conducts research in the fields of climate, ecology and geomorphology. It further tests, demonstrates and promotes Appropriate Technologies. By conducting training courses Gobabeb aims to improve the public awareness and knowledge of dry land ecology and environmental issues. The station hosts permanent researchers, students, and interns, as well as

MTR EVALUATION REPORT FINAL JUNE 3, 2020

short time visitors such as school and university groups, and tourists. Gobabeb also occasionally hosts film crews, journalists and artists.

Pilot Stress Reduction objectives at 'site' level as part of this pilot process:

Conserved/protected wetland, MPAs, and fish refugee habitat = Approx. 100-130 sq. km

Demonstration of Restored Habitat mechanisms, including wetlands = Approx. 5-10 sq. km.

Agriculture pollution reduction practices = 40% reduction from pilot inception baseline in pesticides and fertilizer levels at point-of-contact with coastal waters within Pilot lifetime.

40% reduction from pilot inception baseline in heavy metals (as measured at final discharge) within Pilot lifetime.

< 10mg/l of BOD in all rivers and river mouths in the pilot area (where baseline is above this value at start of project)

Municipal wastewater pollution reduction = Approx. 500 kg/yr. collectively across the pilot area and = or < 20mg/l of BOD at all outfalls

Integrated coastal management introduced = across entire coastline of 1,500 km

National Indicators - Best Lessons and Practices for National Adoption/Replication:

Ecosystem Valuation Methodology

Cost Benefit Analysis Methodology

A proven methodology submitted to national government (for their adoption) for the development and implementation of Local Economic Development plans that integrate community development and ecosystem sustainability

Investments by government and commercial partners that support stress reduction and environmental-social benefits at the ecosystem level (e.g. reversal of habitat degradation; restoration/ rehabilitation; responsible fisheries stewardship ;) and capture climate resilience needs

Public/Private partnership agreements negotiated and implemented for local economic development based on the overall concept of sustainable marine spatial planning and the welfare of the BCLME

A formal government White Paper presented to Cabinet for adoption of a Management Authority that includes both CZM and MSP

Clear targets adopted and monitored for stress reduction (timeframe and quantitative) within local economic development plans and by the Management Authority as well as in any partnership stress reduction activities

Targeted training and capacity building of individuals and institutions to support this Management Authority and harmonized spatial planning approach

Experience Notes produced by the Project and delivered to IW:LEARN and LME:LEARN

ANNEX 3 – ANGOLA

ANNEX: ANGOLA PILOT THREE

Responsible Agency(s): National Fisheries Management and Protection of Fish Resources (DNPPRP) the MinPescas

Pilot Objective

Community level use and preservation of resources through identification of sensitive coastal areas and species (including areas critical for fisheries recruitment and spawning): the development, elaboration and implementation of management plans and protective measures at community level; the direct involvement of local communities in the management processes. The overall aim would be to balance the use and conservation of marine and coastal resources for better community benefit while preserving and protecting the vulnerable and biological integrity of coastal ecosystems species, preventing habitat destruction, avoiding pollution and overexploitation, and promoting the rational and sustainable development of coastal fisheries. Again, close collaboration will be established with the FAO GEF project on Climate resilience which also aims to ensure that MPAs and other fish refuge, breeding areas or protected areas in estuaries and coastal areas are designed and managed to be resilient to the impacts of climate change.

Definition of Geographical Area/Community/Extent

The Pilot Area selected is Baia dos Tigres, which is an isolated and unpopulated island in the Namibe Province in the southwestern region of Angola with a land mass of 98 square kms. It is the largest island of Angola which was formed in 1962 when the sea broke through a small sand causeway connecting it to the mainland. The inhabitants abandoned the Island in 1974 to escape the strong wind, lack of drinking water and the transportation difficulties to the mainland. The Island was once a thriving commercial fishing community. As the largest and only sandy island off the coast of the 2000 km-long Namib Desert, the waters surrounding the island are very rich in fish stocks, while the location is renowned for its birdlife. Two surveys of the Island region in 1999 and 2001 indicated a rich wetland bird diversity consisting of 25 species and a bird density of 33 birds per square kilometre. Recently, the Island has only been visited now by adventure-seeking tourist groups and it remains the least known coastal wetland along desert coast, rich in shorebirds.

Intended Outputs and Deliverables from Pilot Three

- Output 3.1:** Assessment of Biological and Socioeconomic Importance of the Pilot Area
- Deliverable(s):** Comprehensive report on the area as an Ecologically and Biologically Sensitive Area, including listing and details of species present or visiting (migratory)
- Detailed report on study of previous, present and potential fisheries (including gear and techniques used) as well as further potential for economic development (e.g. tourism)
- Output 3.2:** Development and Implementation of a management plan for the area to ensure the sustainable development and use of resources.
- Deliverable(s):** Spatial Mapping to identify potential protected/managed areas and fishing communities
- Spatial mapping to identify potable water and wastewater management needs as well as solid waste management requirements (especially plastics) necessary for a sustainable development process alongside management of living marine resources
- Formation of an intersectoral, stakeholder Baia Tigres Development Advisory Board (to include MINPESCAS, MINAMB, MINPET, MINTRANS, MINTUR), with representation from community Partys and local government, as well as any other local stakeholders.
- Identification of investment opportunities and pre-feasibility studies for investment in sustainable development
- Local Economic Development Plan for sustainable development and use of resources completed and implemented for the Baia Tigres communities
- A coastal monitoring strategy implemented for Baia Tigres addressing biological, physical, chemical and socioeconomic indicators as well as measuring any climate-related trends or changes
- Output 3.3:** Training, Awareness and Capture of Lessons
- Deliverable(s):** An implemented training programmes for communities in ecosystem-based fisheries and sustainable community development and management

MTR EVALUATION REPORT FINAL JUNE 3, 2020

Awareness campaigns for local communities and Management/Policy Level briefing Documents for Government

Capture of best lessons and practices in a Final Report from the Pilot Component, including Experience notes for IW:LEARN and LME:LEARN

End-of-Pilot Landscape

A job creation and community improvement scheme that functions alongside and in parallel with the sustainable management of resources, including protected areas that are sensitive and including eco-friendly fisheries practices. Greater involvement of fishing communities in management practices alongside a strong intersectoral management ethos and greater Involvement of stakeholders in the marine and coastal ecosystems

SAP Implementation Priorities being addressed

Ecosystem Quality Objective: The impacts of harvesting transboundary living marine resources on the marine ecosystem are minimized and mitigation procedures implemented; harvesting is sustainable and depleted stocks are recovering.

Develop, implement and monitor ecosystem approaches to management, especially joint management including precautionary approach, risk assessment, adaptive management and improving participation in management by a broad base of stakeholders.

Ecosystem Quality Objective: A greater understanding of the variability and productivity of the ecosystem such that this knowledge can be incorporated into the decision-making process.

Implement coastal monitoring stations in Angola to provide long-term monitoring of the physical environment

Assess vulnerability of coastal ecosystems, including communities, to climate change/variability

Ecosystem Quality Objective: Coastal and marine pollution and water quality are controlled and managed to meet agreed standards for human and ecosystem health.

Develop and expand the monitoring of coastal water quality in the vicinity of coastal developments (pollution "hotspots"), new potential hotspots to be monitored and existing ones to be extended beyond the immediate vicinity (currently usually only within bays).

Implement measures to minimize dispersal of macro-plastics in order to reduce incidents of ingestion and entanglement of threatened species causing mortality in already stressed populations.

Introduce and implement policies to reduce discarded or lost fishing gear and hence incidences of ghost fishing and entanglement of threatened species.

Ecosystem Quality Objective: Degraded, threatened and critical marine habitats are restored, conserved and maintained; populations of threatened species are protected and recovering.

Incorporate biodiversity considerations into coastal planning (marine spatial planning / coastal zone management), including identifying threatened coastal and marine habitats/threatened species (such as spawning and nursery areas like mangroves and lagoons), developing coastal reserves/MPAs, training of personnel, etc.

Identify key habitats and develop mitigation policies and practices to reduce alteration/destruction (habitats include vulnerable coastal habitats, mangroves, salt pans).

Ecosystem Quality Objective: The understanding of social-ecological interdependencies is improved such that this knowledge can be integrated into the management process

Promote multi-sectorial management approaches and develop mechanisms to support collaboration between non-government people including university, NGOs, civil society, etc.

Description of expected Stress Reduction arising from the Pilot Component

- Reduced fishing pressure
- Conserved/protected wetland, MPAs, and fish refugee habitat
- Improvements in fishing practices and compliance, including the reduction of fishing stress through mariculture

MTR EVALUATION REPORT FINAL JUNE 3, 2020

- Greater involvement of women in management of fishing and fish-processing coastal communities
- Effective wastewater and solid waste pollution management
- Water use efficiency measures
- Promoting increased family income and economic level, thus contributing to the eradication of hunger and poverty
- Integrated Coastal Management

Management and Monitoring for all Angola Governance Pilot Activities

The Benguela Current Commission Secretariat will monitor the progress of the Pilot. Angola will appoint its own Pilot Project Manager to oversee and manage the day-to-day Pilot site activities and various partnerships and collaborations as well as cooperation between the various government departments. A small Pilot steering group will be assigned by the responsible agencies to manage the project and ensure it is meeting its targets and objectives.

The Angolan Government will align the Pilot project with its on-going national and municipal level coastal management activities and overall policies for socioeconomic development community / municipal level management practices.

Regular, three-monthly brief progress reports will be provided by the Project Manager to the Pilot steering committee and then to the BCC and the overall BCLME UNDP GEF Project Management. The Pilot Project Manager will also provide updates in project activities to the overall BCLME Project Steering Committee when it meets.

A final Pilot Evaluation Report (DER) will provide an evaluation of overall delivery and success, a final budget breakdown and, importantly, a review of lessons and best practices focusing on the options for replicability.

Linkages to and coordination with other closely related projects and funded activities related to all Pilot Components

I. The GIZ MARISAM Project

The main Objectives of this on-going project is to ensure that the sustainable management of the marine biodiversity and resources of the Benguela Current Large Marine Ecosystem (BCLME) is strengthened by improving the capacities of the Benguela Current Commission (BCC) and its Party states in relation to Ecologically or Biologically Significant Marine Areas (EBSAs) and Marine Spatial Planning (MSP). In this context it has three main components/outputs, A. To provide support to the BCC Party states to describe, recognize and manage EBSAs, B. Assisting the Party states to implement and institutionalize marine spatial planning, and C. Ensuring that the concepts and instruments for the sustainable management of marine biodiversity and natural marine resources are widely known, accessible and used in the BCLME region and internationally. The UNDP GEF BCLME III Project and the GIZ MARISMA Project have worked closely with the countries in parallel development of their two support projects, their expected outputs and their deliverables. Their over-riding agreement and understanding is that both projects can provide the most cost-effective inputs and activities within a collaborative framework. In particular, with GIZ MARISMA focusing on marine spatial planning at the ocean level, and UNDP GEF BCLME III focusing on integrated Coastal Management (Including watershed impacts), the possibilities and options for harmonizing and integrating these two geographically (and, in Namibia's case, administratively) distinct responsibilities become very real and achievable.

J. FAO - Spatial Planning of Aquaculture Zones in the Republic of Angola:

The Food and Agriculture Organization of the United Nations (FAO) is providing technical support to Angola on the project "Spatial Planning of Aquaculture Zones in the Republic of Angola". This project aims to facilitate investment and promote an effectively governed aquaculture development sector that is socially inclusive, equitable and environmentally responsible. The Government of Angola has provided USD 200 000 to implement the first phase of the project within the ambit of the Country Programming Framework, which is a tool for the FAO country office's strategic prioritization and overall medium-term programming.

K. Enhancing Climate Change Resilience in the Benguela Current Fisheries System

This is a five-year GEF-funded project which aims to build resilience and reduce vulnerability of the Benguela Current marine fisheries systems to climate change through strengthening adaptive capacity and implementation of participatory and integrated adaptive strategies in order to ensure food and livelihood security.

Pilot Stress Reduction objectives at 'site' level as part of this pilot process:

Reduced fishing pressure = 10-20 tonnes/year in pilot area

Improved use of fish gear/techniques = 50% of fleet in pilot area

Alternative livelihoods introduced = 300-400 persons

Integrated Coastal Management = 800-1200 ha in pilot area

Overall National Indicators - Best Lessons and Practices for National Adoption/Replication:

Lessons and practices from Pilot 1 used to develop and adopt a national strategy for economic and social development of sustainable fisheries practices with a programme of support throughout the country

Lessons and practices from Pilot 2 used to develop and adopt a national strategy and programme of support for small-scale, community level mariculture aimed at increasing food security and reducing dependence and impact on near-shore fisheries, as well as improving livelihoods.

Lessons and practices from Pilot 3 used to develop a national strategy for identification of sensitive coastal areas and a parallel national development and implementation of community-level management and protection/conservation measures

All pilots to be assessed for the cost-benefit and efficiency of stress reduction measures versus 'business-as-usual'

All pilots to take into consideration any climate resilience measures and options that need to be incorporated into management strategies and LEDS (in close collaboration with the FAO GEF project on Enhancing Climate Change resilience in the Benguela Current Fisheries System)

All adopted national strategy include clear targets (timeframe and quantitative) for stress reduction (reduced by-catch, eco-labeling through MSC, gear restrictions, sustainable fishing gear introductions and removal of obsolete gear, reduced fishing pressure through protected or replenishment zones, right-based fisheries management, stock quotas, etc.)

Final Report with government and available to BCC

Experience Notes on IW:LEARN and LME:LEARN websites

[i] The use of strategic environmental assessment and risk assessment is needed to be consistently advocated in relation to compliance monitoring and enforcement (CME). The factors involved in ecosystem management measures are complex and, in general, still poorly understood. Thus, in the absence of a standardized system for assessments, the development of BCLME procedures allows a degree of discretion and flexibility that will differ between countries, depending on national capacities and levels of expertise. The PD recognizes this difficulty and includes an activity () xx to refine and harmonize CME approaches *as experience* is gained.

ⁱ The BCC has gone through HACT assessment in 2019.

ⁱⁱ Achieving long-term outcomes such as those highlighted in the development context above, requires contributions from multiple actors. In both the BCLME and protected areas initiatives, UNDP efforts complemented ongoing interventions supported by government and other development partners. For example, the BCLME programme attracted support from the Icelandic International Development Agency for a four-year training and capacity-building programme (2009–2013); the Government of Norway provided the implementation of a five-year science programme (2009–2014), which aimed to ensure ongoing accumulation of information and data for improved transboundary management; the European Union supported a four-year research project (2011–2015) aiming to modernize and improve the management of key marine fisheries; and the Food and Agriculture Organization of the United Nations is backing the Benguela Current Commission’s transboundary fisheries surveys and implementation of an ecosystem approach to fisheries in the region.

ⁱⁱⁱ The Benguela Current Commission – Structure and Function

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

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

TABLE 4: Structure of the Benguela Current Commission



Ministerial Conference:

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

Benguela Current Commission Management Board:

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

Coordinating the implementation by the Parties of the Strategic Action Programme and the Benguela Current Convention; and
Advancing and representing the common interests of the Parties in matters concerning the Benguela Current Large Marine Ecosystem.
A detailed Terms of Reference and Rules of Procedure guide and direct the functions of the Management Board.

Ecosystem Advisory Committee: The Ecosystem Advisory Committee is one of the core structures of the Benguela Current Commission. It is comprised of senior multi-disciplinary experts which provide the Commission with the best scientific, legal and socio-economic advice and management recommendations based on the best relevant information available as generated and presented by various technical groups. Its roles include:

To support decision-making by the Management Board, the Ministerial Conference and the participating countries by providing them with the best available scientific, management, legal and other information, and expert advice concerning the sustainable use and development of the Benguela Current Large Marine Ecosystem.

To build capacity within the participating countries for the purpose of generating information and providing expert advice on a sustainable basis. The Ecosystem Advisory Committee operates mainly through regional Joint Working Groups. These groups are the vehicle for cooperation between the scientists and managers employed by government institutions in the three countries.

Finance and Administration Committee: The Management Board oversees the Secretariat's responsibilities for financial reporting through the Finance and Administration Committee. The committee has the mandate to provide oversight over the Secretariat's audit and financial control functions. The committee provides independent assurance and support to the Management Board and the Secretariat by evaluating the Secretariat's risks, control and compliance framework, and its external accountability responsibilities. The Committee's mandate requires that it shall assist the Management Board in ensuring the fiscal integrity of the BCC financial system. This shall be accomplished through reviews of the Secretariat's financial policies and procedures; reviewing the financial statements and recommending them to the MB for approval; keeping the MB informed on the Secretariat's financial condition in relation to donor funded projects; requirements for funds, and access to liquidity; reporting to the Management Board regarding the Secretariat sources of and use of funds. Other key responsibilities of this Committee shall include reviewing budgets, internal control procedures, investments, and advising the Management Board on auditing matters and financial reporting issues.

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

^{iv} **Brief overview of the institutional structure of the Benguela Current Commission**

Implementation of the project is coordinated by the BCC Secretariat through the PMU. Since the project is supporting implementation of the Convention and SAP, all the BCC structures, briefly presented below, have a role on the implementation of the project.

The Ministerial Conference

The Ministerial Conference consists of BCC sector ministers. One Minister from each Contracting Party is delegated to represent the Party on issues pertaining to the four most relevant sectors to the BCC, which are environment, fisheries, maritime transport, and tourism (in an alphabetical order). It is the highest decision-making body of the BCC. The primary functions of the Ministerial Conference are to evaluate the implementation of the Convention and approve any changes to the Strategic Action Programme (SAP). The Ministerial Conference also mandates the taking of any actions necessary to facilitate the effective implementation of the SAP. It further approves the work plan and budget of the Secretariat for the period between the ordinary conferences.

The Commission

The Commission is composed of Commissioners – one from each Contracting Party – accompanied by sector representatives from participating ministries. The primary functions of the Commission are, inter alia:

- Coordinating the implementation of the SAP and providing strategic direction, coordination and evaluation for the implementation of the work plans and budget;
- Agreeing on, where necessary, conservation and management measures concerning transboundary marine resources and the environment;
- Agreeing, as appropriate, on participatory rights, such as harvest levels and sharing arrangements for transboundary fishery resources;
- Promoting and supporting research programmes related to transboundary marine resources and the environment; and
- Ensuring adequate funding and resources to sustain the long-term operations of the Convention.

The Commission is supported by the following technical Committees and by the Secretariat.

Ecosystem Advisory Committee (EAC)

The Ecosystem Advisory Committee (EAC) provides to the Commission the best scientific advice and relevant information available and, a. Establishes and manages a science programme; and b. Recommends conservation and management measures.

The Compliance Committee (CC)

The Compliance Committee (CC) is mandated to provide the Commission with information, advice and recommendations on the implementation of, and compliance with, the measures adopted to give effect to the objectives of the Convention. The Committee contributes to the implementation of project outputs related to ballast water management, Illegal unreported and unregulated (IUU) fishing, and oil spills responses among others.

Finance and Administration Committee (FAC)

The Finance and Administration Committee provides financial and administrative advice to the Commission and, inter alia: a. Monitors the implementation of the Secretariat budget and reviews the audited financial reports; and b. Reviews and recommends the projected budget for approval.

Other than the BCC, other key stakeholders for the project include: coastal communities, artisanal and subsistence fishermen, academia, school children and the youth, commercial fishers, small scale coastal and marine entrepreneurs, oil and gas explorers and producers, diamond and other extractive minerals explorers and producers, coastal and marine tourism operators, coastal infrastructure developers, port and harbor operators, shipping and marine transporters, conservation NGOs (national, regional and international), and associations of NGOs, IGOs and, national governments.

Each Committee above is authorized to establish Working Groups to support the Committee on any specific subject matters or technical issues.

^v Collaboration with the GIZ-supported MARISMA Project

The German Government is supporting the BCC to strengthen the sustainable management of the marine biodiversity and resources of the Benguela Current Large Marine Ecosystem by improving the capacities of the Benguela Current Commission and its member states in relation to Ecologically or Biologically Significant Marine Areas (EBSAs) and Marine Spatial Planning (MSP). The GIZ Project Components/Outputs include these:

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

During design stage, there was an overall agreement in all of these discussions that *both projects had specific areas of focus that would complement each other* in delivering priority SAP implementation requirements and an overall ecosystem-based ocean governance approach for the Commission and its countries. During project design period the following collaborative and cooperative approaches were agreed upon:

- **National Demonstrations of SAP Implementation Priorities:** The overarching focus of the national Governance Pilots under the UNDP BCLME III Project would aim to deliver a more holistic and integrated approach to coastal management and marine spatial planning and, where possible, selected national Governance Pilot areas should try and include EBSAs. The projects were expected to collaborate on Governance Pilots and their deliverables to achieve this harmony between coastal and marine planning and management.
- **The Governance Baseline Analysis and SAP Implementation Cost-Benefits and Private Sector Engagement/Investment:** The Cost Benefit Analysis planned by the UNDP BCLME III project is seen to be an important tool to foster support from the marine sectors as well as overall political support, particularly in relation to proposed demo sites. There was some evidence on collaborations, but it can be strengthened, according to informants.

Joint Steering, Coordination and Parallel Management Strategies: It had been proposed that the Commission itself (i.e. through the Management Board) would act as the primary policy-level steering body for all related projects (this may include others, such as the FAO-funded initiatives). A coordinating body would be adopted at the level of the Secretariat that would meet more frequently to coordinate inter-project activities and provide regular updates on progress. For instance, Capacity Building and Training is also common to both projects and will be carefully coordinated through the BCC and Secretariat. Additionally, the GIS MARISMA and UNDP BCLME III projects would plan to coordinate their support to any appropriate staffing levels within the Secretariat

^{vivi} Collaboration with FAO/GEF Project^{vi} Enhancing Climate Change Resilience in the Benguela Current Fisheries System

The goal is to build resilience and reduce the vulnerability to climate variability and change of the marine fisheries and mariculture sectors within the BCLME through strengthening adaptive capacity and implementing participatory and integrated strategies to ensure food and livelihood security.^{vi} At national level, respective fisheries and mariculture government departments and environmental ministries will be the key project partners and will share the responsibilities for the execution of national activities with the Benguela Current Commission. FAO will be the GEF Agency responsible for the supervision and provision of technical guidance during the implementation of the project. Specific areas of collaboration would include the following:

- Joint evolution of multi-sectoral approaches to adaptation and increased resilience to climate impacts in each country, with a strong emphasis on integrating these into marine spatial planning and into community-level SAP implementation. The UNDP GEF Project places a strong focus on National Intersectoral Committees for LME SAP Implementation. These committees can also ensure the forum that climate resilience is taken into account in any decisions that relate to SAP implementation and overall management of resources and livelihoods within the LME. Coordination was not evident and is needed;
- Collaboration in the assimilation and dissemination of available knowledge to increase understanding and awareness of the existing and the likely future impacts and implications of climate change and variability on fisheries, mariculture, and communities and other settlements dependent on them. The lessons and best practices (which are important deliverables from many of the UNDP GEF outputs, particularly the governance pilots) will provide additional vehicles for the FAO GEF project to disseminate such knowledge. Shared piloting of best-practices to strengthen climate resilience in fisheries and aquaculture and thereby improve governance and the security and livelihoods of coastal dwellers provides an excellent opportunity for close collaboration within the governance pilots whereby the FAO project can test climate resilience activities and develop best practices alongside the UNDP GEF Community livelihoods and stress reduction support. These lessons and practices can then be captured at the national level as the governance pilots become scaled up;